

5 YEAR PLAN 2010 - 2014



Santa Fe County  **Fire Department**

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ACKNOWLEDGEMENTS

I am amazed each time we go through this process of strategic planning, at the sheer volume of information that is produced. It can be easily overwhelming. When I wonder just how in the world we could possibly begin to meet these lofty expectations that we've identified I am reminded of the expression about how to eat an elephant....simply one bite at a time. And so it is for us, also. We will tackle this plan head on as we have all the others; recognizing that it will only be through the collective efforts of the entire Department that such a large task may be accomplished.

I am constantly buoyed up during moments of doubt, knowing the ability of our team, our collective effort and will to overcome obstacles toward success. It requires the assistance of many outside the Department and within the County to make this plan achievable. But, they have been there before and will be again to do their part. We must not forget those who help us along the way; for the success of one cannot be had without the combined efforts of many.

As leaders, we have a responsibility to one another for our success as a department. Recognizing and accounting for one another's weaknesses is just as important as recognizing and utilizing our individual strengths. Collectively as a management team we are stronger and more resilient than we could be individually. We cannot be a strong management team while tearing each other down individually. This is why we must practice and emulate the values contained in our Pledge to My Peers document. When we concentrate on ensuring the individual success of each individual we collectively ensure the overall success of the organization.

The future success of the Department will soon be in the hands of those who may today fail to recognize their true importance in that future. It has been said that those who fail to plan, plan to fail. This statement can find no greater relevance than the need to plan for the future leadership of the Department. Some of this planning must be undertaken by the Department but the individual is just as responsible for their future as is the Department; it is indeed a team effort. Therefore, Department resources must be expended in developing today's and tomorrow's leaders in conjunction with those efforts of the individual.

We must acknowledge regularly the role of the taxpayer who pays the way to success; the role of the politician who sets the policy and approves the budget that allows us to even begin such a journey: the role of the supporting player who performs their duties and responsibilities behind the scene everyday, never sharing the spotlight but simply and assuredly doing their part. Only then can we acknowledge our small role in the success of achieving our mission, within these goals and objectives. Together, those in management and those who actually respond to the emergency calls, render aid, care for those in need, and at times risk their lives in service to others will answer this call.

*By Chief Stan Holden
March 19, 2009*

COUNTY RESOLUTION ADOPTING THE 2010-2014 PLAN

SANTA FE COUNTY

Resolution No. 2009-

A RESOLUTION ADOPTING THE 2010-2014 FIVE YEAR PLAN FOR THE SANTA FE COUNTY FIRE DEPARTMENT

WHEREAS, fire protection, suppression, and emergency medical services are integral public safety services provided to Santa Fe County residents; and

WHEREAS, the Santa Fe County Fire Department is responsible for public safety in the areas of fire suppression, rescue, emergency medical services and special operations within Santa Fe County; and

WHEREAS, the provision of these services is greatly enhanced in a cost effective manner through proper and timely planning; and

WHEREAS, the Santa Fe County Fire Department has utilized two previous five year plans as blueprints for the development and operation of the Department; and

WHEREAS, the Department, under the direction of the Board of County Commissioners, has commissioned the 2010-2014 Plan for the purpose of planning and managing the operations of the Department for the next five year period; and

WHEREAS, the implementation of this plan for the purpose of achieving the goals and objectives of the Department and each Division should be conducted in a transparent and unified manner; and

WHEREAS, the 2010-2014 Five Year Plan will be used to guide the Department into the future and provide useful information to County Commissioners, Administrators, Fire Department Personnel, and the general Public;

NOW, THEREFORE, BE IT RESOLVED by the Santa Fe Board of County Commissioners to adopt the Santa Fe County Fire Department 2010-2014 Five Year Plan.

PASSED, APPROVED, and ADOPTED this ____ day of _____, 2009.

MIKE ANAYA, CHAIRPERSON
BOARD OF COUNTY COMMISSIONERS

ATTEST:

VALERIE ESPINOZA, COUNTY CLERK

APPROVED AS TO FORM:

STEPHEN C. ROSS, COUNTY ATTORNEY

EXECUTIVE SUMMARY

This plan represents the third consecutive Five Year Plan of the Santa Fe County Fire Department (SFCFD). As with our previous planning efforts, this plan will also be used to provide information to County Commissioners, County Administrators, Fire Department personnel and the general public.

This five year plan not only lists Goals and Objectives realized since 2004, but has the added benefit of summarizing research recently completed for the County Commission on estimated population growth and development, as well as capital improvement needs.

The Fire Department's ability to meet the identified goals and objectives for this five-year plan period requires a coordinated effort between all players both within and outside the Department. Implementation of the plan must be approached in a unified manner so that the Department can realize success. While the Department did expand and remodel five stations during the last planning period, due to funding shortfalls we were unable to purchase essential apparatus and equipment identified for replacement in the 2004 Five Year Plan. Additional apparatus and equipment needed to maintain a minimum level of service in the face of rapid growth also cannot be addressed. As a result, we are far behind schedule in meeting critical infrastructure needs.

Yet, in spite of this funding restriction the Department did achieve notable successes outlined in the previous plan. These accomplishments are listed within Appendix B.

Strong leadership and effective resource management are required to plan for, and carry out, the ideals of a growing community's fire protection, suppression and emergency medical services. These public safety services are the right of Santa Fe County residents, and the obligation of the government. Performing them with integrity and honest effort are integral to the ability of the government to provide comprehensive public safety services.

We cannot effectively lead without effectively communicating. As exhibited during the development of this five-year plan, it is important to seek input from multiple sources regarding the future of the Fire Department. We must be diligent in allowing others to have a voice in who we are and what we will become in the future, while not losing site of our mission as an organization. We must be vigilant in our efforts to ensure, beyond any measure, that our mission to serve the public remains paramount - superior to all others as the driving force in the future as it has been in the past. The needs of our professional staff must be of our highest priority - without both career and volunteer staff we cannot accomplish our mission, or meet our goals and objectives during this five-year plan period.

To this end the Santa Fe County Fire Department, under the direction of the Santa Fe Board of County Commissioners, engaged this strategic planning process for the purpose of providing a blueprint for the planning and operation of the fire department over the next five years.

The Department's overall mission, goals and objectives must be adequately communicated and the role and responsibility of each individual understood in order to achieve success. Yet it is through collective accountability that we hold one another responsible for doing our part in achieving that success. While the day-to-day demand of performing the operational duties of serving the public at large cannot be understated, we must not allow this demand to overwhelm our ability or need to strategize, plan and implement tomorrow's successes.

Santa Fe County Fire Department Mission Statement



Our essential mission and number one priority is to provide high quality emergency services to the people of Santa Fe County.

PLAN GOALS AND OBJECTIVES

Planning Process

The planning process included outreach to individuals throughout the Department, including the command team, district chiefs, and volunteers. Group discussions were conducted as well as strategic planning exercises, and a Department-wide online survey was employed to elicit input from as many different corners of the Department as possible.

As in the past two plans, this document was prepared by Southwest Planning and Marketing of Santa Fe. It provides a blueprint for growth and development for the Department over the next several years (2010-2014) and incorporates guiding input from both Chief Stan Holden and Deputy Chief Dave Sperling.

Emerging Issues and Identified Needs

Based on meetings with the Department's Chief Officers and District Chiefs, and results of the survey of career personnel and volunteers, several key issues have emerged that help inform the creation of this plan. The most critical issues are listed below, and are further represented throughout the document. There are a number of other emerging issues deliberately not addressed here, as the Department leadership chose to focus attention on those which are most critical for continuing operations, and success. These are briefly discussed below.

1. **Funding inadequate to meet need.** The Fire Department does not receive County General fund money. On December 31, 2008 the Fire Department lost the County Fire Protection Excise Tax, handicapping its ability to replace needed apparatus, equipment, and facilities.
2. **Volunteer recruitment and retention.** Volunteer recruitment and retention is a challenging and critical need for all fire departments that rely upon volunteers, including SFCFD. Across the United States and certainly in Santa Fe County, this issue has reached critical proportions.
3. **Training and mentoring.** There is a need for more professional training (including for Hazmat situations and general emergency preparedness) and additional training and education for both career personnel and volunteers, as well as more mentoring on the job. There is interest in more cross training between volunteers and career personnel
4. **Career advancement.** There is a need for a better defined career ladder to allow for career advancement.
5. **Accountability.** There is a desire for greater accountability, for both career personnel and volunteers.
6. **Policies and procedures.** There is a need for a consistent set of policies and procedures across all ranks and Fire Districts and a desire to have them enforced in a consistent and impartial manner across volunteer and

career lines. Related to this, there is also a desire for additional standardization of apparatus and equipment.

7. **Internal Communications.** Communications could all be improved among Districts, among Divisions, between Districts and Fire Administration, between District Chiefs and volunteers, and between the Fire Department and County Administration.

Department-Wide Survey

As part of a needs assessment and update of the operational plan, all SFCFD staff members were invited to take part in an on-line survey. A total of 55 volunteers and 66 career personnel participated in the survey. A more detailed summary of the findings can be found in Appendix C.

GUIDING VALUES AND PRINCIPLES

Our pledge to one another is not just words upon paper, it is our commitment to one another, because we believe all personnel, regardless of rank, status or position are important and should be treated with respect.

Pledge To My Peers

We are colleagues with a common mission. I pledge to meet my commitment to you as a team member of the Santa Fe County Fire Department and expect you will meet your commitment to me.

I will practice and model the Key Principles listed below in my relationship with you and all others in the Santa Fe County Fire Department.

Maintain and enhance self-esteem

Listen and respond with empathy

Ask for help in solving the problem

I accept my individual and our collective responsibility to solve the problem; it is not important to fix the blame.

I accept that all decisions are not perfect, and if I disagree, I will do so openly and present possible alternatives to an ultimate decision in a group or a one-on-one situation. Once a decision is made I will try to make it work. If I disagree or find that a decision is not workable, I will work through the appropriate decision makers and /or decision-making channels to have such decision modified or rescinded.

I will assure, as a leader of a decision-making group, that appropriate communication during the decision-making process and about the final decision is given to all affected parties, in writing if appropriate; I will also communicate the "why" behind such decisions.

I will accept you as you are today - "the museum is locked."

I will talk to you promptly if I have a problem with your decisions, behavior or actions; and I will not talk to others, including your boss, about a problem without talking to you first.

I will remind you not to "mug" another team member; if I hear you doing so, I will ask you to talk to that person.

I will ask you for feedback about my behavior and respond openly to your request for feedback.

I will seek opportunities to compliment you for contributions you have made.

I will hold other members of the team accountable for fulfilling the above agreements, remembering first my commitment to you and others within our department.



**DEPARTMENT VALUES AND PRINCIPLES
WE BELIEVE:**

- **We are servants of the people.**
- **Our customers should be treated with kindness, compassion and respect.**
- **We value one another and our contribution, whether our services are paid or volunteer.**
- **We should be truthful and honest in our interactions.**
- **That people are led and things are managed.**
- **Our conduct reflects not only on ourselves but one another.**
- **We best serve the public by also taking care of ourselves and one another.**
- **Gossiping and rumors are damaging to morale and to our well-being as individuals and our organization.**
- **In being responsible and accountable, and that we are ultimately responsible to the people.**
- **Safety is primary in all our activities and that we are individually and collectively responsible for ensuring that all personnel return safely at the conclusion of each mission.**

FIRE DEPARTMENT OVERVIEW

The Santa Fe County Fire Department is a combination fire department that integrates both paid staff and the service of dedicated volunteers. Formed in 1997 from the consolidation of 15 volunteer fire districts and the former Office of the County Fire Marshal, the SFCFD protects approximately 1900 square miles of unincorporated area as well as the incorporated Town of Edgewood. Within these borders, SFCFD provides protection to approximately 76,000 residents living in 27,500 occupied housing units, as well as several million square feet of commercial development. Santa Fe County is also home to four Pueblos – Nambe, Pojoaque, Tesuque, and San Ildefonso - which rely on SFCFD for emergency services.

FIRE DEPARTMENT GOAL
It is the goal of the Santa Fe County Fire Department to protect life, limb and property; to ensure the safety and welfare of our personnel; to treat everyone with respect; and to develop and implement standards to ensure this goal is accomplished.

The Department maintains 32 fire stations countywide including four staffed regional stations and one staffed substation, as well as an extensive inventory of 188 vehicles including fire and EMS response apparatus as well as command and support vehicles.

The Fire Department is the County's largest department and the only one that provides an essential service utilizing a largely volunteer labor force. Current daily minimum staffing is 20 cross trained/dual role career firefighters supporting approximately 343 volunteer firefighters and medically trained personnel. Career firefighters staff the regional main stations and one substation, while the volunteers are organized and assigned to the 15 Fire Districts throughout the County.

In 2008 the Department responded to 5,486 emergency calls for fire suppression, EMS, rescue, and other emergencies. This represents a 18% increase in emergency response activity from 2007 and a 40% increase from 2005. Approximately 80% of emergency calls were for Emergency Medical treatment and transport.

Commercial and residential development and population growth have increased significantly in several areas of the County during the last several years. In fact, the Department is projecting an additional 2.51 million square feet of new commercial development in the next five years, and an additional 8.47 million square feet of new residential development during the same time period.

Besides providing fire and Emergency Medical Services to the residents and visitors of Santa Fe County, the department also provides mutual aid for fire,

EMS, and rescue services to the City of Santa Fe Fire Department, Los Alamos County Fire Department, Sandoval County, Bernalillo County, Rio Arriba County, Torrance County, the City of Espanola, the Village of Pecos, San Miguel County, the City of Moriarty, and additional smaller fire districts outside of the jurisdictional boundaries. The Department operates the County of Santa Fe Emergency Management program, and supports and houses the Santa Fe Regional Emergency Communications Center.

The Department protects an extensive wildland urban interface as well as critical infrastructure that include the following:

- Santa Fe Municipal Watershed and treatment facility
- Buckman Direct Diversion Regional Water Project
- Interstate rail and highway corridors
- Petroleum and Natural Gas Pipelines
- New Mexico Emergency Operations Center
- National Guard Facility
- State Penitentiary
- numerous state and federal facilities, and
- electrical transmission facilities

Management and Leadership

The Department's Management Team oversees the operations of the entire Department. This team of Chief Officers and support staff works with field personnel and the volunteer leadership of the 15 Fire Districts to develop and implement policies, procedures, directives, guidelines, and District By-Laws with a goal of ensuring the full implementation of the Department's mission to provide high quality emergency services to the people of Santa Fe County. Department leadership is provided by Fire Chief Stan Holden, the Deputy Fire Chief, and three Assistant Fire Chiefs. Together they provide leadership and guidance to the uniformed and non-uniformed career personnel in the Administration, Operations, Prevention, and Emergency Management Divisions and the volunteer members through the Fire Districts. This team appreciates the myriad challenges of managing an extensive combination career and volunteer fire department and works diligently to provide leadership in a strong and skillful manner.

GOAL	To provide leadership and high quality, efficiently managed, customer-oriented support services for the department to ensure the mission can be accomplished.
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CHALLENGE

Significant challenges include identifying and establishing future revenue sources to fund essential department growth, as well as directing continuous improvement in such a decentralized, relatively non-traditional, organization. There is the ongoing challenge of leading a diverse workforce, paid and volunteer, and the need to strengthen the overall organizational structure and administrative alignment (chain of command and control) of the Department. At the same time, SFCFD must adequately prepare to respond to increasingly complex and large scale hazards such as the Rail-Runner commuter train, tribal casino resorts, Wildland Urban Interface risks, and commercial and residential development throughout the County. These internal challenges are compounded by the need to guide the Department through a complex external environment consisting of State and Federal oversight agencies such as the Public Regulation Commission (PRC), State Labor Board, Internal Revenue Service, the Occupational Safety and Health Administration (OSHA), and others.

A brief outline of the Department's various Divisions follows. An expanded discussion of each of these divisions can be found in their respective sections within this Plan.

Administrative Services

Under the guidance of an Assistant Chief, Administrative Services is responsible for management and oversight of the Department's finances and budget, including the accounts payable and budgets for the fifteen Fire Districts. This division employs a staff of nine to provide billing and revenue collections for ambulance services, fleet and facility management, ground level management of the Department's purchasing process, managing the Department's construction projects, and providing front desk customer services to the public.

Division staff coordinates with the county's Purchasing and Payables Departments to ensure a timely and accurate purchasing system that meets the needs of the Department and complies with local and state requirements. They oversee and manage the revenue stream from the Fire Department's funding mechanisms such as the County Fire Protection Excise Tax, General Obligation (GO) Bonds and Revenue Bonds related to construction projects, the Fire and Emergency Services Gross Receipts Tax, and Fire-Rescue Impact Fees.

A recent addition to their task list is managing the Volunteer Incentive Program which provides a stipend for volunteers when they respond to district trainings or emergency calls. The staff fields numerous daily requests related to facility and fleet upkeep. Three Emergency Vehicle Technicians (EVT) service and repair the Department's large fleet of vehicles and the array of fire and EMS equipment.

CHALLENGE

Significant challenges for this Division include managing the financial needs of a growing and decentralized organization, transcending the complex requirements of County government, and bolstering the staffing of the Fleet Management Section. The addition of the Volunteer Incentive Program reimbursement has added a significant and on-going work load to the Division's staff.



Field Operations and Training

This Division is managed by an Assistant Chief who oversees three Shift Battalion Captains, one Captain responsible for training, one Lieutenant who has been temporarily assigned to training, and one Captain in EMS. Sixty-seven cross-trained Firefighter/EMTs, Intermediates, and Paramedics work 48 hour shifts and round out the Division's regionalized fire and emergency medical response team. These career firefighters provide full time emergency services with 5 ambulances and any number of fire and rescue apparatus depending on the required response. Three of the Department's staffed stations – Station 50 (Northern), Station 70 (Southern), and Station 61 (Agua Fria) - are supervised by a career Station Lieutenant on each shift; Station 80 (Eastern) and Station 60 (Western) rely on a single Lieutenant for staff supervision at the station level.

The Training Section of the Field Operations Division manages the extensive training and administrative requirements needed to keep field personnel trained and equipped to local, state, and national standards. This includes working extensively with the Santa Fe Community College on both fire and EMS training

programs for recruits and existing staff, and trying to bring a regular training program to geographically separated stations.

CHALLENGE

Managing the store of equipment and supplies needed to keep EMS and fire operations running smoothly and without interruption is a daunting task. The planning, program implementation, and management necessary to meet the demands of a growing workforce present an even more challenging environment. The need exists for a staff position to serve as the single focal point for the ordering, storing, and tracking of supplies and equipment. The high cost of housing in Santa Fe and the competitive environment for Paramedics are significant concerns for this Division.



Fire Prevention

This Division enforces the county's Fire Code and Wildland Urban Interface Code. Management is provided by the Department's Deputy Chief with the close cooperation of one Captain who supervises a staff of three Fire Prevention Specialists. The Prevention Office is located on Bisbee Court in the Turquoise Trail Business Park, providing the public more convenient access to plan review, inspection, and public education services. The Division also manages hydrant and preplan inspections, and assists the Districts with ISO inspection preparations when necessary.

CHALLENGE

Ongoing challenges for this group include coordination with County Land Use regarding new developments and customer service, increased growth and development throughout the County, and review and approval of special events that include a public safety component. The county also has many older residential structures. Expanding public education and additional risk reduction programs to improve life and safety practices is of major importance.



Wildland Urban Interface

Organized in 2006 under the Prevention Division, the Wildland Section is managed by one Captain and a volunteer Lieutenant. Three part-time grant-funded wildland firefighters/fuel reduction specialists help to bring a wealth of wildland fire expertise and experience. Together the team actively manages and

implements the operation and education components of the Department's wildland fire response. The section maintains a partnership program with other regional, state, and federal jurisdictions with the intent of reducing the risk of wildfire.

CHALLENGE

Training and equipping the resources necessary to adequately address education, fuel mitigation, and wildfire response is a great challenge in the county's extensive wildland urban interface. Dependence on grant-funding for staff salaries is also significant and places the long term success and continuity of programs at risk.



Emergency Management Division

The Emergency Management Division is currently staffed by an Assistant Chief. The county's Emergency Management Program is intended to prepare the various and diverse groups and communities of Santa Fe County for all-hazard disaster readiness and response through training of personnel and the acquisition of necessary equipment and apparatus. The Division is responsible for organizing and maintaining the County Emergency Operations Center located in the Public Safety Complex. Working with numerous local, state federal and tribal agencies, this division is responsible for implementation and compliance

with National Homeland Security directives and mandates and securing the funds to implement those mandates.

CHALLENGE

The workload, managing unfunded federal mandates, and lack of staff are significant challenges for this Division. The lack of a dedicated facility for the functional operation of Emergency Management, including an Emergency Operations Center with dedicated infrastructure (telephone lines, computers, office equipment, generators, radios) and storage facilities for the equipment and supplies needed to respond to and mitigate all hazard type incidents, needs to be addressed as soon as funding allows.



Volunteers

The operational success of the Santa Fe County Fire Department depends heavily on the services of those members throughout the community who are willing to volunteer their time and energy. The Fire Department is currently supported by approximately 343 volunteer members, not all of whom are active firefighters. There are presently a number of active volunteers with more than 20 years of service to Santa Fe County.

A volunteer District Chief is elected annually in each district and administers and coordinates the daily fire, rescue, suppression, and EMS operations of their volunteer district. They also serve as a liaison between fire administration, career staff and volunteer personnel. They are instrumental in organizing district

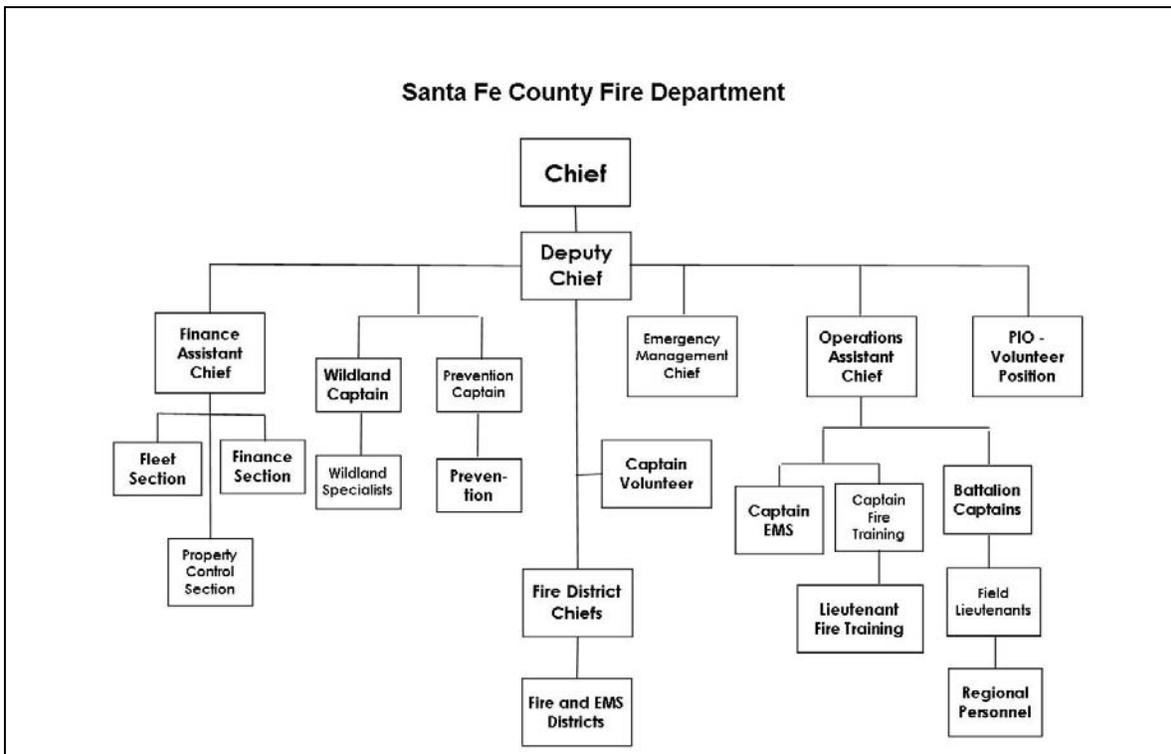
trainings, business affairs, and responding to emergency calls. District Chiefs report through the chain of command directly to the Deputy Fire Chief and the Fire Chief. They also work closely with the department's Recruitment and Retention Captain.

CHALLENGE

Nationwide, the fire service is experiencing a downward trend in the number of available volunteers. Santa Fe County has not been immune. The County has seen a significant decrease in active members and trained firefighters for each of the last five years. To some degree, these decreases can be attributed to the stresses members experience as they struggle with the time commitments of active fire and EMS work and the economic demands of society. For instance, since 1990 the average age in our community has increased dramatically. Over 30% of the population in the county is 45 years of age or greater. The average age of our volunteers has risen along these same lines. While this can mean greater levels of maturity and experience in the department, it also means that we're asking more commitment from those who already shoulder a heavy load of family and community responsibilities. Likewise, the recruitment and retention of younger volunteers remains a problem. With the economic downturn and a higher cost of living in Santa Fe County, many young people are forced to work more than one job to make ends meet. Others are busy pursuing higher education outside of the County due to the lack of a major university in Santa Fe. Being a successful volunteer is a delicate and, at times, difficult balancing act.



ORGANIZATIONAL CHART



Note: A full organizational chart is provided as a foldout document in the cover sleeve of this folder, or available from the Santa Fe County Fire Department Administration.

RESOURCE GAP

Department Funding

It is critical that the Department focus on ensuring that the necessary resources are available to respond effectively and safely to our constituents. The Department faces enormous challenges in securing the funding necessary to answer the growing needs of fire and emergency response. How to deploy an adequate number of well trained and equipped firefighters and emergency medical personnel in appropriate vehicles that are modern and safe are two very basic challenges. Well placed facilities that are up-to-date and equipped for the modern fire service represent yet another huge challenge.

To succeed in its mission the Department must have adequate, established, and solid funding sources. The Department does not receive County General Fund money. SFCFD has historically been responsible for finding and obtaining its own funding. In the past, the Department has relied on the Fire Protection Excise Tax, a $\frac{1}{4}$ of 1% gross receipts tax levied on taxable transactions in the unincorporated areas of Santa Fe County. The monies are used to fund fire station construction, and to purchase large programmatic equipment items such as personal protective gear for firefighters and life-saving medical equipment such as heart monitors and defibrillators. The monies are statutorily restricted and can only be used for operational and capital expenditures excluding personnel salaries and benefits. This Fire Protection Excise Tax was recently allowed to sunset on December 31st, 2008. The loss of this tax revenue translates to a real and tangible loss of over \$2.0 million to the Department's operational budget. If the County Commission and the voters approve a renewal of the Fire Protection Excise Tax in 2009, it will be the last time such re-approval action will be required as the sunset provision was removed by the New Mexico Legislature in 2001.

To date the Department's entire Apparatus and Vehicle Replacement Schedule from the 2004-2009 Strategic Plan has been delayed secondary to the scheduled sunset of the tax. Because the Department utilizes the proceeds of this tax to fund a Revenue Bond which in turn funds the replacement of fire and EMS apparatus, the Department is now five years behind its replacement of these critically important capital items. The loss of this revenue will have a significant impact on the Department's ability to meet the growing need for emergency services countywide, and the increased level of hazards we encounter that require specialized apparatus, training, equipment, facilities, and personnel.

In the short and long term it is critical that the County Fire Protection Excise Tax be renewed in 2009 by Santa Fe County voters. In addition, the Department will need to be creative and diligent in seeking additional funding sources during the five year planning period.

PRIORITIES

- Protect and maintain current funding sources.
- Renew County Fire Protection Excise Tax and Revenue Bond Program.
- Maintain Fire-Rescue Impact Fee Program with update in 2012.
- Improve District ISO ratings and revenue from State Fire Protection Fund.
- Seek additional funding sources, including general obligation and grant opportunities, to support the needs of the Department.



Human Resources

Staffing and Deployment

Attracting, hiring and retaining good firefighters are essential to building a solid combination fire and EMS force. The provision of fire and emergency medical services is labor intensive. The force must be properly trained, equipped, and supervised to ensure that all field personnel are deployed efficiently and have the resources and guidance they need to succeed. Safety in deployment and operations must be continuously stressed.

Integration of Career Staff and Volunteers

Integration strategies are intended to meld volunteer and career staff into one team. These strategies stress consistency and teamwork and can positively influence emergency response activities, improve customer service, and bolster morale.

Labor – Management Relations

The career firefighters of Santa Fe County are organized as Local 4366 of the International Association of Firefighters. They maintain an active bargaining unit, and are working diligently to negotiate their second labor agreement with the

County. It is important to recognize that the relationship between labor and management is a relatively new one, with both sides seeking the appropriate boundaries in that relationship. Formal training on the issues has resulted in an improved understanding of the rules governing labor and management relations. It will be incumbent for labor and management to work together in a cooperative and collaborative manner throughout the planning period to maximize the benefits for bargaining unit members, Santa Fe County, and ultimately the public at large.

PRIORITIES	<ul style="list-style-type: none"> • Aggressively recruit volunteers from our local community. • Maintain full career staffing and examine and implement alternate means of bolstering staffing such as 12 or 24 hour volunteer shifts. • Recruit additional paramedics whenever possible. • Recruit and hire locally as much as possible. • Provide a hiring advantage for SFCFD volunteer firefighters. • Continue to increase career staffing as needed in those areas most heavily impacted by growth and increased call volume. • Expand classification offerings to include apparatus driver/operator. • Configure career and volunteer staffing to maximize improvements in emergency response times. • Work toward increasing regionalization of fire and EMS response to improve scene staffing levels and margins of safety. • Balance centralized oversight of the career and volunteer workforce while ensuring quality, consistency, and a positive risk management exposure. • Continue to develop a culture of safety and physical well being, to include physical fitness, medical surveillance, strict driver training, and operational safety initiatives. • Continue to refine Standard Operating Procedures to reflect industry best practices and standards and the unique needs and realities of the Santa Fe County Fire Department operating as a combination Department. • Maintain competitive salaries and benefits. • Emphasize and acknowledge the Department's positive culture and traditions at every opportunity and challenge those negative cultures and traditions whenever necessary. • Stress the importance of community involvement and seek ways to better collaborate in community activities. • Create an environment where trust is developed and enhanced. • Work toward equivalency and standardization between all members. • Work to improve the health and wellness of members.
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Internal Communications

The importance of good internal communications cannot be over-stated. As the Department has grown, the flow of information throughout the chain of command has not always worked well. While unintentional, it has been a negative attribute of our tremendous growth as an organization over the last decade. The organizational chart summarizes the complexities of communications throughout the organization. It is acknowledged that all levels of communication flow could be improved to help insure we continue to meet our mission.

PRIORITIES

- Develop and implement appropriate changes to the Santa Fe County Fire and Emergency Services Administrative Ordinance (1997-11) to improve the Department's overall ability to succeed in its mission.
- Develop a collaborative process to update the Department's Policies and Procedures.
- Maintain "The Connection" newsletter as a primary means to communicate directly to volunteer members.
- Use technology to improve access for all staff to clear, concise, and timely information and to improve the transparency of operations.
- Emphasize the chain of command as established in the organizational chart and encourage its proper use and function.
- Educate all members on the Pledge to My Peers as a means to facilitate strong, healthy communication practices.





Professional Development – Training

During staff retreats held in the fall of 2008, fire and EMS training were major topics of discussion and concern. The Department recognizes the tremendous importance of creating and implementing a top-notch training program with the intent of elevating the knowledge, skills, and abilities of career and volunteer personnel, and improving the performance and safety of all field providers.

The Department made significant progress in 2007-2008 in developing a more comprehensive training program. The successes include funding, organizing and implementing a recruit training program that provides International Fire Services Accreditation Congress (IFSAC) Firefighter II certification. Similar certification training has been provided to existing field career firefighters to insure that all career field providers are operating at the same level. A two-tier volunteer training program for new members has also been implemented as a more complete and thorough approach to fire science and fire ground operations. The short term goal is to provide volunteer members with an opportunity to acquire IFSAC FF I certification. Many other Training Division improvements have been made during this period, such as adding much needed administrative support, establishing and training on a Live Burn Evolution Policy, providing monthly company training modules, creating a training calendar, establishing training library resources, and implementing an improved file management system.

PRIORITIES

- Fill the Assistant Chief of Training position and hire additional training staff.
- Reclassify the temporary Fire Training Lieutenant position from temporary to permanent.
- Maintain the professional recruit training program at the current high level consistent with providing high level service to the public.
- Enhance the delivery of on-shift company level training to meet Occupational Safety and Health (OSHA) directives, Insurance Service Organization (ISO) standards, and NM EMS Bureau requirements.
- Provide regular multi-company (regional) training opportunities to career and volunteer members.
- Require volunteer and career cross training on a regular basis.
- Complete the adjunct instructor program to insure the delivery of consistent and high quality training to all members.
- Standardize the training curriculum used throughout the districts to meet National Fire Protection Administration (NFPA) requirements.
- Manage the development of a regional training center.
- Insure the development and implementation of operational safety protocols per NFPA and train members to operate within those protocols.
- Meet or exceed the State requirements for medical training and provide adequate Continuing Education (CE) credits for re-licensure purposes.
- Manage the ever-changing world of EMS procedures, medications, protocols, and equipment while reducing risk exposure and improving cost benefit.
- Provide fire officer training and development seminars based on approved national curriculum.
- Enhance and expand the training relationship with Santa Fe Community College (SFCC) to provide college credit for fire and EMS classes.
- Organize and conduct joint training exercises with other Divisions, such as Emergency Management, Prevention, and mutual aid partners.
- Conduct specialized trainings in Extrication, Airport Crash-Fire Rescue, Swift Water, High and Low-angle, Trench, Urban Search and Rescue (USAR), Hazardous Materials, Wildland Fire Fighting, Chemical/Biological/Radiological/Nuclear Emergencies (CBRNE), and others.
- Support and facilitate the delivery of specialized trainings on large-scale, multi-story commercial and residential facilities, high speed passenger trains, and other complex hazards
- Recognize that individuals must commit to self education efforts, and provide support for those efforts such as access to the National Fire Academy, SFCC, and on-line programs.

County Fire Training Facility

Prior to the last five year plan, SFCFD had identified a need for a public safety training facility to provide a safe, advanced, and convenient environment to train career and volunteer personnel. Over the years, several sites were researched carefully and ultimately discarded for a variety of reasons. But the need for such a facility, and the goal of creating one, remained.

It is clearly unreasonable to ask volunteers to give up their vacation time each year to travel to the State Fire Academy in Socorro for mandated training. In addition, the costs associated with sending career firefighters to the state facility are daunting; those funds could be better used to provide local training. A SFCFD facility, designed with the specific training needs of our personnel in mind, will serve the County well for years to come. In 2008, the Department began investigating a promising site in southern Santa Fe County owned and operated by the New Mexico Labors Union, and a \$1.5 million bond issue was subsequently passed by voters on November 4, 2008 with the express purpose of initiating the development of a Santa Fe County Fire and EMS Training Center. The Department hopes to complete the purchase of this site in 2009 using these funds and begin the planning needed to upgrade the existing facilities and install training props with the General Obligation Bond money.

PRIORITIES

- Complete purchase of site.
- Complete Phase 1 improvements using 2008 funding source.
- Plan and initiate funding requests for Phase 2 including the purchase of adjacent property.

Crew Supervision and Leadership

The Department recognizes the importance of sound supervision and leadership at the station level. A number and variety of factors are considered desirable in augmenting existing and future supervision and leadership throughout the Department. These factors include basic Company Officer training, improved internal communications, on-going training, continuity, the development of an expanded career ladder, and administrative support. It is generally recognized that the strength of a fire department stems directly from the knowledge, skills, and abilities of its Company Officers. The Department has taken steps to ensure that each station, when staffed with more than two career firefighters, will be directly supervised by a Company Officer (Lieutenant). A longer term Company Officer development program that helps to develop the future leaders of the Department would greatly enhance emergency and non-emergency operations and should receive serious consideration. As part of Company Officer

development, the Department will also consider implementing an “Acting-In-Capacity” (AIC) program to fill short-term officer positions with qualified individuals.

PRIORITIES	<ul style="list-style-type: none">• Establish a Company Officer development program to include AIC coverage.• Upgrade existing Station Lieutenant positions to Station Captains to be consistent with industry standards and practices and to recognize the increased responsibility placed on our station supervisors.• Upgrade Battalion Captain positions to Battalion Chiefs to be consistent with industry standards and practices.• Enhance the current EMS mentorship to include Company Officer supervision and leadership components to help provide the guidance newer officers need to do their jobs more effectively.• Work to ensure that Chief Officers model best practices in this area.
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Facilities

The Department supports 32 fire stations in order to provide fire protection coverage to the nearly 2000 square miles of unincorporated Santa Fe County. Firefighters are strategically placed at the 4 regional main stations – Station 50(Northern), Station 60(Western), Station 70(Southern), Station 80(Eastern) and Station 61(Agua Fria Village). The remaining stations are unstaffed, volunteer stations that serve primarily as vehicle and equipment storage and meeting, training and gathering spaces. Existing facilities total 107,650 square feet with an estimated depreciated value of \$10,242,000.

Many of these facilities are the sole public gathering spaces in their communities, often serving as voting sites and hosting a wide variety of public meetings and activities. Many are also old, outdated and unable to fully accommodate the needs of a modern fire and EMS service. The Department is in the process of completing additions and upgrades to stations in Chimayo, Glorieta, La Puebla, Tesuque, and Station 61. More adequate office and meeting spaces were added with other improvements in electrical systems and other infrastructure. Funding came from a 2007 \$1.5 million GO Bond.

The near future will also see a substantial addition to the La Tierra substation in the Agua Fria District, converting an unstaffed station into a facility capable of comfortably housing four career firefighters. Station 50 is slated for an addition to the previously cramped crew quarters, opening up adequate space for a staff

of six or more to serve the Northern Region. During the same time period, a new regional main station for the Southern (Edgewood) Region totaling approximately 14,500 square feet, and a similar sized station for the Western Region(Rancho Viejo), will be completed. The existing crews will be relocated to these strategically placed facilities designed specifically to provide contemporary living and work spaces for both career and volunteer crews. Funding for these projects will be provided by a Revenue Bond (funded by the County Fire Protection Excise Tax) and GO Bonds.

During the planning period, additional work to maintain and upgrade current facilities is desperately needed. However these needs still do not take into account the shortfalls associated with projected commercial and residential growth. According to the Department's Capital Improvement Plan (CIP), changes directly related to anticipated growth in the County will necessitate 5 new substations; 3 in the La Cienaga District and 2 in the Agua Fria District. These changes will allow the districts to continue to meet Minimum Level of Service (MLOS) requirements – an Insurance Services Organization (ISO) rating of a 7/9 or better in each district as the minimum - previously established by the Department and Santa Fe County. Additional office space for administrative staff must also be accommodated. The estimated cost for the new substations is \$2.8 million (\$1.4 million each) and the estimated cost for additional administrative space is \$2.5 million.

PRIORITIES	<ul style="list-style-type: none">• Complete current construction projects in a timely and cost effective manner.• Maintain existing facilities in a state of readiness.• Maintain sufficient resources to adequately address sudden and unanticipated problems with existing facilities.• Seek funding to meet the anticipated need for additional facilities based on residential and commercial growth projections.• Upgrade existing facilities where possible to reduce energy consumption and maximize efficiency.•
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Equipment and Apparatus

The equipment and apparatus needs of the Department are extensive. Uniforms, wildland and structural firefighting protective equipment, hose, tools, firefighting appliances such as nozzles, extrication equipment, breathing apparatus, emergency medical supplies and life saving equipment, and thousands of miscellaneous items including office supplies, computers, software, fuel, station supplies and so forth are an enormous, and often underestimated, cost of doing

business. Purchasing, receiving, and distributing the vast array of required equipment and supplies, and maintaining ongoing accountability for all of the items throughout 32 stations, hundreds of personnel, and dozens of vehicles are daunting challenges for the Department on a daily basis.

The Department also maintains a vast array of vehicles. The inventory includes 86 fire apparatus (33 fire engines, 29 water tenders, 21 brush trucks, 3 aerials), 22 EMS apparatus (8 ambulances and 14 rescues), and a number of specialty, support and staff vehicles. The current value for existing fire and EMS vehicles alone is estimated at \$17,486,000. Table 1 in Appendix A includes a list of existing vehicles within SFCFD.

The Department's goal is to meet the industry standard and replace front line fire and support apparatus after a 15 year life span, and high demand regional medic units after a 5 year life span. It has been determined that the expense of maintaining apparatus in a safe and road worthy condition after 15 years as a front line response vehicle is not cost effective. As of 2009, the Department has identified 29 existing apparatus that need replacement at an estimated cost of \$5.632 million. In addition, the 2007-2012 Capital Improvement Plan calculated that the Department will need 10 additional apparatus in order to maintain the required MLOS in light of anticipated growth. The additional cost is estimated at \$2.823 million. Table 3 in Appendix A lists the 5 year apparatus replacement schedule.

The Department's capital improvements funding shortfall has caused a backlog of apparatus and equipment replacement requests; the majority of the replacement requests initiated in the 2005-2009 Plan remain unfulfilled. These unfilled requests are carried forward into this Plan's schedule. However, the loss of the County Fire Protection Excise Tax will have a negative impact on the requirement to field safe and reliable fire and EMS apparatus and life-saving equipment and will surely compound the problem. In addition to being counter productive in the long term, the elevated cost to repair and service older vehicles reduces the funds available for personnel and other projects.

PRIORITIES	<ul style="list-style-type: none">• Assign a staff position to maintain inventory and regulate the distribution of supplies and equipment.• Reauthorize the County Fire Protection Excise Tax for the purchase of apparatus and essential equipment.• Actively seek out additional capital improvement funds to reduce the backlog of replacements and deficiencies.• Hire one additional certified Emergency Vehicle Technician.
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Prevention and Emergency Management

Fire Prevention and Emergency Management play critical roles in fulfilling the Department's overall mission. On occasion these roles seem to take a back seat to emergency response – that perception (and sometime reality) must be changed. A challenge for the Department for the next five years is to ensure that the Prevention and Preparedness Divisions receive the resources they require to meet their goals.

Fire Prevention and Emergency Management activities, whether for structural or wildland protection, public education, special event oversight or emergency preparedness, generally do not involve the adrenaline rush of emergency response activities. Conducting detailed development and building plan reviews, inspections, assessments, and public presentations often has limited appeal to those individuals who are initially attracted to the fire service. Working with community service organizations and other emergency response groups and agencies in order to prepare for catastrophic events of every nature, while trying to navigate the state and federal bureaucratic mazes, requires a penchant for detail and patience. However, it is now commonly acknowledged that an enhanced prevention and preparedness focus can be instrumental in reducing the occurrence of fires, reducing mortality and morbidity, and responding more effectively and safely to large, often multijurisdictional, emergencies. These responsibilities must receive greater support in the future.

PRIORITIES

- Secure additional funding for staff and other resources needed to expand these support service roles.
- Complete department preparedness for likely disaster scenarios.
- Implement the International Fire Code.
- Expand educational campaigns regarding the importance of installing residential fire sprinklers and smoke detectors.
- Seek secure funding sources for wildland hazardous fuels mitigation and public wildfire education and planning.
- Improve coordination and oversight of special events.
- Improve oversight of movie productions and special events throughout the County.

Technology

The technology needs of the Department are ongoing and pressing. It has been said that a fire department is only as good as the collected data demonstrates. If that is the case, SFCFD has some work to do to improve data collection.

Improvements in data technology and procedures, and improvements in radio infrastructure and communications throughout all fifteen Fire Districts are critical to the success of the Department during the next five years. The integration of more advanced technological solutions into administrative affairs, such as ambulance billing, payroll preparation, and budget management, will improve the effectiveness and efficiency of staff throughout the County. Technology may help alleviate some of the complaints from career and volunteer staff alike about the pace of County processes such as purchasing, contract approval, and so forth. Technical solutions, such as video teleconferencing, are also widely available to help deliver training from a centralized training facility to more remote fire stations, improving staff access to classes and information while reducing potential costs. Finally, broadband internet and worldwide web access provides great advantage for improved communications, information and data sharing, and educational opportunities

The Department's current data collection system is an operational challenge. Problems remain with data collection procedures and the ability of the system to create reports that are desired or useful. A more comprehensive and friendly system that is fully integrated with the billing and emergency dispatch systems, with an appropriate level of technical support, will be necessary. The introduction of mobile data terminals with on board mapping features and automated vehicle location capabilities will also benefit the Department.

The radio communications network in Santa Fe County faces topographic, environmental and man made issues, resulting in spotty radio coverage and inadequate system quality and reliability. In 2008, the Department completed a Countywide Emergency Communications Network Interoperability Study. The study was partially funded by the Department of Homeland Security with a match from Santa Fe County. The goal is to improve voice and data communications in preparation for the digital requirements mandated by the federal government.

It is anticipated that the project will be funded and implemented in three phases:

Phase One will upgrade existing infrastructure including towers and repeater sites;

Phase Two will establish microwave links between outer districts and the Regional Communications Center;

Phase Three will implement a countywide voice and data system to allow for automated vehicle location (AVL) and mobile data transmission (MDT).

The cost of the project is estimated at \$12 million, with up to two-thirds of the funds sought from the federal government.

PRIORITIES

- Seek funds to implement technological solutions.
- Seek funds to implement radio communications solutions.
- Create and fill an internal IT position to manage complex data collection and administrative requirements, manage the radios and radio system, and other voice and data solutions.
- Implement a comprehensive data collection system with appropriate procedures to insure success.



EXTERNAL ENVIRONMENT

Operational Relationships

Mutual Aid and Joint Powers Agreements

The Department works diligently to maintain a number of Mutual Aid and Joint Powers Agreements with other governmental agencies to improve the delivery of emergency services to Santa Fe County and surrounding jurisdictions. Mutual Aid Agreements are in place with San Miguel, Rio Arriba, Tarrant, Bernalillo, and Sandoval Counties, as well as the City of Moriarity. Joint Powers Agreements have been adopted with the City of Santa Fe and Town of Edgewood for Fire, Rescue, and EMS services, and with the Regional Emergency Communications Center (RECC). The RECC is an excellent example of the efforts of local governments to solve common problems in a cooperative and more cost effective manner. The Department is also intent on working with Los Alamos County to establish an agreement with Los Alamos County Fire Department so that future joint operations between the agencies are conducted under the auspices of a written agreement.

Relationships with other public safety agencies are integral to the success of our department and our ability to meet the emergency needs of the citizens of Santa Fe County. As such, the Santa Fe County Fire Department will reach out to, and work cooperatively with, other local, state and federal agencies in northern New Mexico.

It is our intent to continue to build a positive relationship with smaller, mutual aid fire departments in adjoining counties. It has been and will continue to be important that we assist them with their training and preparation and to assist them with the acquisition of equipment, apparatus and funding. Doing so not only improves operating relationships, but it enhances our ability to call upon our neighbors for assistance during our time of need, as well as to prepare us to assist them during their time of need. Training with others improves the ability to work together when disaster strikes.

Town of Edgewood

For the last several years, the Department has worked through the Edgewood Fire District, under a Joint Powers Agreement, with the Town of Edgewood to ensure the continuing delivery of County fire and EMS services to town residents. In addition, the Prevention Division provides plan review services. In exchange for these services, Edgewood levies a ¼% Municipal Tax within their boundaries and participates in the County Fire and Rescue Impact Fee Program, directing the revenues collected to SFCFD.

Santa Fe Community College

The SFCFD and the Santa Fe Community College (SFCC) have worked closely to build a strong Santa Fe based Emergency Medical Services Training Program to better serve local students and emergency agencies. SFCC provides instructional curriculum and services within their scope as a Community College, while SFCFD provides instructional staff, students, and other services to the mutual benefit of both parties. The College has successfully trained and graduated Paramedic, Intermediate, and Basic EMTs for the County and other local emergency service providers. The next five years will see an expansion and strengthening of this relationship, possibly to include the delivery of college credits for fire science and emergency medical classes, and the joint development of a technological solution to the difficulties of delivering classroom instruction to remote County fire stations.

Tribal Governments

Santa Fe County is home to 4 of New Mexico's 19 Native American Pueblos – Nambe, Pojoaque, San Ildefonso, and Tesuque. All of the Santa Fe County Pueblos receive fire and emergency services from the County Fire Department. In recent years Pueblo casino development has had a significant impact on the Department's emergency services delivery system, exacerbating budgetary, staffing, and training shortfalls to the potential detriment of the Department.

As sovereign governments, the Pueblos do not pay Fire-Rescue Impact Fees or Gross Receipts Taxes that support the County's acquisition of fire and EMS apparatus. However, a 2007 Pojoaque District Needs Analysis clearly documented that additional apparatus, equipment and personnel are required to provide adequate protection to large-scale Casino Resorts, such as Buffalo Thunder Hotel and Casino in the Pojoaque District. Capital improvement costs alone are estimated to exceed \$2.5 million in Pojoaque. A significant portion of these costs, such as the acquisition of an aerial ladder truck, are directly related to resort development. Hiring additional personnel and the extensive training required preparing all Department personnel for emergency response activities associated with large scale commercial and residential occupancies represent even greater costs and risks.

Given these realities, it is incumbent that the SFCFD and the County work diligently with Tribal leadership to complete agreements that clearly document the expectations of both parties, and the resources that each is willing and capable of providing. Mitigating the long term impact of tribal gaming development on the Santa Fe County Fire Department must involve State, County and Tribal government collaboration and encompass discussion of several separate funding mechanisms and in-kind exchanges in order to be successful.

Annexation – City of Santa Fe

A Settlement agreement has been crafted between the Santa Fe City Council and the Board of County Commissioners regulating the future annexation of unincorporated areas surrounding the City. The agreement, slated to be implemented in the near future, resolves annexation issues between the jurisdictions for the next twenty years. Phased implementation will remove some areas of high residential and commercial density from County jurisdiction, transferring the primary responsibility for the delivery of emergency services in these areas from the County to the City.

At this time it is unclear how this transfer will impact county response or the revenue stream generated by impact fees, plan review fees, and gross receipts taxes to the Fire Department. While the City will be required to provide municipal fire and EMS services within the annexed areas, the agreement specifically requires that the County continue to provide fire protection services at levels required by the existing Joint Powers Agreement. Close interagency coordination of fire protection and EMS services will be essential. The challenge for SFCFD over the next several years to seamlessly manage this transition in the best interest of public safety and the Department is not to be underestimated.

COUNTY GROWTH IMPACT ON SERVICES AND FUNDING

Housing Growth Projections by Fire Districts for 2007-2012

An important step was taken to accurately forecast growth for individual Fire Districts. In 2007, the Fire Department hired Southwest Planning and Marketing (SWPM) to confer with local realtors, land developers, and other persons with knowledge of local development conditions. The information gathered became an integral part of the six year forecast of home construction by Fire Districts in Santa Fe County, and was the foundation for the January, 2008 Land Use Plan.

Growth Impact Statement

The expectations and needs of the citizens of Santa Fe County require us to be progressive and proactive in planning for the future to ensure our customer expectations and needs are met. Because of the size of our county and its suburban, rural and wilderness makeup and because our funding is small relative to customer expectation, we must be innovative in our approach to meeting those expectations.

As a result of these projections, the Fire Districts expected to have the most housing construction in the next six years are La Cienega with 1200 units, Agua Fria with 1144 units, Edgewood with 610 units, Eldorado with 540 units, and Turquoise Trail with 450.

According to the Land Use Plan, the annual amount of home construction for all of Santa Fe County will continue at its recent pace. However, compared to the recent past future construction of new housing units in the County outside the City will increase slightly and construction within the City will decrease slightly. Housing construction will step up substantially in most parts of the Regional Planning Area (RPA) while it will remain constant or decrease in other County locations: the North County Region, the South County Region (but not Edgewood), and the parts of the Central County Region other than the Community College District and the RPA West. Table 4 in Appendix A details projections for home construction in Santa Fe County by Fire District. Table 5 projects commercial construction.

It should be noted that both the national and local economies have experienced a down-turn since the land use projections were originally made in 2007. While housing growth has slowed, the Santa Fe real estate market has not experienced the major shocks that have occurred in some markets. While the current projections may be a bit optimistic, it is expected that the Santa Fe market will recover by the end of 2009 and that the projected growth will eventually be achieved, if perhaps at a slightly later date.

Total Santa Fe County Housing Construction

New housing construction for all of Santa Fe County from 1997 to 2003 averaged 1327 housing units per year. The amount varied from year to year but the trend was steady. In 2008 sales of homes in Santa Fe and nationally experienced a downturn. But declines in home building in Santa Fe County should be slight and short lived. SWPM expects the total production in Santa Fe County over the six year period from January 1, 2007 to December 31, 2012 to remain comparable to the recent past. The annual amount of home construction for the County will continue at its recent pace and average 1327 units for the next six years.

Of the County's increase of 1327 housing units per year from 1997 to 2003, the City of Santa Fe accounted for 587 housing units and Santa Fe County outside the City accounted for 740.

There is a group of large residential subdivisions in the process of developing or are planned for immediate development in the Community College District and in the District's immediate vicinity. These are Rancho Viejo, Oshara Village, Turquoise Trails by Longford Homes, Great Western Development, and La Pradera in the specific limits of the College District, San Cristobal Village adjoining the District to the south, and Las Soleras adjoining it to the north.

Those locations in the RPA that will remain constant are the Urban Fringe at 75 units and RPA North at 67 units. The South County Region will remain constant at 116 units, although the Village of Edgewood itself will increase. Some locations will decrease slightly: the North County Region from 69 to 63 units and Central County outside the RPA from 177 to 158 units.

Land Use Projections by Fire District

Agua Fria is an area of rapid growth. 1,144 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 400,000 square feet.

Chimayo is an area of low growth. Very few new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 1,000 square feet.

Edgewood is an area of rapid growth. 610 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 397,000 square feet.

El Dorado is an area of moderate growth. 540 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 60,000 square feet.

Galisteo is an area of low growth. 30 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 1,000 square feet.

Glorieta is an area of low growth. 60 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 10,000 square feet.

Hondo is an area of low growth. 120 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 2,000 square feet.

La Cienega is an area of rapid growth. 1,200 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 1,095,000 square feet.

La Puebla is an area of moderate growth. 224 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 19,000 square feet.

Madrid is an area of low growth. 46 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 1,000 square feet.

Pojoaque is an area of low residential growth and rapid commercial growth. 156 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 480,000 square feet.

Stanley is an area of low growth. 10 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 1,000 square feet.

Tesuque is an area of low growth. 120 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 3,000 square feet.

Turquoise Trail is an area of moderate growth. 450 new homes are projected to be constructed from 2007 to 2012. Commercial space is estimated to increase by 40,000 square feet.

INTERNAL ENVIRONMENT

Personnel

The Fire Department is a service-driven industry which, by nature of its network of volunteers, is a reflection of its community. As a result, the Fire Department represents a diversity of ethnicity, professions, skill, education, social and economic status. We are indeed a community within a community.

We find our greatest sense of reward not in a paycheck but through the joy and happiness we find in service rendered to others.

It is often said that we serve those who experience their worst possible moment at the worst possible time in their lives. We are responsible as an organization to make things better regardless of the situation we find. As a Department we are blessed to have so many individuals who place the needs of others before their own. Sacrifice is not a term lost within the fire service. Our volunteers willingly give of themselves and their time in service to their fellow citizens. They are counted as true professionals along side those who are paid to do the job.



Regional Career Personnel

Career field personnel include three Battalion Captains, nine Station Lieutenants, and three shift Lieutenants. The station officers were promoted in January of 2008 and December of 2008 and now bring a closer level of guidance, supervision and safety to the career staff operating out of the Northern, Southern, and Western Regions. This should be regarded as a major accomplishment for the Department.

The 67 career firefighters are cross-trained/dual role employees. They serve as firefighters as well as Emergency Medical Technicians. Their ranks include 19 EMT Paramedics, 23 EMT Intermediates, and 25 EMT Basics. A future training academy will be required to bring the department to 77 career firefighters, a staffing goal established in 2007 after a careful review of the needs of the County.

The average age of our career firefighters is 36.5 years, while an average length of time with SFCFD is 3.5 years. Twenty-nine firefighters have less than 2 years of service with the County. This relative lack of experience is a challenge for the Department to address and requires a heightened awareness on behalf of supervisors and all personnel to watch out for each other and focus on training. Six women serve on regional crews; an additional two women serve on the Fire Prevention staff. It is the goal of the Department to increase the number of women in the ranks over the course of the next 5 years.

Lieutenants and firefighters are unionized under the Santa Fe County Firefighters Association, Local 4366 of the International Association of Firefighters. The members of Local 4366 operate under a labor and management agreement that spells out some of the terms and conditions of employment. At this writing they are in the process of renegotiating a renewal contract with the County. Currently, the ranks of Captain and above are not unionized classifications and operate under the auspices of the County Rules and Regulations.

In addition to their medical certifications, regional personnel are trained to the International Fire Service Accreditation Congress (IFSAC) Firefighter I and Firefighter II level. IFSAC includes Hazardous Materials Operations certification and puts SFCFD firefighters on par with other departments in the area.

Approximately 25% of career firefighters live outside Santa Fe County, commuting to their assigned stations from Albuquerque, Rio Rancho, Espanola, and other areas. The higher cost of housing in Santa Fe County is recognized as a contributing factor for these blue collar employees living outside of Santa Fe County.

Volunteer Personnel

As of March 2009, there were 343 volunteers on the volunteer roster list. Volunteer members are organized in 15 Fire Districts, providing geographical coverage for the entire County, allowing a member to volunteer their services directly to their "local" Santa Fe County community while accessing the services and benefits of a larger department. This structure helps instill a level of local independence, pride and recognition that might not be available to volunteers in a larger, more centralized structure.

Not all members listed in each district are active structural firefighters. Fire District totals are as follows:

Fire District Volunteer Roster	
	<i>2008</i>
<i>Agua Fria</i>	<i>23</i>
<i>Chimayo</i>	<i>24</i>
<i>Edgewood</i>	<i>44</i>
<i>El Dorado</i>	<i>34</i>
<i>Galisteo</i>	<i>22</i>
<i>Glorieta Pass</i>	<i>12</i>
<i>Hondo</i>	<i>37</i>
<i>La Cienega</i>	<i>25</i>
<i>La Puebla</i>	<i>16</i>
<i>Madrid</i>	<i>12</i>
<i>Pojoaque</i>	<i>24</i>
<i>Stanley</i>	<i>19</i>
<i>Tesuque</i>	<i>30</i>
<i>Turquoise Trail</i>	<i>23</i>
TOTAL	343

MEDICALLY TRAINED VOLUNTEER PERSONNEL BY FIRE DISTRICT								
FIRE DISTRICT	1st Responder		EMT Basic		EMT Intermediate		EMT Paramedic	
	2003	2008	2003	2008	2003	2008	2003	2008
Agua Fria	2	0	5	5	0	1	1	0
Chimayo	0	3	2	6	0	0	0	0
Edgewood	2	1	13	9	8	7	1	0
El Dorado	0	3	8	5	3	2	2	2
Galisteo	0	2	6	8	0	1	0	0
Glorieta Pass	1	0	3	1	1	1	0	0
Hondo	4	0	10	12	4	2	4	4
La Cienega	0	1	7	6	1	0	0	0
La Puebla	0	1	4	4	2	1	0	0
Madrid	0	0	5	7	0	0	0	0
Pojoaque	3	1	10	6	1	2	0	0
Stanley	0	3	7	5	0	1	0	0
Tesuque	0	0	4	5	3	1	0	1
Turquoise Trail	1	0	6	2	3	2	0	0
TOTALS	13	15	90	81	26	21	8	7

2008 Total = 124 2003 Total = 137 Decrease of 13 personnel (10%)

All citizens of Santa Fe County are afforded the opportunity to volunteer with the Fire Department. Consideration is provided to all applicants without discrimination, and members may choose to seek active duty status, limited duty, or serve as an auxiliary member. The Department provides volunteer opportunities at various levels based on the needs of the volunteer and the Department. Volunteer and career staff work, train and respond to calls as a team. This teamwork is essential to the overall success of our organization.

Active Duty: Performs firefighting and/or emergency medical services, routinely responds to emergencies within the Fire District, attend meetings and training on a regular basis. This level of participation has a physical fitness requirement.

Limited Duty: A member who cannot meet the physical fitness requirement and/or is not Self Contained Breathing Apparatus (SCBA) qualified but otherwise meets the requirements of an Active Duty member. They may provide support services on the fire ground.

Auxiliary: Provides administrative or other support services, participation at any emergency scene is limited to an area designated as a safe zone.

Cadet: A junior member between the ages of 14 and 18, paired with an Active or Limited Duty member who provides support services to the District.

Issues and Challenges

Chain(s) of Command

In order to best manage both career and volunteer staff, a Chain of Command including both paid and volunteer Officers helps to keep order in the ranks. While both paid and volunteer members of the department report to the County Fire Chief, separate Chains of Command exist, one at the district (volunteer) level and the other at the regional (career) level.

CHALLENGE

This system can cause some confusion between paid and volunteer staff unfamiliar with the management structure outside their own. In the short term, officer development training courses delivered in a consistent manner to paid and volunteer junior officers will develop a cadre of future leaders who are capable and comfortable working together to lead the Department as a team. However, it is also recognized that as the organization continues to grow, maintaining two separate command structures will prove increasingly difficult to manage and be detrimental to the operation of the Department. A concerted effort will be required to consolidate the two chains of command into one. This effort will, by necessity, entail significant changes to the Administrative Ordinance 1997-11.

Consistency in Training

Volunteer members of the Fire Department juggle volunteer participation while maintaining career and family lives. Many must balance their desire to serve the Department and community along with a full time job, part time - second job in some cases, family events and other social activities. Career members of the Department receive their initial phase of training in an academy type setting. These differences lead to career staff being able to obtain a higher level of training certification in a shorter span of time than volunteer counterparts. The academy setting allows for over 600 hours of instruction to be delivered to career staff prior to them ever responding to an emergency call, while that number of hours could take years to achieve on a volunteer member's schedule.

CHALLENGE

Developing a training program which meets the time availability of a large number of volunteer staff, yet delivers the necessary training in a consistent and efficient manner, is challenging. In many cases training has been delivered on an "as available" basis at the Fire District level with little consistency from district to district. Different levels of training and certification make it difficult to ensure that emergency calls are handled in the most efficient and constant manner possible. Members of different districts may find it difficult if not impossible to recognize to what level each member is trained, thereby making on scene job assignments difficult.

To overcome this, the Training Division is currently developing specific courses exclusively for volunteers, which will be delivered at "volunteer friendly" times (after normal business hours and on weekends). These courses are intended to provide a means for volunteers to achieve greater parity in certification with career personnel. These courses are posted on a web based training calendar maintained by the Training Division and will be delivered throughout the calendar year.

Elected District Officers

Santa Fe County Ordinance 1997-11 provides the organizational framework for the SFCFD. In doing so it states that each district "shall have a District Chief who shall be a volunteer duly elected by the membership of the district..." The District Chief is then responsible for the day to day operations of their District and serves at the pleasure of the County Fire Chief and the Board of County Commissioners.

CHALLENGE	<p>Elections present the potential to raise popularity above qualifications, and individuals may be elected to positions for which they are not technically qualified. In the past, on occasion, district elections have led to allegations of favoritism, electioneering and fraud.</p> <p>In compliance with the SFCFD District Bylaws, job descriptions for the elected positions have been developed which define qualifications which must be met to hold each position. Continued enforcement and refinement of these qualifications to meet the changing needs of the Department will improve both the skill level of those elected to serve in these positions and foster a sense of security in the election process.</p>
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Inconsistencies in Standard Operating Procedures (SOPs)

Prior to Ordinance 1997-11 the 15 Fire Districts operated independently of one another with no oversight to ensure policies, procedures and SOPs were consistent or even reasonably similar between all districts.

CHALLENGE	<p>Development and implementation of consistent policies, procedures and SOPs for paid and volunteer staff in Regional and District Operations is difficult since many of these documents are new and have not been evenly distributed, well read or understood. This will be addressed by working closely with the County Fire Chief's Association and other members of the command staff to create a mechanism for distribution and implementation of these policies and SOPs.</p>
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Volunteer Shortage

Nationally, the number of volunteer firefighters has declined significantly. The reasons for this decline are many, from the higher physical fitness and training standards to the time commitments and stress of everyday life. Fewer people are inclined to devote the time and energy necessary to become an active member of the Fire Department. Unfortunately, this national trend is reflected in the experiences of Santa Fe County, where in some instances this shortage has resulted in no volunteer response to emergency calls for service in Chimayo, La Puebla, Agua Fria, and Edgewood Fire Districts.

CHALLENGE	<p>With a reduced number of volunteer personnel trained in firefighting and EMS in some districts will there be enough available man-power when an emergency call is received? A recently hired Volunteer Recruitment & Retention Coordinator has the responsibility of designing new and innovative recruitment and retention tools to attract new members as well as provide developmental opportunities and incentives to existing members. A Volunteer Incentive Program was implemented in 2007 and upgraded in 2009 to provide a stipend to volunteer members - \$10 per emergency response and \$4 to attend an approved training - in an effort to make volunteering on behalf of the Department more attractive. The challenges associated with effectively managing this incentive program, especially given the restrictive nature of IRS regulations, are significant.</p>
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Bottleneck of Communications at the District Chief Level

Prior to Ordinance 1997-11 the 15 Fire Districts operated independently of one another and there was little need of inter-district communications. However, common policies and procedures, adopted standards, medical protocols, qualifications, and so forth require information to be passed down the chain of command to all levels of the Department. This process has not always functioned effectively, sometimes as a result of an individual District Chief's neglect. There is no doubt, however, that that an overwhelming majority of the District Chiefs and individual volunteers desire to be integrated into a more cohesive organization like the SFCFD. Unfortunately, there remains those who consider themselves and the district volunteer personnel to be above these adopted standards and continue to restrict access to information (or flat out withhold information) for selfish, egotistical reasons.

CHALLENGE	<p>At times it appears that information from the County Fire Chief does not flow down to the volunteer member level, but instead gets "bottlenecked" at the District Chief level. Through open and honest communication between the County Fire Chief and the County Fire Chief's Association, some of these issues are being addressed. Improved communications between the career Chief Officers directly to the volunteer personnel could help to reduce the bottleneck - yet care needs to be taken to make sure the District Chiefs remains involved in the communication delivery.</p>
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Capital Infrastructure Apparatus and Equipment Needs

Existing Deficiencies

Through the Land Use Planning and Capital Improvement Planning process engaged by the Fire Department in 2007-08, Southwest Planning & Marketing (SWPM) developed projections for land use, which drives the need for personnel as well as capital improvements such as apparatus and equipment. SWPM also identified existing deficiencies, show in Tables 1 and 6 of Appendix A. The *existing deficiencies* for Fire Districts are substantial:

Vehicles	\$ 8,455,000
Stations	<u>6,300,000</u>
Total	\$14,755,000

These costs cannot be funded out of impact fees.

Appendix A contains Table 1, providing more detailed information on the number of each apparatus type – engines, tankers, brush trucks, ambulances, and rescues -- that are on a five-year replacement schedule and are due to be replaced in each Fire District over the duration of this five-year plan. It should be noted that this list is unchanged from the 2004–2009 Five Year Plan; no vehicles were purchased due to lack of funding. Table 6 in Appendix A shows the fire station deficiencies.

Growth-Related Needs

According to the 2008 Land Use Assessment, the County is projected to add an additional 2.5 million square feet of commercial square footage, as well as considerable home construction in the next five years.

Growth will increase capital needs as well as the need for staffing, which has not kept up with labor needs. Funding for staff and personnel does not come from capital monies, but from local taxation. Volunteers are in short supply throughout the county and responses to calls are very often provided by the station that is capable of sending staff. This could mean, for example, that a call in the La Cienega District is actually responded to by the La Cienega and Turquoise Trail District personnel.

Impact fees collected by individual Fire Districts have been spent more rapidly in some Districts than in others. Some smaller and less active Districts have surplus funds that could be, at least in part, utilized by Districts with greater needs. However, current law mandates that fees collected must remain and be spent in the individual District in which they are collected. Districts that collect lower levels of impact fee funding often find it necessary to reserve the funds from year to year until enough funding is available to purchase a large piece of equipment.

The table below identifies the capital costs for vehicles and fire stations needed for *future growth*. Apparatus costs per unit are based on current capital improvement costs, which are \$250,000 per engine, \$135,000 per tanker, \$101,000 per brush truck, \$200,000 per ambulance, \$200,000 per rescue vehicle, \$750,000 per aerial/quint and \$50,000 per storage tank with pump. These costs are for the apparatus only and do not include necessary equipment to place a unit in service. Total vehicle costs related to growth are \$7,225,710.

Fire station costs are based on current costs, which are \$200 per square foot for new regional main stations and for new substations and \$100 per square foot for renovation of existing structures, replacements or additions. Renovation costs are based on specific costs experienced by the Department. Total station costs related to growth are \$2,550,000.

There are also growth-related needs in the administrative vehicle inventory; three service vehicles are needed at a total cost of \$225,000. A county fire training center is also needed at a cost of \$3,400,000 during this plan period.

Total Fire District and administrative/regional capital needs related to growth from 2010 to 2014 equal \$13,400,710. Fire impact fees are expected to finance at least part of these costs.

How do the capital improvement needs for the next five years--\$13.4 million or an annual average of approximately \$2.7 million--compare to impact fees that have been collected in recent years? Total impact fees collected from Fiscal Year 1996 to Fiscal Year 2000 were \$2,865,830 (annual average: \$573,165). The impact fees collected in Fiscal Year 2007 were \$739,531, while fees for Fiscal Year 2008 were \$575,550.

Costs for Capital Improvements Related to Growth							
2010 - 2014							
	1	2	3	4	5	6	
Fire District	Vehicles Needed	Stations Needed	Costs (Ave. Vehicle \$240,857)	Costs (Average Substation \$510,000)	Costs Regional Facilities	Costs Admin Service Vehicles	Total Capital Needs
Administration					3,400,000	225,000	3,625,000
Agua Fria	8	2	1,926,856	1,020,000			2,946,856
Chimayo							-
Edgewood	4		963,428				963,428
Eldorado	3		722,571				722,571
Galisteo							-
Glorieta							-
Hondo							-
La Cienega	10	3	2,408,570	1,530,000			3,938,570
La Puebla	2		481,714				481,714
Madrid							-
Pojoaque	1		240,857				240,857
Stanley							-
Tesuque							-
Turquoise Trail	2		481,714				481,714
All Districts	30	5	7,225,710	\$ 2,550,000	\$ 3,400,000	\$ 225,000	\$ 13,400,710
Average sub station cost based on \$200/square foot x ave.station size:2,550 sq. ft.							
Source: 2008 Santa Fe County Capital Improvement Plan							

Communications

Our Department, and in fact the entire County, has an emergency communication system infrastructure that is in dire need of updating. Originally designed and implemented in the early 1970's the system utilizes analog VHF signal technology and cannot continue to be upgraded to the level needed to provide steady and reliable countywide emergency communication. As the federal government continues to mandate the transition to digital and narrowband communications we continue to slide further behind in our ability to meet these new requirements.

With the required transition to a narrowband-digital technology the signal strength of our analog VHF signal cannot be duplicated, requiring more transmission sites throughout the County to cover or blanket the County with radio signals. By meeting FCC requirements to upgrade from analog to digital electronic signals and from the existing wide band to narrow band spectrums, more data can be pushed through the digital narrow band spectrum.

The tradeoff however, is a significant reduction in the signal strength or area of coverage; thus, the need for more transmission sites. Since the federal

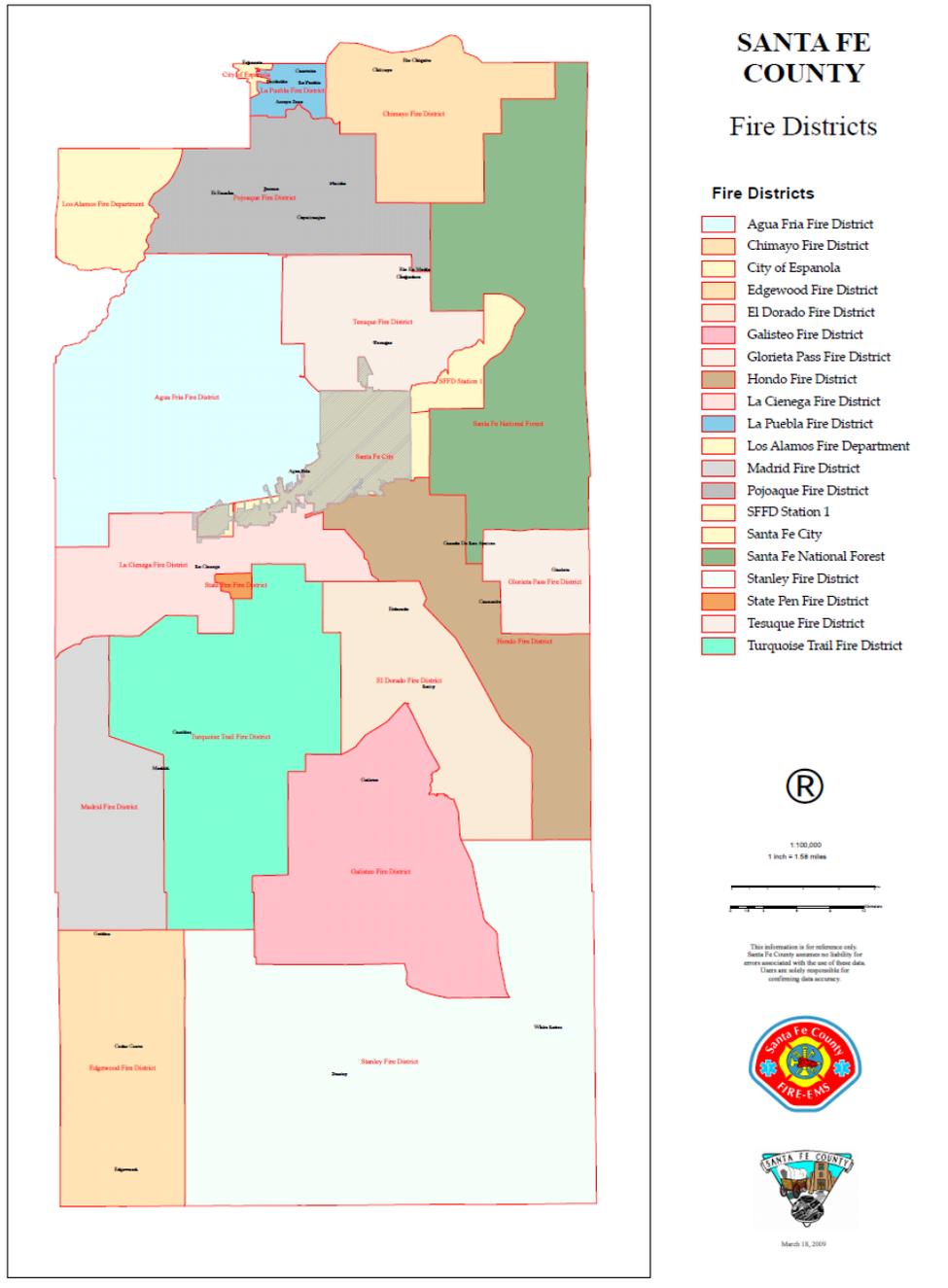
government is requiring this transition for all radio signal transmission technology, the impacts will be felt beyond those of emergency response providers. The County Public Works Department, County Water Utility Division, the County Assessor's Office, Projects, Facilities and Maintenance Division, and the Corrections Department (both adult and juvenile facilities) will also be affected.

Utilizing both county fire funds and a Homeland Security Grant, the Fire Department contracted an independent study of our existing system to establish a baseline for the design of a future digital technology system.

Whatever communication infrastructure improvements are made, the County Emergency Response Network must also address the voice and data communication needs of other county departments. With the widespread advent of Voice over Internet Protocol (VOIP) technology, coupled with continued use of new radio signal spectrum allocation and micro-waved point-to-point technology, a broadband communication network expansion is possible within a 5 year period.

Such a system could address the communication needs of the emergency response providers as well as adjunct County Departments and Divisions. This system would also allow for redundancy within the government framework, prioritizing government communication needs over those of private needs, addressing a huge gap that exists today. It would also allow for real-time, video transmissions of pictures of criminal suspects to sheriff deputies in the field, and real-time automatic vehicle location and scene video transmissions. At the same time the system would provide for the uplink of data from in-field computers used by the assessor's office, 911 addressing, water utilities meter readers, the linking of all county owned facilities from transfer stations, fire stations, community centers to county satellite offices to include linked telephone and computer systems.

FIRE DISTRICTS



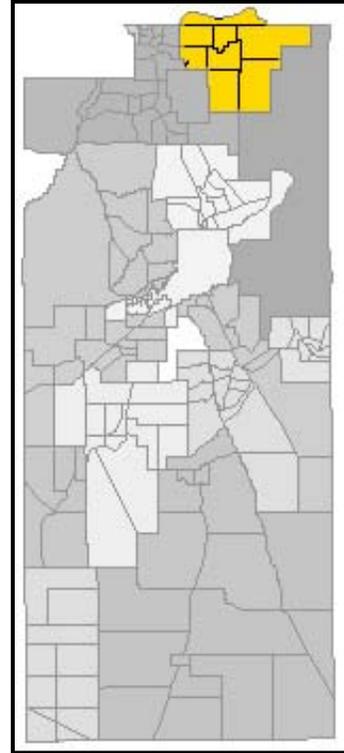
GOAL

Utilizing volunteer EMTs and firefighters, supported by regional career staff and fire administration, the fifteen Fire Districts of the Santa Fe County Fire Department will respond to 100% of all Fire, Rescue and EMS emergencies within Santa Fe County to provide emergency medical care, fire suppression and/or rescue.

CHIMAYO FIRE DISTRICT

The Chimayo Fire District is situated in the northeast corner of Santa Fe County, adjacent to National Forest and Bureau of Land Management land, and has been responsible for providing fire and emergency medical services for both Santa Fe and Rio Arriba Counties, assisting both Espanola EMS and Rio Arriba County Fire Department on responses within Rio Arriba County. Serving the communities of Chimayo, Rio Chiquito and Cundiyo out of two stations located at #226 Juan Medina Rd. and #5 Jose Simon Dr., the Fire District is made up mainly of smaller homes in a rural area of Santa Fe County with a significant cultural history. There are a number of old buildings whose age exceeds 75 years throughout the district, some which are listed on the National Historic Registry.

The residents of Chimayo established the Chimayo Valley Fire Department in the early 1960s. The original fire station was constructed by community members and consisted of a two-bay building that housed a fire engine and a water tender. The station was expanded in the early 1980s to include two additional apparatus bays, an office, and a lobby. It was determined there was a need for additional resources to better serve the large area of the Chimayo District and in 1985 the Community Center of Cundiyo was set up to house two fire apparatus.



The main station in Chimayo has been renovated to include a training/meeting room with kitchen facilities, two restrooms and a shower stall. The building has also undergone an electrical upgrade and the exterior surfaces have been re-plastered. The building has four bays. A community water system has since been installed and to date has 16 hydrants attached. The water system is under phase 2 which will add 11 additional hydrants to the community for a total of 27 hydrants in Chimayo. The Cundiyo station was renovated approximately four years ago with replacement of windows and replaster of exterior walls, resurfacing and painting of the interior walls. The building has two bays and one restroom. The Cundiyo water system was also upgraded and currently has 8 hydrants that serve the community.

Chimayo District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous:

Thermal Imaging Camera

Rescue equipment (ram, cutters, etc.)

Facilities & Infrastructure

Pave main station driveway and parking
Improve storm sewer drainage from parking main area

Replacement Apparatus

Engine (1) - replacement for 1972 American La France

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

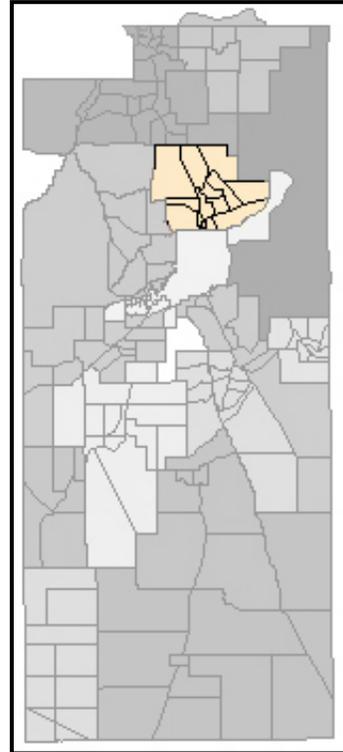
Interior painting of station1

Create space for exercise equipment

TESUQUE FIRE DISTRICT

The Tesuque Fire District is situated in the north central portion of Santa Fe County just north of the City of Santa Fe and is responsible for providing fire and emergency medical services to the communities of Tesuque Village, Chupadero, Rio El Medio, Tano, Casa De San Juan, Sundance Estates, Vista Redondo, Los Camonitos, Hyde Park Estates and the Tesuque Pueblo. The district works out of three stations located at #4 Senda Del Fuego, the intersection of NM Hwy 593 and SFC Rd. 78 and #21 Tesuque Pueblo 806. As a growing community the District assists and receives mutual aid from other agencies, including Tesuque Tribal Police, Santa Fe City Fire Department, Santa Fe County Sheriff's Office, NM State Forestry. The District provides and receives automatic aid with several other Santa Fe County Districts.

The Tesuque Volunteer Fire District was organized by the ardent efforts of community leaders, business owners and concerned citizens from the unincorporated village of Tesuque and outlying areas in 1970. By 1972 it had obtained a donated piece of land on which to build its Main Station near the center of the village. A telephone call tree served as the line of communication as radios were not affordable. In the 1980s Station 2 was built in Chupadero, and in the 1990s Station 3 was built to better serve the Tesuque Pueblo. These three stations now house three Class A engines, two water tenders, two brush trucks and a rescue truck. Over twenty-five dedicated volunteer members serve residents of the Tesuque Fire District.



Tesuque District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Facilities & Infrastructure

Containment for above ground fuel storage
Exhaust removal system for all stations (3).
Auxiliary generated power systems for all stations (3).

Replacement Apparatus

Engine (1) - replacement for Engine 3
Tanker (1) - replacement for Tanker 2

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

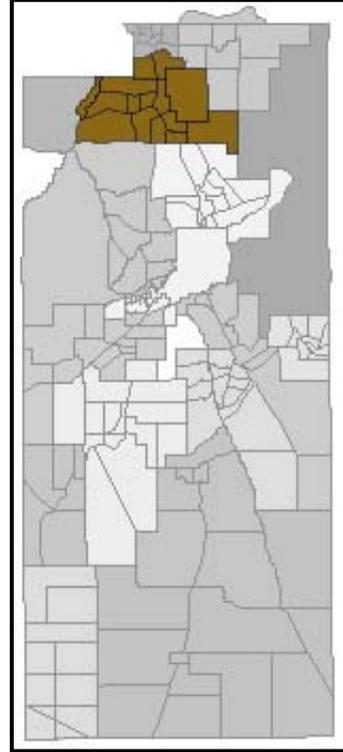
Painting
Paving parking lot

New carpet

NORTHERN FIRE REGION

POJOAQUE FIRE DISTRICT

Located in the north central portion of the County, the Pojoaque Fire District maintains two fire stations, located at 17919 US Hwy 84/295 and #302 NM Hwy 503 and Nambe Falls Rd. Serving the communities of Nambe, Pojoaque, Jacona, Jaconita, El Rancho, Nambe Pueblo, Pueblo of Pojoaque, San Ildefonso Pueblo, Arroyo Seco and Cuyamungue the District is also home to the Northern Region paid paramedic crew (Med 50). The District has recently experienced a rapid increase in its call volume due to tribal development including Buffalo Thunder Resort and the Nambe Falls Travel Center as well as the reformatting of US 84/285 from Tesuque to Pojoaque and the continuing upgrade and modification of US 84/285 from Pojoaque to Arroyo Seco. In order to meet the increased demands, the District works closely with NM-EMNRD/Forestry, BIA, Espanola Fire Department, Santa Fe Fire Department, Los Alamos Fire Department, La Mesilla Fire Department, and the Santa Clara Fire Department. The District provides and receives automatic aid with other Districts within Santa Fe County.



The Pojoaque Valley Volunteer Fire Department was founded in 1959 by a group of civic-minded community members and was the first volunteer fire department organized in Santa Fe County. Department members constructed the original fire station on US 84/285 and a fire engine was obtained from Los Alamos Fire Dept. at a cost of \$4,000. Over the past forty-six years the members of the Pojoaque Fire District have provided fire and EMS services for the communities of the Pojoaque Valley including three Indian pueblos and became part of the Santa Fe County Fire Department in 1997.

Important changes in the District include the explosion of development on tribal lands and the concomitant increase in call volume. No impact fees are collected on tribal development.

Pojoaque District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous:

Computer (new)
Copier (new)

Facilities & Infrastructure

New Sub-Station in El Rancho area

Replacement Apparatus

Engine (2) - replacements for Engines 5 & 6
Rescue (1) - replacement for Rescue 2
Ambulance (1) – replacement for Med 3
Aerial Apparatus (1) - new

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

ISO rating improvement

Implement program to increase accountability, equipment maintenance and testing.
Preplanning – Fire Protection
Work cooperatively with water associations to provide water storage for fire suppression.

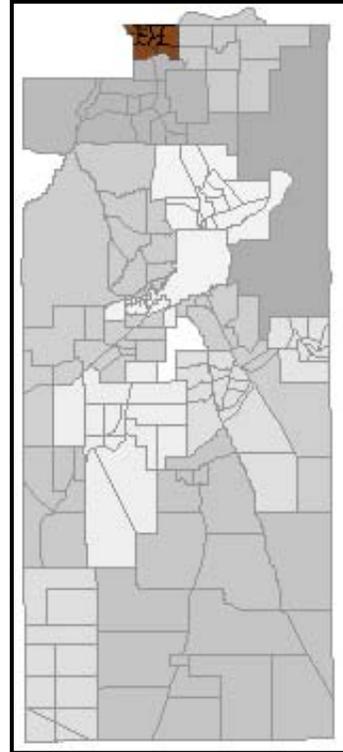
Cover costs of providing fire protection & EMS service to pueblos.

Develop method to assess impact fees
Assess personnel, training, and equipment needs to provide protection to proposed developments at Indian pueblos and casinos (high-rise).

LA PUEBLA FIRE DISTRICT

The La Puebla Fire District is situated at the northern end of Santa Fe County and is responsible for providing fire and emergency medical services to the communities of La Puebla, Arroyo Seco, Sombrillo, and Cuarteles out of two stations located at #31 Firehouse Rd. and near the intersection of US Hwy. 285 & #1 Cowboy Lane in Arroyo Seco. In addition to the communities listed above, the La Puebla Fire District provides service to parts of Rio Arriba County and Santa Clara Pueblo. The District provides and receives mutual aid with other agencies, including BLM, City of Espanola Fire, Espanola EMS, and Rio Arriba County Fire. The district provides and receives automatic aid with the other Santa Fe County northern region districts.

La Puebla Fire Station #1 was completed in September 1982 by the citizens of La Puebla and was awarded a County Achievement Award in July 1983 for its unique solar design. La Puebla Substation 2 was built in 1997 in Arroyo Seco to cover the west side of La Puebla Fire District. La Puebla Fire District currently has a total of 7 apparatus with one specialty engine, a (CAFS) Compressed Air Foam System truck which is the only one of its kind in Santa Fe County's northern region.



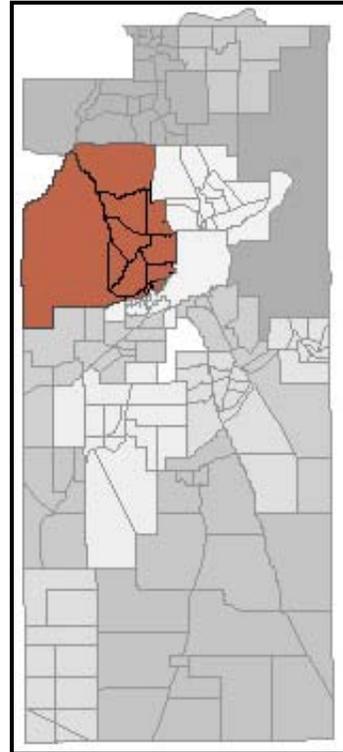
La Puebla Fire District has a new Sombrillo Elementary School with 150,000 gallons of water with 5 hydrants flowing at 1,400 gpm.

La Puebla District Needs Analysis	
Equipment	
<u>PPE:</u> Uniforms Wildland Gear SCBA face-pieces <u>Communications Equipment:</u> Pagers Mobile radios	Structural Bunker Gear Nomex Squad Suits Portable Radios (hand-held)
Facilities & Infrastructure	
Additional station Kitchen	Training room
Replacement Apparatus	
Engine (1) - replacement for Engine 3 Tanker (1) – replacement for Tanker 4 Brush Truck (1) – replacement for Brush 2 Rescue (1) – replacement for Rescue 7	
Personnel	
<u>Standardized Training:</u> Firefighter I & II Incident Command Extrication Fire Service Instructor I & II Driver Training (Ambulance, Engine, Aerial, etc.) High & Low Angle Rescue Bio-Terrorism Response Training MCI (focus on train derailments) National Fire Academy Training EMS Training for CEU's to retain licensure	Haz-Mat Awareness & Operations Pump Operations Fire Officer I & II Aerial Apparatus Operations Commercial Fire Suppression High-Rise Operations Arson Investigation On-line or computer based training Regional Training (In-Service) Mutual-Aid training
<u>Recruitment & Retention:</u> Quarterly Newsletter Local Newspapers Annual Open House Target Community Youth	Recruitment Posters Mail & Phone Solicitation Motivational Speakers to promote Fire Dept.
Other	
Additional paving at Stations 1 & 2 Landscaping at Stations 1 & 2	Interior & exterior painting of Station 1 & 2

AGUA FRIA FIRE DISTRICT

The Agua Fria Fire District is situated in west central Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Agua Fria, Las Campanas, La Tierra and Fin del Sendero. Its two stations are located at #58 SFC Rd. 62 and #3 Arroyo Calabazas Rd. Agua Fria District continues to grow with many residences in the Las Campanas area in excess of 5000 sq. ft. The District provides and receives mutual aid from other agencies including the City of Santa Fe, US Forest Service, and NM State Forestry. It receives and provides automatic aid with other Santa Fe County Fire Districts.

In late summer of 1991 a group of eight residents formed the Agua Fria Fire & Rescue Department. They operated the first year with no funding or equipment other than donations. SFFD Chief Frank DiLuzio gave Agua Fria a 1974 American LaFrance fire truck. In September 1992 a charter was passed for the Agua Fria Fire District. The District Responded to 638 calls in the first year. Today the Agua Fria District call volume averages almost 1000 calls a year. Santa Fe County gave land off of County road 62 for the construction of the main station. In 1996 land was donated in the Las Campañas area for a sub-station and construction was sponsored by the Las Campanas neighborhood association in lieu of payment of impact fees, and the La Tierra substation was constructed. Approximately 25% of the District's calls are in the sub-station area.



Agua Fria District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous:

Large diameter hose and appliances

Facilities & Infrastructure

Addition to Station 2 (including living quarters & additional apparatus bays)

Replacement Apparatus

Engine (1) – replacement for Engine 2

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

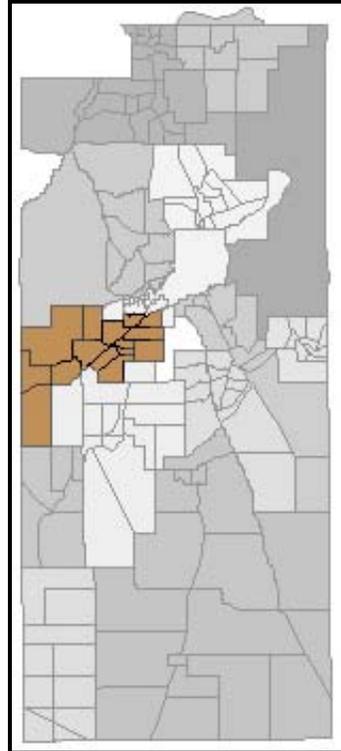
Other

Additional paving at Station 1
Fire reporting via computer networking

Additional storage at Station 1

LA CIENEGA FIRE DISTRICT

The La Cienega Fire District is situated in west central Santa Fe County and is responsible for providing fire and emergency medical services to the communities of La Cienega, Rancho Viejo, Cochiti Pueblo, Cochiti Village, Valle Vista, the Santa Fe Community College and the Santa Fe Outlet Mall. Its two stations are located at #14 Fire Place and #18 Camino San Jose which houses two Class A foam pumpers, two pump & roll tankers, two brush trucks and because they provide rescue services for a 15 mile stretch of Interstate 25, a state of the art, compressed air foam (CAFS) rescue with heavy extrication capabilities. The District responds to approximately 450 fire and EMS calls a year with 10 certified Firefighter/EMTs protecting approx. 70 sq. miles, a major interstate, a large residential development and an ever-increasing commercial development area along state highway 14. The District provides and receives mutual aid from other agencies including the City of Santa Fe Fire Department, NM State Forestry, US Forest Service, Cochiti Pueblo, and Sandoval County Fire Department. La Cienega receives and provides automatic aid with other Santa Fe County Districts.



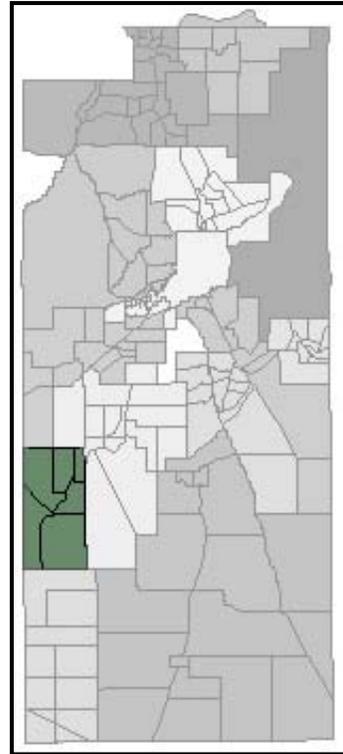
The La Cienega Volunteer Fire Department was originally started approximately twenty-eight years ago because several of the residents, who were also farmers at the time, would burn off / clear fields in preparation for yearly planting. These fires would sometimes get out of control in the La Cienega Valley, bringing the residents together to fight the field fires with whatever resources and extra personnel they had available. The department started in a garage donated by a resident/member for housing of a 4x4 brush truck on loan by the forest service. Years later, on land donated next to the community center, the members/residents built the current substation (then main station) with donated building materials and labor. Members were trained to basic firefighter levels, however no medical/first aid was available at the time. The organized volunteers responded to approximately 10 calls a year with a used fire engine and borrowed firefighting equipment.

La Cienega District Needs Analysis	
Equipment	
<u>PPE:</u> Uniforms Wildland Gear SCBA face-pieces	Structural Bunker Gear Nomex Squad Suits
<u>Communications Equipment:</u> Pagers Mobile radios	Portable Radios (hand-held)
<u>Miscellaneous:</u> GPS units for first out units Breathing air compressor & cascade system	
Facilities & Infrastructure	
Natural gas change-over for Station 1 Repair drainage issues at Station 2 Rancho Viejo Station	Heating system replacement Add living quarters for personnel ADDITION AT Station 1
Replacement Apparatus	
Aerial Apparatus (1) – replacement for 1997 Aerial Engine (1) – replacement for Engine 2	
Personnel	
<u>Standardized Training:</u> Firefighter I & II Incident Command Extrication Fire Service Instructor I & II Driver Training (Ambulance, Engine, Aerial, etc.) High & Low Angle Rescue Bio-Terrorism Response Training MCI (focus on train derailments) National Fire Academy Training EMS Training for CEU's to retain licensure	Haz-Mat Awareness & Operations Pump Operations Fire Officer I & II Aerial Apparatus Operations Commercial Fire Suppression High-Rise Operations Arson Investigation On-line or computer based training Regional Training (In-Service) Mutual-Aid training
<u>Recruitment & Retention:</u> Quarterly Newsletter Local Newspapers Annual Open House Target Community Youth	Recruitment Posters Mail & Phone Solicitation Motivational Speakers to promote Fire Dept.
Other	
Resurface parking lot Fire reporting via computer based network	Pave parking lot at Station 2

MADRID FIRE DISTRICT

The Madrid Fire District is situated in west central Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Madrid, Golden and the surrounding area. One station located at #31 Firehouse Rd, close to the Mineshaft Tavern, serves these communities. The district provides and receives mutual aid from other agencies, including NM State Forestry and the US Forest Service. Madrid provides and receives automatic aid with other Santa Fe County Districts.

In the earliest days of Madrid, dynamite was the fire suppression method of choice. No attempt was made to actually put out a fire—water was too precious. The fuels ahead of the fire were eliminated and the fire burned itself out. Today's Fire District had its beginnings in 1980, and in 1984 the County and State granted formal recognition. In 1994 the current station was constructed; since then two Class A pumper-tankers have been added as well as a fully equipped brush truck and a rescue unit. Years of collaborative effort went into developing a hydrant system, which included turning an old mining cistern into a 100,000-gallon water storage cistern for fire suppression and placing a hydrant within 1000 feet of every residence in town.



Madrid District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Facilities & Infrastructure

Booster pump for reservoir (need ability to by-pass when not needed, but otherwise uninterrupted)
Extension to current 8" fire suppression system with additional hydrants

Replacement Apparatus

Class A, Type 3 Wildland Urban Interface apparatus (1) – replacement for 1986 Chevrolet Rescue (1) – replacement for 1994 Chevrolet

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure
Leadership training & plans for each member

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth
Recruitment package with perks & expectations

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.
Double number of current members to 20

Other

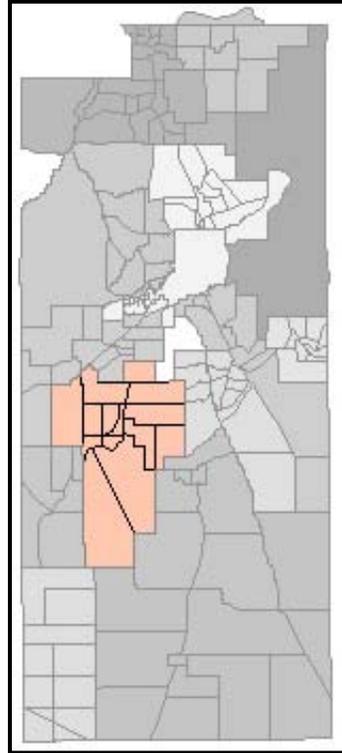
Community Outreach (open house, etc.)
Accurate and up-to-date mapping of the entire district, including identified hazards

Schedule monthly visits from Fire Marshal

TURQUOISE TRAIL FIRE DISTRICT

The Turquoise Trail Fire District is situated in central Santa Fe County and is responsible for providing fire and emergency medical services to the San Marcos area as well as the unincorporated village of Cerrillos. Three stations are located at #01 River St. in Cerrillos, #3585 NM Hwy 14, and #03 Turquoise Court. The District provides and receives mutual aid from other agencies, including the City of Santa Fe Fire Department and NM State Forestry. The District provides and receives automatic aid with other Santa Fe County Districts. The District responds to more than 400 calls per year.

The Turquoise Trail Volunteer Fire District was established in 1969 in the Village of Cerrillos. The District was like other districts when they first started, getting old used equipment from surplus and other fire districts, and housing them in someone's garage, barn or shed. In trying to raise money for equipment, the District started the Fiesta de Primavera in the Village. This function became a huge success, lasting almost twenty years. The Fire District would take over the village with parades, games, food booths, arts and crafts and the famous Fire Department water polo game. During the late 70's and early 80's the District responded to some historical events; including the Tiffany Saloon fire in Cerrillos and the New Mexico State Penitentiary riot. Throughout the 80's the District grew in many ways. A second station was built in the village of Cerrillos, another used engine was purchased, a new tanker was added to the fleet, a used ambulance was added, and the first major subdivision was planned for the area, resulting in the District adding several more square miles to its size. A new station was built in 2001 on State Highway 14. It is the volunteers' pride and joy, featuring six bays, a meeting room, offices and all the modern amenities. The District is proud of its volunteer firefighters and auxiliary members, and it owes a debt of gratitude to all the former members and supporters that have made the District what it is today.



Turquoise Trail District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Facilities & Infrastructure

Water system with 30,000 gallon tank at Station 3
Remodel Station 1
Remodel Station 2

Replacement Apparatus

Engine (1) - replacement for Engine 6
Tanker (2) - replacement for Tankers 6 & 8

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

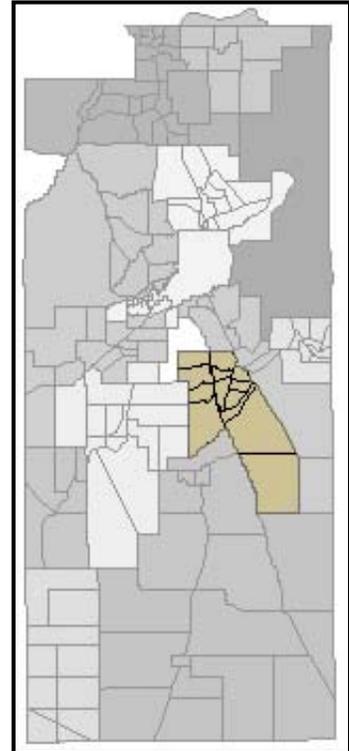
Grading & drainage improvements at Station 1
ISO rating improvement (results from recent evaluation are pending)

EASTERN FIRE REGION

EL DORADO FIRE DISTRICT

The El Dorado Fire Brigade started in 1976 when there were fewer than 400 homes in the area. Its first home was in a barn by the Eldorado Clubhouse. El Dorado Fire & Rescue Service became an official fire district on January 14, 1980. The current Main Station was built in 1985 and expanded in 1997. Station 2 was built in 1990, Station 3 was built in 1995.

Located in the central portion of the County the El Dorado Fire District serves the communities of El Dorado, Belicia, Alteza, Dos Griegos, Los Vaqueros, Tierra Colinas, Los Caballos, Ranchos de Santa Fe, The Ridges, Old Road Ranch, Cielo Colorado, Lamy, the US285 Corridor, Galisteo Basin Preserve, Tierra Sabrosa, Vista Sierra Bonita, Ladera, Avila at Eldorado, and Las Nubes out of three fire stations located at #144 Avenida Vista Grande, the intersection of Avenida Vista Grande & Avenida Casa del Oro and the entrance to the transfer station at the intersection of US Hwy 285 & El Dorado. Currently the District has over 4,000 homes and an increasing and expanding commercial area. The recent water moratorium has been lifted and residential lots/development is growing once again. The District includes two railroads, the WIPP route, a gas station, an elementary school, several restaurants, two shopping malls, numerous office spaces, green belts, wilderness areas, a pool, library, senior center, community center, a train station, soccer and baseball fields, parks with playground equipment, bike paths, equestrian trails, stables, multiple indoor arenas, several large ranches, and state and forest service land. In order to meet the increased demands the District works closely with NM State Forestry, USFS and other Districts within Santa Fe County.



El Dorado obtained its new ISO classification from a 6/9 to a 4/8b. El Dorado is only one of two volunteer county fire districts in the entire state to receive this high rating. Nine of the 16 five year plan objectives were met. Of the seven that were not achieved, three were related to the lack of Santa Fe County funding, and five were related to water system additions requiring participation by the water company which was recently taken over by the Eldorado Water & Sanitation District. These goals are carried over to the next five year plan, with the addition of unachieved goals from the previous two five year plans (1993 and 1997)

El Dorado District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Facilities & Infrastructure

Sub-Station in Lamy area
Additional Hydrants

Add bathroom to Station 3

(3 – North Case del Oro Loop, 1 – Casa del Oro Lane, 1 – Station 2, 3 – Cerrado Loop/Mimosa Road area, 3 – Fonda Road/Gualdo Road area, 3 – Azul/Camerada Road area, 3 – in non-hydrant areas.)

Replacement Apparatus

Engine (1) – replacement for Engine 2
Tanker (1) – replacement for Tender 1
Ambulance (1) – replacement for Med 2

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

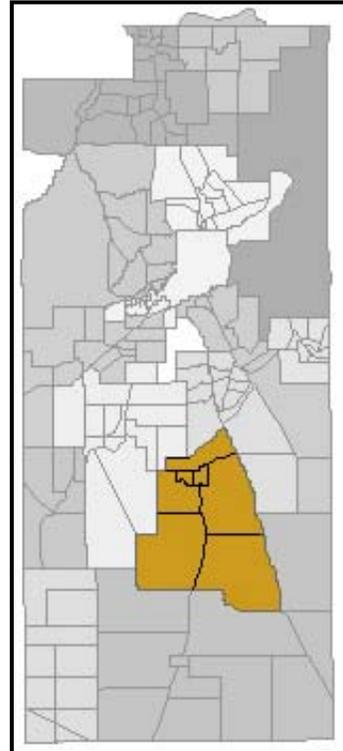
Develop emergency response plan with Santa Fe County Emergency Management & ECIA
Finalize all pre-plans for yearly review (computerized)

EASTERN FIRE REGION

GALISTEO FIRE DISTRICT

The Galisteo Fire & Rescue District was established in 1992 and is one of the four districts in the Eastern Region. Over the past sixteen years, with the help from Santa Fe County and dedicated volunteers and community support, we have acquired new apparatus including an engine, water tender & a brush truck.

Located in the central portion of Santa Fe County the Galisteo Fire District is responsible for providing fire and emergency medical services to the communities of Galisteo and Ranchitos out of one fire station, located at #39 Avenida Vieja. The Galisteo District Station houses four response vehicles and is one of the county's smaller districts. With a lot of community support, hard work, determination, improvements in our local community water system, construction of our new station, many hours of training, and certification of our members our new ISO rating improved to a 6/9. The District provides and receives mutual aid from other agencies, including Bureau of Land Management, NM State Forestry, US Forest Service, Bernalillo County Fire Department, Torrance County Fire Department and San Miguel County Fire Department. The district provides and receives automatic aid with other Santa Fe County Districts.



The Fire District started with an ISO rating of 9/10 and after many years of hard work the ISO rating in the village has improved to a 6/8B. We currently have sixteen members, thirteen firefighters (eleven of which have medical training: 2 first responders - 8 EMT Basic - 1 EMT-I). We also have volunteers trained to respond to wildland and swift water incidents. We recently added a LP12 cardiac monitor and defibrillator to our inventory that will allow us to provide the best possible care for our patients.

Galisteo District Needs Analysis

Equipment

PPE:

Uniforms	Structural Bunker Gear
Wildland Gear	Nomex Squad Suits
SCBA face-pieces	

Communications Equipment:

Pagers	Portable Radios (hand-held)
Mobile radios	

Miscellaneous

Extrication Power unit and tools (replacement)
Extrication equipment (new)

Facilities & Infrastructure

Add 2 bays at main station or add a sub-station
Community water storage tank

Replacement Apparatus

Rescue (1) – replacement for Rescue 2

Personnel

Standardized Training:

Firefighter I & II	Haz-Mat Awareness & Operations
Incident Command	Pump Operations
Extrication	Fire Officer I & II
Fire Service Instructor I & II	Arial Apparatus Operations
Driver Training (Ambulance, Engine, Arial, etc.)	Commercial Fire Suppression
High & Low Angle Rescue	High-Rise Operations
Bio-Terrorism Response Training	Arson Investigation
MCI (focus on train derailments)	On-line or computer based training
National Fire Academy Training	Regional Training (In-Service)
EMS Training for CEU's to retain licensure	Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter	Recruitment Posters
Local Newspapers	Mail & Phone Solicitation
Annual Open House	Motivational Speakers to promote Fire Dept.
Target Community Youth	Retention incentive programs

Other

Public Education

Community injury prevention and safety fair	Home visits to ailing member of community
Attend community meetings to inform residents of Fire Dept. issues	
Invite community to meetings of specific interest or awareness	

EMS Objectives

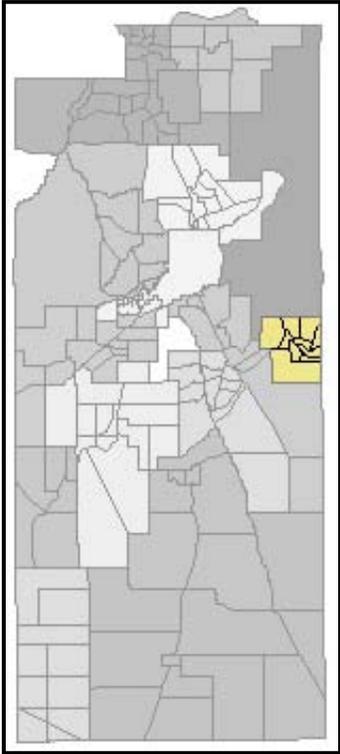
Retain or increase number of EMS trained personnel	
Upgrade medical training and supplies	Initiate BLS transport unit
Increase level of care to ILS	Standardize level of care for community

GLORIETA PASS FIRE DISTRICT

The Glorieta Pass Fire District is situated in the east central portion of Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Glorieta and Valencia, and the Glorieta Conference Center. Glorieta Pass Fire District serves approximately 1200 full time residents as well as up to 3000 guests visiting the Conference Center.

The District also provides and receives mutual aid services with a number of communities in San Miguel County, including Pecos, Rowe, Ilfield, San Jose, San Juan and the Upper Pecos Canyon, as well as other agencies such as NM State Forestry and the US Forest Service out of a station located at #43 Fire Station Rd. in Glorieta. The main station, built solely by the volunteers, is expected to change to a substation with the future completion of a new main station built in the center of the District. The District has a long history of mutual aid to our neighbors in San Miguel County and is proud to assist with mitigating emergencies in the overall larger community.

We have received a new brush truck by means of a grant. In 2008 we have also constructed a new addition to the existing station.



Glorieta Pass District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous

Physical Fitness equipment (Weight Bench, Treadmill, Exercise Bike, Punching Bag, etc.)

Facilities & Infrastructure

Sub-Station

Replacement Apparatus

Engine (1) – replacement for Engine 2

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

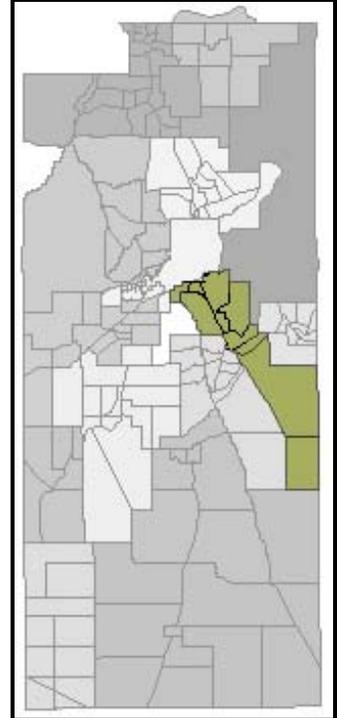
Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

EASTERN FIRE REGION

HONDO FIRE DISTRICT

The Hondo Fire District is situated in the east central portion of Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Arroyo Hondo, Sunlit Hills, La Barberia Canyon/Overlook, Canoncito at Apache Canyon, Canada de Los Alamos, Old Santa Fe Trail corridor, Old Las Vegas Highway corridor, Nine Mile Road, I-25 corridor, Campos Conejos, Rabbit Road, Old Galisteo Road, Arroyo Hondo Estates, Camp Stoney, Seton Village, Rancho de San Sebastian, Timberwick, Cerros Negros and Hondo Hills out of two stations located at #21 Seton Village Rd. and #645 Old Las Vegas Hwy. near US Hwy. 285. Station 2 is the headquarters for the Eastern Region career paramedic crew (Med 80). As a growing community, the Hondo District provides and receives automatic aid from several other County Fire Districts. The District also provides and receives mutual aid from other agencies, including the Santa Fe County Sheriff's Office, NM State Police, Santa Fe Police Department, Santa Fe Fire Department, NM State Forestry, and the US Forest Service.



The Hondo Volunteer Fire Department was established in 1974 by the Homeowners Associations of Arroyo Hondo and Sunlit Hills because the City of Santa Fe was unable to provide fire protection to our communities. Hondo bought our first pumper for \$1250 from Albuquerque and stored it in a large horse barn in Arroyo Hondo. The pumper froze during the winter and in the spring of 1975 we built Station 1. Our first supply of bunker gear was donated by a Fire Department of New York. The Hondo Fire District publishes a bi-annual newsletter called the "Alarm" and has a very active Auxiliary group. Our 50 or so current members range in age from teenagers to senior citizens and come from all walks of life including artists, lawyers, doctors, students, scientists, office workers, real estate agents, self-employed, retirees, bankers, designers and so on. The District's volunteers respond to approximately 500 calls per year, and the District has several members who have achieved state and national emergency medical technician qualifications as well as federal advanced wildland firefighting qualifications and certifications.

Hondo District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous

Major equipment on Med 1 (replacement)
Laptops or PDAs for Apparatus
Laptop for training
AED units for trucks

GPS in apparatus
Fireground/Wildland/Mapping software
CPR mannequin upgrade

Facilities & Infrastructure

Water storage throughout District

Replacement Apparatus

Tanker (1) - replacement for 1979 GMC

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Miscellaneous

Additional mechanics for regular, on-going preventative maintenance

Other

Station 1 exterior improvements (retaining wall, stairway to road, improve parking, landscaping)
Research benefit of additional Sub-Station (location to help ISO rating & largest benefit)
Large water source with tanker drive through fill capability (possibly in conjunction with El Dorado District)

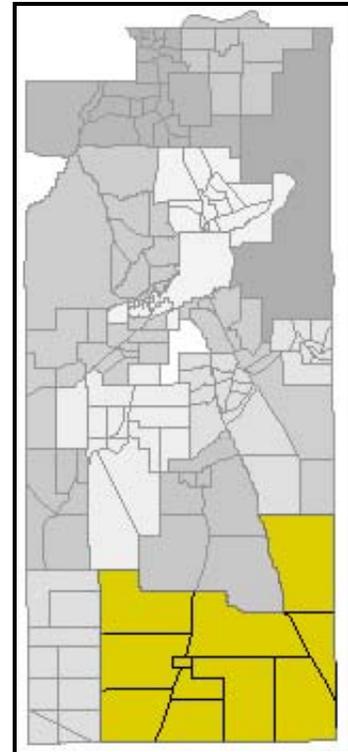
SOUTHERN FIRE REGION

STANLEY FIRE DISTRICT

The Stanley Fire District is situated in the south east corner of Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Stanley, White Lakes and the surrounding area. The Stanley Fire District is the largest district within Santa Fe County, consisting of approximately 420 square miles and is serviced out of two stations located at #30 W. Kinsell Ave and #682 NM Hyw. 472. The District provides and receives automatic aid with other county districts, and provides and receives mutual aid with other agencies, including NM State Forestry, NM State Police and others.

The District continues to grow and has added new equipment and training for the volunteer staff to deliver the services necessary within the community.

We have added a new Thermal Imaging Camera. Our members have been trained in structural and wildland firefighting and EMS. We have new roofs on Stations 1 and 2 and new bay doors on Station 1. We have completed SCBA upgrades, containment for above-ground fuel storage, purchased one command unit, and a mini pump / fast attack truck. All apparatus received new hoses.



Stanley District Needs Analysis

Equipment

PPE:

Uniforms
Wildland Gear
SCBA face-pieces

Structural Bunker Gear
Nomex Squad Suits

Communications Equipment:

Pagers
Mobile radios

Portable Radios (hand-held)

Miscellaneous

SCBAs (replacements)

Facilities & Infrastructure

30,000 gallon water storage tank at Station 2 (in progress)

Replacement Apparatus

Tanker (1) - replacement of tanker at Station 2

Personnel

Standardized Training:

Firefighter I & II
Incident Command
Extrication
Fire Service Instructor I & II
Driver Training (Ambulance, Engine, Aerial, etc.)
High & Low Angle Rescue
Bio-Terrorism Response Training
MCI (focus on train derailments)
National Fire Academy Training
EMS Training for CEU's to retain licensure

Haz-Mat Awareness & Operations
Pump Operations
Fire Officer I & II
Aerial Apparatus Operations
Commercial Fire Suppression
High-Rise Operations
Arson Investigation
On-line or computer based training
Regional Training (In-Service)
Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter
Local Newspapers
Annual Open House
Target Community Youth

Recruitment Posters
Mail & Phone Solicitation
Motivational Speakers to promote Fire Dept.

Other

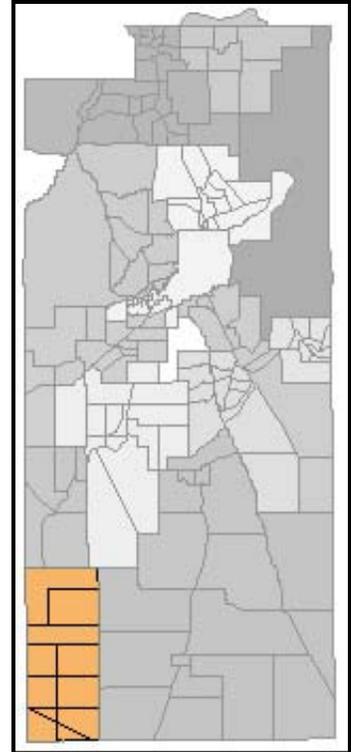
SOUTHERN FIRE REGION

EDGEWOOD FIRE DISTRICT

The Edgewood Fire District is situated in the south west corner of Santa Fe County and is responsible for providing fire and emergency medical services to the communities of Edgewood, Golden, Cedar Grove, and San Pedro out of four fire stations located at #25E Frontage Rd, #650 Hwy 344 in Cedar Grove, #02 Oro Quay in San Pedro, and #18 Dinkle Rd. The District is also home to the Southern Region career paramedic crew (Med 70). As a growing community, the Edgewood District provides and receives automatic aid with other Fire Districts, and provides and receives mutual aid with other agencies, including Sandoval County Fire Department, Bernalillo County Fire Department, Torrance County Fire Department, the City of Moriarity, and the Towns of Estancia and Willard.

The Edgewood Fire Department was organized in 1964 with ten volunteers, who used only hand equipment such as shovels, rakes, and gunnysacks to fight grass fires. The Fire District had undetermined boundaries and a population of approximately 1,500 residents. In 1965, the Department acquired a 1950s model fire engine from the city of Deming and a small two-bay building that served as its station. The building was later expanded into the Edgewood Volunteer Fire Department main station. About a year later a surplus army truck was converted into a tanker and put into service. In the 1980s, an ambulance was added and the name of the department was changed to the Edgewood Fire and Ambulance Service. In the early 1990s the department provided service to 112 square miles and had forty volunteers.

In 1997 Edgewood became a Santa Fe County Fire District. Additional apparatus and equipment has been added; the District currently houses fourteen modern pieces of fire and rescue apparatus. In 1999, the Town of Edgewood was incorporated. The County Fire Department has negotiated a Joint Powers Agreement with the Town to provide fire, rescue, and emergency medical services to the incorporated areas. The Town is an area of rapid growth; for instance, a new 228,000 sq. foot WalMart was completed in 2008.



Edgewood District Needs Analysis

Equipment

PPE:

Uniforms	Structural Bunker Gear
Wildland Gear	Nomex Squad Suits
SCBA face-pieces	

Communications Equipment:

Pagers	Portable Radios (hand-held)
Mobile radios	

Miscellaneous

Equipment to upgrade brush trucks to qualify as Type 3 Engines
 On-board computers for ambulances and apparatus

Facilities & Infrastructure

New Main Regional Station (currently in design)

Replacement Apparatus

Engine (2) – replacement for Engine 3 & 4
 Tanker (1) – replacement for Tanker 3
 Brush Truck (1) – replacement for Brush 3
 Ambulance (2) – replacements for Med 34 & 35

Personnel

Standardized Training:

Firefighter I & II	Haz-Mat Awareness & Operations
Incident Command	Pump Operations
Extrication	Fire Officer I & II
Fire Service Instructor I & II	Arial Apparatus Operations
Driver Training (Ambulance, Engine, Arial, etc.)	Commercial Fire Suppression
High & Low Angle Rescue	High-Rise Operations
Bio-Terrorism Response Training	Arson Investigation
MCI (focus on train derailments)	On-line or computer based training
National Fire Academy Training	Regional Training (In-Service)
EMS Training for CEU's to retain licensure	Mutual-Aid training

Recruitment & Retention:

Quarterly Newsletter	Recruitment Posters
Local Newspapers	Mail & Phone Solicitation
Annual Open House	Motivational Speakers to promote Fire Dept.
Target Community Youth	Increase Volunteer PERA

Other

ADMINISTRATION DIVISION

GOAL	To provide internal and external financial and administrative support for Santa Fe County Fire Department and the volunteer Fire Districts. This support encompasses financial planning, billing, budgeting, and purchasing support, as well as fleet maintenance and the management of all emergency apparatus and support vehicles, and the oversight and maintenance of existing facilities and new construction.
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The Administration Division is responsible for financial functions of all Fire Department and volunteer Fire District daily operations. The Division is also responsible for ambulance billing and revenue collection which generates revenue of an excess of \$500,000 per fiscal year. The Division has 5 civilian staff members, 3 Emergency Vehicle Technicians (EVT), and one Assistant Chief working out of the Administrative office on Camino Justicia. The Division encounters many challenges on a daily basis, including managing ever changing local, state and federal requirements, as well as meeting the needs associated with managing 15 Fire Districts, 32 fire stations, nearly two hundred vehicles, and numerous complex pieces of fire, rescue, and emergency medical equipment.

The primary functions of the Division are:

- Managing the budgetary, purchasing, and accounts payable requirements for the 15 volunteer Fire Districts.
- Fleet maintenance and management of 188 pieces of Fire/EMS/Support apparatus.
- Facility maintenance and repair issues for each fire station and the administrative offices.
- Monitoring of all phases of construction projects to include new construction and remodels.
- Management of ambulance billing, collection, and receivables.

Administration Division Objectives for 2010-2014:

- Hire one additional Emergency Vehicle Technician (EVT).
- Hiring one Administrative Assistant for Emergency Management and Administration.
- The completion of the Southern Region and Western Region stations.
- Addition to Station 50 (Northern Region - Pojoaque District) Main Station.
- Remodel and addition to Station 61 (Agua Fria District) sub-station.
- Effectively manage the development of the fire training facility in Stanley.
- Increase ambulance revenue by 5% through more efficient and effective collection procedures.

Budget Section – Revenue

With the help of the recently updated (2008) Capital Improvement Plan, the SFCFD has identified over \$14 million in existing capital needs and over \$13 million in capital needs related to growth. Unfortunately, current revenue sources are significantly short of meeting those identified needs. What follows is a brief description of the Department's revenue sources and the current challenges associated with each.

Excise Tax

Applies only in the unincorporated areas of Santa Fe County, the Fire Protection Excise Tax on gross receipts provided \$1,954,930 in fiscal year 2008. While first established by the Board of County Commissioners in 1982, this tax funds the Department's Apparatus Replacement Schedule via a revenue bond. It is an extremely important funding source for the Fire Districts. It cannot be utilized for personnel expenses. This tax was sunset December 31, 2008. The Department plans to seek a favorable referendum from the voters during 2009; however, even if the tax is renewed, a significant loss of revenue will have occurred during 2009 until such time as the tax revenue is again realized. Without the County Fire Protection Excise Tax, the Fire Department cannot meet its future capital infrastructure needs.

Gross Receipts Tax

Established in 2006, this ¼% gross receipts tax was passed by Santa Fe County voters. It applies in unincorporated as well as incorporated areas of Santa Fe County. This tax raises an estimated \$7 million annually for the Fire Department. The tax was accepted by voters based on our plan (2006) to hire and train 48 additional career firefighters to improve the services we deliver. As a result, 37 firefighters were hired and trained in 2007 and 2008. The remainder will be hired in 2009, essentially completing this phase of the expansion project.

Fire and Rescue Impact Fees

These fees are collected by the County and based on the gross covered floor area of new residential and commercial development. A 2007-2012 fee schedule and the associated Land Use Assumption and Capital Improvement Plans required by law were updated and approved by the Board of County Commissioners in November 2008. The fee revenue must be expended in the Fire Districts in which it is collected for capital outlay - primarily apparatus and stations. Collections in fiscal year 2008 totaled \$575,550.

State Fire Fund

The Department receives approximately \$1.5 million annually from the State Fire Fund and \$112,000 annually from the State EMS Fund. Revenue from both funds are used at the District level to fund volunteer operations, including fuel and utility expenses, training, EMS supplies, and so forth.

Miscellaneous

Miscellaneous other revenue include: approximately \$500,000 annually for ambulance services; approximately \$75,000 annually for plan review and inspection services; and, \$240,000 from the Town of Edgewood in accordance with the Joint Powers Agreement for services.



EMERGENCY MANAGEMENT DIVISION

GOAL	Maintain an Emergency Management Division that meets or exceeds all requirements for the County of Santa Fe, in preparation to handle natural or man-made disasters effectively, through mitigation, preparedness, response and recovery.
GOAL	To Challenge individual and community complacency in emergency preparedness. To create the model Emergency Management Program for the State of New Mexico.

The Santa Fe County Office of Emergency Management (OEM) was established in 1994 under a joint resolution between the City and County of Santa Fe. In 2008 the City of Santa Fe elected to discontinue the joint relationship, and the program was assumed by Santa Fe County Fire Department. The program is currently located in the Santa Fe County Public Safety Building.

The Emergency Management Division is charged with providing organized analysis, planning, decision-making, and assignment of available resources to mitigate, prepare, respond to and recover from the effects of all hazards. This is accomplished through ensuring the operational readiness of 1st responders, partnering with over 90 other emergency service agencies such as hospitals, clinics, volunteer healthcare providers, law enforcement agencies, tribal officials, community service organizations, schools and other City, County, State and National agencies and organizations. This Division also ensures and maintains the operations of the City/County Emergency Operations Center through on-going training programs and the addition of new, state-of-the-art equipment.

The major challenges for any Emergency Management Division or organization are to not only prepare emergency responders, but also to prepare the community to cope with the outcome of catastrophic events of every nature. The steps to meet some of these challenges include:

- Community warning sirens. Current community lifestyles require multiple technologies for mass emergency notification.
- Pandemic influenza planning and response. Our community lacks adequate personal protective equipment and sustainability supplies for critical staff and healthcare workers.
- Addressing the special needs populations.
- Mass care (shelter and feeding) for the community in the event of an evacuation. Cots, bedding, meals, bottled water, and other shelter supplies for a minimum of 500 evacuees should be readily available within our jurisdiction.
- Detailed Business Continuity of Operations Planning for all County departments.
- Population growth in the Wildland Urban Interface increases the risk of catastrophic wildfire incidents.
- Increasing population and the development of new businesses and services (Super Wal-Mart in Edgewood, Rail Runner Express commuter train, Buffalo Thunder Resort & Casino, etc.) within our jurisdiction.
- Mass gathering special events bring additional risk.

Emergency Management Objectives for 2010-2014:

- 1) Enhance the Emergency Operations Center (EOC) Management Target Capability List (TCL)
 - Secure separate location for EOC to house operations center and equipment and apparatus.
 - Purchase independent server to house WebEOC software.
 - Train all EOC staff in competencies with WebEOC.
 - Enhance laptop capability.

- Improve security at the RECC.
 - Present the case for a larger facility, dedicated as the EOC.
 - Incorporate Geographic Information Systems into EOC.
- 2) Emergency Public Information
 - Implement wireless emergency notification system.
 - Secure funding for community warning sirens.
 - Investigate fixed message boards on major roadways.
 - Establish a mobile Joint Information Center (JIC).
 - Provide Incident Command System (ICS) training to local media.
 - Establish Joint Information Center protocols.
 - 3) On-Site Incident Management
 - Develop redundancy in Farber Command Vehicle capability.
 - Continue emergency responder training in tactical ICS.
 - Establish mechanisms to incorporate law enforcement participation in on-site incident management.
 - 4) Continue National Incident Management System (NIMS) Compliance
 - Include City assets in the Santa Fe Resource Directory.
 - Continue to provide NIMS training.
 - 5) Communications
 - Reprogram all existing public safety radios to include national interoperability channels.
 - Secure funding for Santa Fe interoperable communications system.
 - 6) Community Preparedness and Participation
 - Continue public education outreach programs.
 - Pilot four Community Response Teams within Santa Fe.
 - 7) Enhance the Explosive Device Response Operations
 - Administer Homeland Security grant to purchase new Response Vehicle for City Police Department Bomb Team.
 - 8) Search & Rescue
 - Improve urban search & rescue technical trailer operations with the addition of structural collapse tools & equipment.
 - Expand Technical Rescue Team membership.
 - Send Technical Rescue Team members to the Texas Engineering and Extension Service (TEEX) Structural Collapse Rescue I course.
 - 9) Enhance Fire Incident Response Support
 - Support Santa Fe Interagency Zone Group (Wildland fire) planning.
 - Continue coordination of interface between Wildland fire management and local government.
 - Investigate resources to provide Wildland Personal Protective Equipment for law enforcement responders.
 - Secure funding for basic Wildland fire behavior and safety for law enforcement resources.
 - 10) Enhance Weapons of Mass Destruction (WMD) and Haz-Mat Response & Decontamination capabilities

- Ready the Chemical Biological Radiological Nuclear Emergency (CBRNE) response vehicle for operational use.
 - Secure funding to establish a CBRNE mass casualty (MCI) trailer.
 - Purchase mass decontamination trailer.
 - Expand CBRNE training to performance level for all emergency response agencies.
- 11) Mass Care - sheltering, feeding and related services
- Secure local government funding sources to stockpile and maintain evacuation cots, bedding, bottled water and Meals-Ready-To-Eat (MRE).
 - Investigate a dedicated transport vehicle for above supplies.
 - Work with local government Human Resources Departments to establish a roster of employees to support mass care operations during disasters.
- 12) Medical Surge Capabilities
- Secure funding for a respiratory surge/Multi-Casualty Incident (MCI) bus.
 - Continue to provide FEMA Hospital Emergency Response training to local hospitals.
- 13) Emergency Triage & Pre-Hospital Treatment
- Assist local EMS providers in updating MCI response protocol.
 - Replace expired medical supplies in both MCI response trailers.
 - Incorporate CBRNE treatment protocols into existing MCI treatment guidelines.
 - Introduce a continuing education program to EMS providers on blast injury casualty management from improvised explosive devices.
- 14) Conduct an Airport / Homeland Security full-scale Exercise for Santa Fe
- Continue to coordinate exercise planning team.
 - Provide airport ground operations training for emergency responders.
 - Prepare an After-Action report and Corrective Action Plan consistent with the Homeland Security format.
- 15) Continue to actively participate in the NM Preparedness Area 3 Radiological and Nuclear full-scale exercise – 2009
- Continue to participate on the planning team.
 - Provide emergency management support functions to Los Alamos Office of Emergency Management (OEM).
- 16) Conduct MCI / Rail Runner full-scale exercise
- Take lead in assembling exercise design team.
 - Coordinate Rail Runner emergency operations training for emergency responders.
 - Identify a source for Technical Rescue Team training on derailment and confined space firefighting.



OPERATIONS DIVISION

Field Operations Section

GOAL	<p>Field well trained, competent and compassionate firefighters and emergency medical technicians in order to provide the desired level of service to the public. Develop the Department's fire, emergency medical, and rescue programs and enhance the quick, safe and efficient mitigation of emergencies.</p>
GOAL	<p>Provide efficient and effective service to all internal and external customers of the Operations Division, and work to ensure the Division's field providers have the resources they need to "provide compassionate, high quality emergency services to the people of Santa Fe County." To direct the accurate and timely flow of information between field staff and administration.</p>

The Operations Division is a combination of 67 paid career Firefighter/Emergency Medical Technicians (EMTs) and 343 volunteers. Career firefighters are all licensed EMTs, certified at the Basic, Intermediate, or Paramedic levels, and all are certified firefighters. The career staff is divided into 3 shifts providing full-time coverage from five strategically located stations. They work 48 hour shifts, followed by 96 hours off duty. Of the 343 volunteers on the roster, approximately 200 are trained firefighters, EMTs, or both. A number of others serve in essential and non-essential support roles. The Operation Division responded to 5486 emergency service requests in 2008. Eighty percent of those requests are emergency medical related. The other twenty percent are fire, hazmat, or rescue calls for service.

Emergency Medical calls include motor vehicle collisions, heart attacks, respiratory emergencies, diabetic emergencies, strokes, wounds, childbirth, psychological emergencies, public assistance, and others. Fires include wildland, structural, and vehicle fires. The Department responded to 132 structure fires, 63 vehicle fires, and 160 wildland fires in 2008. Personnel also handle vehicle extrications, hazardous material incidents, technical rescue including high/low angle, swiftwater rescue, confined space and trench entrapments, and collapsed building rescue.

Operations Division Objectives for 2010-2014

- 1) Staffing and Personnel
 - Upgrade personnel classifications as staffing increases: Battalion Captains upgraded to Battalion Commanders and Battalion Chiefs; Station Lieutenants upgraded to Station Captains.
 - Create minimum staffing standards for regional stations.
 - Fill vacancies with an emphasis on Paramedic recruitment and retention.
 - Staff 10 EMT/Paramedics, 10 Intermediates, and 5 Basics per shift.
 - Send 4-6 students to Paramedic school each year.
 - Establish and implement physical fitness standards for members.
 - Ensure all paid officers successfully complete Fire Officer I and Fire Instructor I certifications.
 - Enhance volunteer opportunities with a regional shift program so volunteer FF/EMTs can work scheduled shifts with paid staff.
 - Add three additional Battalion Captain (BC) positions to supplement current BCs and improve command and control functions countywide.

- 2) Equipment Purchases and Replacement
 - Telestaff scheduling program.
 - 12 Cardiac Monitor/Defibrillators @ \$20,000 each to replace current ten year old Monitor/Defibrillators.

- 6 Thermal Imaging Cameras for placement on all regional apparatus at \$15,000 each. Replace older and obsolete cameras. These will improve safety and effectiveness for field crews.
 - Electronic reporting system for data collection and efficient report generation.
 - Three Regional aerial apparatus: North, West, and Southern Regions.
 - Completely stock with equipment and supplies reserve ambulances.
 - Re-Chassis four older ambulances and provide one to Pojoaque District, one to Southern Region, two for reserve status.
 - Continue path to standardize apparatus, equipment, and PPE county-wide.
- 3) Specialty Teams
- Redefine the Technical Rescue Team secondary to our diminishing volunteer involvement. Establish standards for three levels: Awareness, Operations, and Advanced. Include 12 career staff (four on duty daily, one in each region) on the team. One 4 hour training monthly with an annual cost of \$12,000.
 - Redefine the Wildland Team to include 12 career staff in addition to volunteers. Four team members on duty daily, one in each region. This will improve level of experience and leadership.
 - Create a Hazmat and WMD response plan and develop a response team.
- 4) Procedures
- Complete or update service agreements with adjoining jurisdictions to insure the availability of mutual aid resource.
 - Further improve relationships with regional hospitals, EMS agencies, State and regional EMS committees.
 - Complete Map Reference Areas to ensure accuracy of emergency deployment of resources throughout the county.
 - Update Standards (policy and procedures) Manual and Emergency Medical Protocols annually.
 - Annually renew service contracts for Medical Director and Pharmacy Consultant.
 - Annually renew service contract for maintenance of all heart monitors/defibrillators.
 - Annually renew Pharmacy Licenses.
 - Create routine hazard inspection program for field staff.
 - Assist in the creation of an annual awards program for all members.
 - Assist in refining response standards for volunteers, such as number of responses required to maintain active status.
 - Improve on duty training program.
 - Improve staff written fire and EMS reports.

- Improve communication procedures to and from command staff to and from field staff.
- Implement a conference call system so that staff can participate in meetings without having to be at the meeting location.
- Continue an aggressive medical special skills program, allowing our paramedics to provide state-of-the-art procedures to save lives.
- Continue and improve EMS Continuous Quality Improvement program.



Training Section

GOAL	Provide high quality, consistent and timely Fire, Rescue and EMS training to volunteers and career staff, and collaborate as necessary with response partners in north central New Mexico to enhance regional training and response capabilities.
GOAL	Provide effective and efficient service to the Division's internal and external customers, and work to ensure that the didactic and practical components of the Department's training program meet local, State, and Federal standards and enhance the Department's mission.

Training is a critical component of the Department's ability to successfully and safely respond to emergencies. Providing consistent and professional training services to a large team of volunteer and career emergency responders is a demanding and complex task.

The responsibility of providing training at a minimum level is significantly larger than what can be accomplished by two training officers. The Training Section currently employs one Fire Training Captain, one temporarily assigned (from field Operations) Fire Training Lieutenant, and one EMS Captain whose duties are split between field operations and training. Additional training staff will improve the quantity of field training and will enhance the future readiness and capability of the Department. Further resources are needed to cover additional overtime and other costs associated with training career and volunteer firefighters.

The Training Section progressed significantly in 2007 and 2008. In 2006, Chief Holden tasked several individuals to conduct a training needs analysis. This group, known as the SFCFD Training Task Force, continued their work into 2007 and subsequently produced a Supplement Task Force Report. The Task Force concluded that the current levels of training for both regional and volunteer members fell below nationally recognized industry standards in some areas. This shortfall in training demonstrated an exposure to liability that was unacceptable. The Task Force report provided a realistic roadmap to help begin alleviating this shortfall, and the Department immediately began addressing some of the needs. This process will continue for the foreseeable future as the Department puts into place the additional staff and resources needed to conduct a progressive and strong fire and EMS training program.

In 2007, the Department conducted its first Cadet Academy since 1999. This 18 week training academy produced 19 Firefighter/EMTs trained and certified to the International Fire Service Accreditation Congress (IFSAC) Firefighter II level. An additional Cadet Academy was conducted in 2008. IFSAC certification requires six weeks of intensive training, including classroom and skills testing in real life scenarios. Requirements for Firefighter II certification also include a forty hour course in Wild Land Firefighting based on national curriculum and forty hours of Hazardous Materials training based on the national standards established by the National Fire Protection Association (NFPA). The IFSAC final tests for Firefighter II are administered by the New Mexico State Firefighters Training Academy. This level of certification establishes accountability for performance recognized throughout the Country. Additional cadet training hours are spent on auto extrication skills, fire pump operations, and emergency vehicle driving. Finally, 4 to 5 weeks are committed to Emergency Medical Services training. Cadets are trained to the EMT Basic level; it concludes with the successful acquisition of a New Mexico State EMT license that is gained through the administration of an arduous written and skills based testing process.

A summary of the additional responsibilities of the Training Section include:

- Providing / coordinating with the fifteen Fire Districts the needs of training for volunteers.
- Ensuring the standardization of training between career and volunteer members.

- Coordinating / providing on shift training for regional staff in fire and EMS.
- Development of policy and procedures in areas of training.
- Maintaining and tracking medical supply (EMS Captain).
- Maintaining regional training libraries.
- Coordinating all training requirements commensurate to state requirements for EMS licensed staff.
- Coordinating with all District Training Officers.
- Providing emergency response when necessary for fire and EMS calls.
- Conducting the department's respiratory protection fit testing program.
- Maintenance of the training props and equipment cache.

Training Center

A rationale for the development of a department training facility, and a description of the plan, are included in the Resource Gap section of this document, page 21. The creation of the Training Facility will have a significant impact on the operation of the Training Section and staff over the five year period, and will entail the relocation of training business operations to the Stanley facility. The center will also greatly expand the physical resources available to the program and lessen many of the current difficulties involved in providing high quality fire and rescue hands-on training for both career and volunteer members. The effective use of this facility will also require intensive scheduling and other administrative services.

Training Section Objectives for 2010-2014

- 1) Realign the Training Section into a stand-alone Training Division
 - Fill an Assistant Chief of Training position.
 - Fill an EMS Lieutenant of Training, and permanently assign the Fire Lieutenant of Training position to the training program.
 - Seek funding to utilize part-time instructors to augment the Adjunct Instructor Program.
 - Coordinate with the Operations Division to establish training subdivisions, to include Structural Firefighting, Wildland Firefighting, EMS, Officer, Instructor Development, Health and Wellness, Communications, Technical Rescue, and Hazardous Materials/Weapons of Mass Destruction. This will help direct training resources to the areas of highest priority.

- 2) Work to attain professional and uniform levels of training and certification for all members
 - Standardize fire and EMS training to ensure training consistency.
 - Adopt formal training curricula to be utilized throughout the County.
 - Standardize fire officer training based on national standards.

- Continue to develop an adjunct instructor program for both regional and volunteer members to ensure accuracy and consistency at all levels of instruction, fire and EMS.
- 3) Meet the Following Training Provisions
- Deliver training to 100 new volunteers at the IFSAC FF1 level (including all pre-requisite courses - Wild Land Firefighting, Hazardous Materials, First Aid, Incident Command).
 - Develop and assist in administering other trainings as needed for new volunteer members.
 - Conduct Cadet Academies as required.
 - Direct, coordinate, assist, and conduct when necessary fire, rescue, and specialized trainings and updates for career staff to insure continued certification and to meet new challenges.
 - Meet or exceed State requirements for medical training for all staff.
 - Direct, coordinate and assist with Swift water, High Angle, Hazardous Materials, and other specialized training classes for new members.
 - Provide advance training for select regional and volunteer staff in Pump Operations and Driver/Operator.
 - Direct, coordinate, and assist with Emergency Vehicle Operations training to all staff to help prevent driving related injury and death.
 - Provide advanced training for selected regional and volunteer staff for Aerial Apparatus Operations.
 - Conduct automatic and mutual aid trainings with other firefighting jurisdictions as necessary with the goal of making management of joint emergency operations more efficient.
 - Assist and coordinate the delivery of consistent Wild Land Urban Interface fire training for all staff.
 - Work to improve the current on-duty company training program and promote quarterly company drills at regional training sites or the training facility.
- 4) Required Equipment and other Needs
- Continue to improve on regional training areas to help lessen travel time for certain in-house training programs and/or company trainings, such as the acquisition of video-teleconferencing capabilities.
 - Secure funding for dedicated fire and EMS apparatus (Class A Engine, 1500 gallon Tender, and Type III ambulance) to be used by the Training Division.
 - Secure funding to develop a program and hire a contractor to provide a comprehensive health and wellness program for all members.
 - Secure funding to purchase two 15 passenger vans.
 - Secure funding for an EMS training trailer for effectively moving EMS training equipment and supplies to remote training sites.

- Secure funding to increase and update EMS training equipment and supplies to include airway simulators, extra cardiac monitors, manikins, and other equipment needed for advanced EMS trainings.



FIRE PREVENTION DIVISION

GOAL	To use risk reduction strategies to prevent loss of life and damage to the environment, private and public property, and other values in Santa Fe County. These risk reduction strategies include public education, plan review services, code development and enforcement, and active involvement in building safe communities.
GOAL	To improve and protect Insurance Service Organization (ISO) ratings in Santa Fe County Fire Districts by promoting loss reduction efforts through the effective use of education, engineering, and enforcement interventions.

The Prevention Division is charged with enforcing the County's Fire Code and Wildland Urban Interface Code. The Division also manages hydrant and preplan inspections, and assists the Fire Districts with ISO inspection preparations when necessary. Prevention Specialists handle the review of fire protection water delivery systems, Knox (secure entry system) installations on new commercial and gated facilities, property access issues including roads and driveways, and special event productions. The Division has been especially busy during the last two years with professional movie production requests throughout the County. The Department does not currently support an arson or cause and determination capability, relying instead on the investigative services of the State Fire Marshal's Office.

In any given year, the Division completes approximately 150 site inspections for new commercial businesses, 150 field inspections of building sprinkler systems, and upwards of 100 development plan reviews, generating \$75 thousand in revenue annually.

Division staff, in conjunction with the Fire Districts, typically provides fire and injury prevention presentations to County public and private schools, capturing the interests of approximately 2300 students, teachers, and parents.

Ongoing challenges for this Division include coordination with County Land Use regarding new developments and customer service, increased growth and development throughout the County, and the review and approval of special events throughout the County that include a public safety component. Santa Fe County also has many older residential structures. These structures present numerous life safety issues. Other challenges involve reducing the time needed for plan reviews and inspection activities, while continuing to meet the increased work load associated with our rapidly growing communities.

Prevention Division Objectives for 2010-2014

- Replace the 1997 Uniform Fire Code with the 2006 International Fire Code to align the County with the State approved code.
- Actively promote the installation and maintenance of smoke detectors in residential occupancies targeting at risk groups.
- Provide education on fire prevention and injury prevention strategies to school age children.
- Provide the best customer service possible given available resources.
- Enhance the training and professional certifications of staff.
- Build a professional arson investigation/fire cause and origin capability.
- Expand the inspection program to target additional life safety hazards in selected communities.
- Increase the frequency of fire sprinkler installations in residential occupancies.

- Improve the regulation and coordination of special events that have a public safety component.
- Respond to all plan review submittals within seven business days.
- Respond to all inspection requests or requirements within ten business days.
- Conduct life safety and fire prevention presentations to additional at risk groups, such as the elderly and mobility impaired.
- Improve the data collection and accountability procedures used to track prevention activities.
- Hire an additional prevention specialist to insure completion of goals and objectives.
- Coordinate efforts with local and regional partners, such as the City of Santa Fe Prevention Division, the United States Forest Service, and appropriate neighborhood associations.
- Improve coordination and cooperative efforts with County Land Use.
- Assist the Department's Wildland Section with public education, Hazardous Fuels Mitigation, and coordination of wild land fire suppression and training activities as needed.



Wildland Section

The responsibilities of the Wildland Section are broken down into two main categories. The first responsibility of the Section is wildland fire suppression readiness and response. This responsibility includes coordinating the Wildland

Strike team, wildland training, overseeing equipment and the equipment cache, managing the Wildland Operations Plan, the Resource Mobilization Plan, and all National Wildfire Coordinating Group (NWCG) certifications for regional and district staff.

The second responsibility is as important as the first: reducing the threat of a catastrophic wildland fire in the Wildland Urban Interface (WUI) through prevention efforts like public education and hazardous fuels mitigation. The Wildland Division is responsible for coordinating Firewise activities with communities, such as “wood chipper days”, implementing and updating the Community Wildfire Protection Plan (CWPP) and the 2001 WUI Ordinance, coordinating fuel reduction projects in high priority areas, grant research, managing the wildland fuel crew, and a Santa Fe County GIS WUI Hazard Homeowner Assessment Project.

Since 2004, growth in the Wildland Section has expanded in all areas despite the fact most of our activities depend on the availability of grants. In 2004 the Section had one full time WUI Specialist paid out of a Collaborative Forest Restoration Program grant (CFRP). Santa Fe County converted that position to a full time permanent Captain position in the fall of 2007. Three full time/term wildland crewmembers were also added in 2008 and paid out of the same CFRP grant. A volunteer Lieutenant position for the Section was also added in 2008. As of 2009, county funding accounts for 33% of the Section operating budget; the remainder comes from grant funding sources.

One major change over the last 4 years has been in the percentage of time the WUI specialist spends on coordinating suppression readiness. There has been a gradual move from a prevention focus to a 60/40 time split between prevention and suppression. This is due to the need to enhance the Department’s Wildland suppression capabilities, and the greater flexibility associated with County funding sources in comparison with grant funding sources.

Wildland Section Objectives for 2010-2014

- 1) Funding and Equipment
 - Establish a more secure funding source for the wildland crew.
 - Secure additional funding to hire 3 more crew members. This could be a combination of grant and county funding. With this crew secured the Section can better focus on tackling the priorities named in the CWPP both in fuel reduction and Firewise prevention activities.
 - Obtain a new Type 6 brush truck for the crew. They are currently using a State Pen Fire District vehicle that is “on loan”.
 - Purchase one full size crew cab 4X4 chase truck with tool boxes.
 - Replace truck assigned to the WUI Specialist.
 - Purchase one NWCG Type 6 engine.
 - Purchase an additional 15” Vermeer chipper.

- Purchase 4 portable Mark III pumps with hardware.
 - Purchase replacement hand tools for the wildland tool cache.
 - Obtain 6-10 Bendix King handheld radios.
 - Purchase 6-10 replacement chainsaws.
 - Fill the need for replacement Personal Protective Gear, and new generation fire shelters.
- 2) Wildland Team Development and Deployment
- Coordinate and conduct department wildland trainings for all members to maintain certifications and seek new certifications.
 - Integrate regional staff into the Wildland Strike Team.
 - Provide enhanced training opportunities, such as assignments on regional planned burns, to expand experience level and improve situational awareness.
 - Work to provide incentives for volunteers to remain as Strike Team members and to seek deployment on Resource Mobilization Plan (RMP) deployments.
 - Build a cadre of Engine Bosses for leadership purposes.
 - Aggressively seek Resource Mobilization Plan (RMP) deployments to enhance training and generate revenue for the Section.
 - Support the development of a Santa Fe County Type 3 Incident Management Team by providing the required trainings and facilitating team development.
 - Seek to develop a regional 20 person hand crew.
 - Provide opportunities for the Wildland Section Captain and Lieutenant to gain upper level experience and training either locally or regionally.
- 3) Hazardous Fuels Mitigation and Prevention
- Work with four previously identified Firewise communities – Los Cerritos, Apache Ridge, La Barbaria, and Hyde Park – to improve community defensibility.
 - Conduct public briefings and distribute risk reduction and evacuation planning materials in those areas at risk.
 - Make chipper and other facilities available on a regular basis to dispose of homeowner generated debris in Firewise communities.
 - Initiate a GIS homeowner assessment project in high, very high, and extreme hazard areas identified in the CWPP.
 - Increase fuels reduction planning and funding, and continue to add to ongoing hazardous fuels reduction projects.
 - Respond in a timely manner to individual requests for property assessment and advice on reducing wildland fuel loads.
 - Work with community partners to more effectively distribute wild fire information to impacted neighborhoods.
 - Provide assistance to staff to enforce the provisions of the County's WUIS code, and recommend upgrades to that code as appropriate.

SANTA FE COUNTY FIRE DEPARTMENT 2009-2014 PLAN

APPENDIX

Appendix A: Tables and Charts

Appendix B: SFCFD Achievements

Appendix C: Fire Staff Survey Final Report

Appendix D: Santa Fe County Ordinance 1997-11

APPENDIX A – TABLES AND CHARTS

TABLE 1				
QUANTITIES & COSTS OF VEHICULAR CAPITAL IMPROVEMENTS – EXISTING AND NEEDED SANTA FE COUNTY 2009				
Vehicles		Quantity	Cost Per Unit	Total Cost
Engines	Existing	33	\$ 250,000	\$ 8,250,000
	Deficiencies	3		\$ 750,000
	Replacements	11		\$ 2,750,000
Tankers	Existing	29	\$ 135,000	\$ 3,915,000
	Deficiencies	2		\$ 270,000
	Replacements	8		\$ 1,080,000
Brush Trucks	Existing	21	\$ 101,000	\$ 2,121,000
	Deficiencies	3		\$ 303,000
	Replacements	2		\$ 202,000
Aerial/Quint	Existing		\$ 750,000	
	Deficiencies	2		\$ 1,500,000
	Replacements			
Ambulances	Existing	8	\$ 200,000	\$ 1,600,000
	Deficiencies			
	Replacements	4		\$ 800,000
Rescuers	Existing	14	\$ 200,000	\$ 1,600,000
	Deficiencies			
	Replacements	4		\$ 800,000
Storage Tanks W/ Pumps	Existing		\$ 50,000	
	Deficiencies			
	Replacements			
Total Existing Vehicles	Existing	105		\$ 17,486,000
Existing Needs	Deficiencies	10		\$ 2,823,000
Existing Needs	Replacements	29		\$ 5,632,000
Total Existing Needs		39		\$ 8,455,000
Existing Needs		144		\$ 25,941,000

Source: 2008 Santa Fe County Capital Improvement Plan Exhibit 3

TABLE 2

**County Apparatus Inventory by Model Year - Earliest to Latest
(Unchanged from 2004-09 Plan)**

	Unit #	Chassis Year & Make	Model
Edgewood	Tanker 3	1964 Ford	F750
Stanley	Tanker 3	1970 Ford	800
Agua Fria-FL	Tanker 3	1971 Kaiser	6x6
Stanley	Tanker 1	1972 Chevy	C-50
County	Command Bus	1972 Intl. Bus	
Tesuque	Engine 1	1973 Ford	900
Turquoise	Engine 2	1973 Ford	700
Galisteo	Rescue 1	1973 Ford	COF
Chimayo	Rescue	1974 Chevy	K20
Chimayo	Brush 4	1974 Dodge	Custom 300
La Puebla	Engine 6	1974 IHC	
Glorieta	Tanker 3	1974 IHC	Loadstar
Pojoaque	Tanker 7	1975 Kenworth	W900
El Dorado-FL	Brush 3	1976 IHC	Loadstar
County	Snorkel	1977 American La France	Arial Platform
Madrid-FL	Brush	1977 Dodge	4x4
Pojoaque-FL	Brush	1977 Dodge	
Tesuque-FL	Brush 2	1977 Dodge	W20
Galisteo	Brush 1	1978 Dodge	W20
Stanley-FL	Brush 1	1978 Dodge	W200
Turquoise	Tanker 8	1979 Chevy	C-70
Hondo	Tanker 3	1979 GMC	6000
State Pen		1980 Ford	MHV
Agua Fria	Spec. Ops	1982 Chevy	C30
Edgewood	Engine 4	1982 Ford	F800
El Dorado	Engine 1	1982 IHC	2500
Hondo	Engine 1	1982 Mack	300
Agua Fria	Engine 1	1983 E-One	1871-WA
La Puebla-FL		1984 Chevy	S-10
Edgewood	Tanker 2	1984 Ford	F770
La Cienega	Tanker 2	1984 GMC	Brigadier
Glorieta	Rescue 6	1985 Chevy	Blazer
County	Wildland 1	1985 Chevy	K-30 4x4
Edgewood-FL	Utility	1985 Dodge Ram	D-150
La Puebla	Engine 3	1985 Ford	8000

State Pen		1985 Ford	CTV
Tesuque	Utility	1985 GMC	K25
Tesuque	Engine 3	1985 IHC	2500
Pojoaque	Engine 5	1985 IHC	2574
County	Brush	1986 Chevy	D30
Agua Fria-FL	Brush 2	1986 Chevy	K-20 4x4
La Cienega-FL	Brush 2	1986 Chevy	K-20 4x4
State Pen-FL		1986 Chevy	5/4 ton
Edgewood	Engine 3	1986 Ford	8000 LTC
Turquoise	Tanker 6	1986 Ford	8000
Hondo	Engine 2	1986 Mack	300
Glorieta	Engine 2	1987 Ford	8000
El Dorado	Engine 2	1987 GMC	6CV
Turquoise	Med 5	1989 Ford	E350 Type III
La Cienega	Rescue 1	1989 Ford	C6000
El Dorado	Tanker 1	1990 Chevy	Topkick
County	Air 1	1990 Ford	F350 4x4
La Puebla	Brush 2	1990 Ford	COF
Stanley	Rescue 38	1990 Ford	F350
El Dorado	Med 2	1991 Chevy	3500
Glorieta	Rescue 5	1991 Chevy	GM4
Glorieta	Tanker 4	1991 Chevy	Kodiak
Edgewood	Brush 3	1991 Ford	F-350
Turquoise	Rescue 3	1991 GMC	SIE
Galisteo	Rescue 2	1992 Chevy	3500
County	Utility	1992 Dodge	Ram
La Cienega	Engine 2	1992 GMC	Topkick
County	Admin	1993 Chevy	Caprice
County	Air 2	1993 Chevy	K 3500
El Dorado	Brush 2	1993 Chevy	3500
Madrid	Rescue	1993 Chevy	K 3500
Pojoaque	Engine 6	1993 Ford	CLT
La Puebla	Rescue 7	1993 GMC	3500 SLE
Tesuque	Tanker 2	1993 GMC	Topkick
Edgewood	Engine 2	1993 IHC	4800 4x4
County	Admin	1993 Jeep	Cherokee
Stanley	Brush 2	1994 Chevy	3500
Agua Fria	Rescue	1994 Chevy	
Edgewood	Brush 2	1994 Chevy	3500
Pojoaque	Rescue 2	1994 Chevy	3500
La Puebla	Tanker 4	1994 Chevy	Kodiak

Chimayo	Tanker 7	1994 Chevy	Kodiak
El Dorado	Engine 3	1994 IHC	4800 4x4
Tesuque	Rescue 1	1995 Chevy	GM4
Turquoise	Engine 1	1995 Freight Liner	FL 70
Madrid	Engine 5	1995 Freight Liner	FL 70
Hondo	Tanker 2	1995 Freight Liner	FL 70
Stanley	Engine 2	1995 GMC	Topkick
Galisteo	Engine 1	1995 IHC	4x4
County	Admin-BP	1996 Chevy	S-10
County	Admin-RN	1996 Chevy	S-10
County	Admin-TG	1996 Chevy	S-10
Chimayo	Engine 1	1996 Freight Liner	FL 70
Agua Fria	Engine 3	1996 IHC	4800 4x4
Tesuque	Engine 4	1996 IHC	4800
County	Admin-JL	1997 Chevy	Blazer
County	Fleet Maint-DP	1997 Chevy	K 3500
Edgewood	Brush 1	1997 Ford	Superduty
Edgewood	Med 34	1997 Ford	MPV Type I (F350)
Edgewood	Med 35	1997 Ford	403 Type I
County	Air 3	1997 Freight Liner	FL 60
Pojoaque	Med 3	1997 Freight Liner	FL 60
Hondo	Rescue 1	1997 Freight Liner	FL 70
La Cienega	Brush 1	1998 Dodge	3500
Edgewood	Engine 1	1998 Freight Liner	FL 80
El Dorado	Engine 4	1998 Freight Liner	FL 80
El Dorado	Rescue 3	1998 Freight Liner	FL 50
Galisteo	Tanker 1	1998 Freight Liner	FL70
Agua Fria	Tanker 2	1998 Freight Liner	FL 70
Stanley	Tanker 2	1998 Freight Liner	FL 70
El Dorado	Tanker 3	1998 Freight Liner	FL 70
Pojoaque	Tanker 8	1998 Freight Liner	FL 70
Pojoaque	Brush 1	1999 Dodge	3500
Tesuque	Brush 1	1999 Dodge	3500
County	Admin-BM	1999 Ford	F-350
County	Admin-JS	1999 Ford	F-350
County	Admin-HB	1999 Ford	Expedition
Agua Fria	Brush 1	1999 Ford	450 4x4
Hondo	Med 1	1999 Ford	F350
El Dorado	Med 3	1999 Ford	F350
County	Med 50	1999 Ford	E350 Type III
County	Med 60	1999 Ford	E350 Type III

Turquoise	Med 7	1999 Ford	F350 Type I
County	Med 70	1999 Ford	E350 Type III
County	Med 80	1999 Ford	E350 Type III
La Cienega	Engine 1	1999 Freight Liner	FL 70
Agua Fria	Engine 2	1999 Freight Liner	FL 70
Tesuque	Engine 2	1999 Freight Liner	FL 70
Turquoise	Engine 2	1999 Freight Liner	FL 70
Pojoaque	Engine 7	1999 Freight Liner	FL 70
Madrid	Tanker	1999 Freight Liner	FL 80
Hondo	Tanker 1	1999 Freight Liner	FL 80
Stanley	Engine 1	2000 Freight Liner	FL 80
Glorieta	Engine 3	2000 Freight Liner	FL80
Tesuque	Tanker 1	2000 Freight Liner	FL 80
Pojoaque	Brush 2	2001 Ford	W37
Chimayo	Mini Pumper	2001 Ford	F578
Edgewood	Tanker 1	2001 Freight Liner	FL80
La Cienega	Tanker 1	2001 Freight Liner	FIR
Turquoise	Tanker 3	2001 Freight Liner	PIR
La Puebla	Tanker 8	2001 Freight Liner	Fir
County	Admin	2002 Chevy	Suburban
County	Admin-SH	2002 Chevy	Tahoe
Agua Fria	Tanker 1	2002 Freightliner	FL80
County	Fleet Maint-JT	2002 Dodge	
Chimayo	Tanker 1	2003 Freight Liner	FL80

TABLE 3

**5-Year Apparatus Replacement
(UNCHANGED from 2004 Plan)**

Fire District	Unit #	Apparatus Make	Chassis Year & Make
Agua Fria-FL	Brush 2	SF County	1986 Chevy
Chimayo	Rescue		1974 Chevy
County	Brush		1986 Chevy
County	Air 1	Independent	1990 Ford
County	Admin		1993 Jeep
County	Admin-RN		1996 Chevy
County	Admin-TG		1996 Chevy
Edgewood	Med 34	National	1997 Ford
Edgewood	Med 35	Horton	1997 Ford
El Dorado	Med 2	National	1991 Chevy
Pojoaque	Med 3	First Response	1997 Freight Liner
Agua Fria	Brush 1	Becker	1999 Ford
County	Admin-KH		1999 Ford
County	Med 50	Horton	1999 Ford
County	Med 60	Horton	1999 Ford
County	Med 70	Horton	1999 Ford
County	Med 80	Horton	1999 Ford
El Dorado	Med 3	Horton	1999 Ford
Hondo	Med 1	Horton	1999 Ford
Turquoise	Med 7	Horton	1999 Ford

TABLE 4

**Home Construction in Santa Fe County
by Fire District**

Fire Districts	Historical Average Annual Construction	Historical Six Years Construction (Ave. annual x 6)	Forecast Six Year Period 2007-2012	Forecast Six Year Period 2007-2012
			No. Homes	Sq. Ft. (in 000s)
North Region	69	414	380	680
La Puebla	43	258	224	400
Chimayo	0	0	0	0
Pojoaque	26	156	156	280
Central Region	555	3330	3634	6540
Tesuque	36	216	120	220
Agua Fria	156	936	1144	2050
La Cienega	148	888	1200	2160
Turquoise Trail	39	234	450	810
Hondo	47	282	120	220
Glorieta	16	96	60	110
Eldorado	113	678	540	970
South Region	116	696	696	1250
Galisteo	6	36	30	50
Stanley	7	42	10	20
Edgewood	92	552	610	1100
Madrid	11	66	46	80
TOTAL	740	4440	4710	8470

Notes: Historic data covered the years 1997 through 2003. Average housing unit size 1800 square feet, including garages and portals. Forecasted square feet rounded off to nearest 10.

Source: 2008 Santa Fe County Land Use Assumptions, Table 3

TABLE 5 Commercial Construction in Santa Fe County by Major Statistical Areas, 2007-12	
Geographic Areas	Construction (thousands of square feet)
North County Region	500
Central County Region	1610
RPA Urban Fringe	334
RPA North	18
RPA West	330
RPA College District	780
RPA Southern Fringe	<u>78</u>
Central County RPA	1540
Central County non RPA	70
South County Region	400
Total Santa Fe County	2510
<i>Source: Santa Fe County Report, Non Residential Floor Space: Santa Fe County 2002-20; and SWPM.</i>	
<p><i>Notes:</i></p> <p><i>1. The Central County Region contains the Regional Planning Area (RPA) and non RPA locations outside the Regional Planning Area, primarily Eldorado.</i></p> <p><i>2. Total Santa Fe County data excludes City of Santa Fe.</i></p>	

Source: 2008 Santa Fe County Land Use Assumptions, Table 4

TABLE 6

SQUARE FOOTAGE AND COSTS OF FIRE STATION CAPITAL IMPROVEMENTS FOR

SANTA FE COUNTY 2009

Fire District	Station and Status	Square Footage	Station Cost
Agua Fria	Existing Main Station	8400	\$ 776,000
	Existing Substation-Las Tierra	7500	\$ 680,000
	Add Substation	2000	\$ 400,000
Chimayo	Existing Main Station	4500	\$ 350,000
	Existing Substation-Cundiyo	1200	\$ 96,000
	Add Apparatus Bay	1000	\$ 100,000
Edgewood	Existing Main Station	7000	\$ 560,000
	Existing Substation-Quail Trail	850	\$ 68,000
	Existing Substation—Cedar Grove	2400	\$ 192,000
	Existing Substation-San Pedro	2200	\$ 176,000
	Existing Substation-Thunder Mtn.	3800	\$ 800,000
	Add Regional Main Station	12,000	\$ 2.5 million
El Dorado	Existing Main Station	2400	\$ 192,000
	Existing Substation-Ave Vista Grande	1800	\$ 144,000
	Existing Substation-US 285 Near Dump	1600	\$ 128,000
	Existing Substation	2000	\$ 400,000
Galisteo	Existing Main Station	2400	\$ 192,000
Glorieta Pass	Existing Main Station	4300	\$ 450,000
	Add Substation	2000	\$ 400,000
Hondo	Existing Main Station	4000	\$ 320,000
	Existing Regional Main	9000	\$ 2 million
La Cienega	Existing Main Station	2500	\$ 200,000
	Existing Substation-14 Fire Place	1800	\$ 144,000
	Add Regional Main	12,000	\$ 2.5 million
La Puebla	Existing Main Station	3400	\$ 275,000
	Existing Substation-Arroyo Seco	2200	\$ 176,000
Madrid	Existing Main Station	2800	\$ 224,000
Pojoaque	Existing Regional Main	3600	\$ 288,000
	Existing Substation-NM 503	2000	\$ 160,000
	Add Substation-Jacona	2000	\$ 400,000
Stanley	Existing Main Station	1500	\$ 120,000
	Existing Substation-Wikinsell Avenue	5000	\$ 400,000
Tesuque	Existing Main Station	4000	\$ 450,000
	Existing Substation-NM 472	1600	\$ 128,000
	Existing Substation-Tesuque Pueblo	2400	\$ 192,000
Turquoise Trail	Existing Main Stations	2000	\$ 160,000
	Existing Substation-NM 14	2500	\$ 200,000
Total	Existing Stations (37)	133,650	\$ 10,641,000
	Deficiencies (6)	21,672	\$ 6,300,400
	Replacements (0)		
	Total Existing and Deficiencies	155,322	\$ 16,941,000

Source: Source: 2008 Santa Fe County Capital Improvement Plan, Exhibit 4

APPENDIX B - SFCFD Achievements

SANTA FE COUNTY FIRE DEPARTMENT 2005-2009 PLAN - Objectives				
	Complete	On Going	Relevant - to do	Notrelevant
OPERATIONAL RELATIONSHIPS				
1		✓		
2	✓			
3		✓		
4	✓			
5	✓			
6	✓			
7	✓			
DEPARTMENT PERSONNEL				
1	✓			
2		✓		
3	✓			
4		✓		
5	✓			
6	✓			
7	✓			
8	✓		✓	
9	✓			
10	✓			
11	✓			
12			✓	
13			✓	
14	✓			
FIRE ADMINISTRATION				
1		✓		
2			✓	
3		✓		
4		✓		
5		✓		
6	✓			
7	✓			
8	✓			
9	✓			
10	✓			
11		✓		
12		✓		
13		✓		
14				✓
<i>ISO improvements realized for the following fire districts:</i>				
15	✓			
16	✓			
17	✓			
18		✓		
19		✓		
20	✓			
21	✓			
22	✓			

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
Administration				
1 Work with county administration and the county commission to receive direction and provide feedback regarding fire department growth and needs		✓		
2 Develop departmental standard operating procedures		✓		
3 Make changes to State statutes affecting volunteer retirement, fire prevention, arson, EMS, wildland		✓		
4 include a centralized shipping & receiving facility within Phase II planning of public safety complex.			✓	
5 Address issues with Hyde Park and Agua Fria area fire prevention, fire suppression, emergency medical and rescue service with City of Santa Fe Fire Department.			✓	
6 Adopt residential sprinkler ordinance for Santa Fe County			✓	
7 Department newsletter published and distributed regularly.	✓			
8 Department's 2010 to 2014 five-year plan developed .	✓			
Staffing				
1 Staffing workload issues addressed through hiring additional personnel and administration reorganization	✓			
2 Implement paid shift Captains	✓			
Training				
1 Maintain staff proficiency levels while further developing training, knowledge and skills		✓		
2 Develop standardized curricula and training opportunities in the areas of fire, rescue, and EMS		✓		
3 Improve and increase officer level training programs		✓		
4 Develop Santa Fe County Public Safety Training Complex		✓		
5 Build Phase I of the SFC Public Safety Training Complex			✓	
6 Implement partnership with the Santa Fe Community College associates degree in Fire Science		✓		
7 Expand EMS education programs provided through Santa Fe Community College		✓		
FIRE OPERATIONS				
1 Provide annual NWCG wildland courses	✓			
2 Update Fire and Rescue Standard Operating Procedures		✓		
3 implement comprehensive approach to tracking department inventory			✓	
4 Update Memorandums of Understanding with adjoining agencies		✓		
5 Implement county-wide Self-Contained Breathing Apparatus (SCBA) fit testing program		✓		
Fleet Management and Maintenance				
1 Ambulances older than 5 years replaced	✓			
2 Collection and recording of fleet maintenance data improved			✓	
3 Purchase additional fleet maintenance equipment needed to service and repair all fleet vehicles		✓		
4 Improve training and certification levels of Emergency Vehicle Technicians		✓		
Facilities and Structures				
1 Repair and upgrade fire stations and training facilities as needed		✓		
2 Work cooperatively with County Project and Facility Management Division to improve Fire Department facility maintenance		✓		
3 Complete Eastern Region training center				✓
4 Complete Northern Region training center				✓
5 Complete Western Region training center				✓
6 Eastern Region Headquarters, Hondo Station 2 constructed	✓			
7 Lamy (El Dorado) Substation constructed			✓	
8 Thunder Mountain (Edgewood) Substation constructed	✓			
9 Construct Rancho Viejo (La Cienega) station		✓		
10 Construct public safety building phase II			✓	
11 Construct Glorieta main station	✓			

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
12 Complete feasibility study for multi-jurisdictional stations			✓	
Wildland Fire Preparation				
1 Additional Wildland cache vehicles purchased			✓	
2 Compressed Air Foam (CAF) vehicle placed within Southern region			✓	
3 Wildland strike team fleet expanded			✓	
4 Purchase County SEAT vehicle				✓
5 Purchase community fuel mitigation apparatus and equipment		✓		
6 Coordinate availability of County Fuel Truck for long-term deployments				✓
7 Increase wildland equipment cache		✓		
Rescue Preparation				
1 Increase rescue caches for Swiftwater, High Angle, and Heavy Rescue located in three locations: Northern, Central, and Southern Santa Fe County			✓	
2 Swiftwater, High Angle, and Confined Space trainings conducted through a national certifying organization	✓			
3 Ensure all districts have at least 2 members qualified as Swiftwater Technician I		✓		
4 Ensure the County as a whole has at least 12 rescuers certified in Confined Space/Heavy Rescue			✓	
Training				
1 Improve consistency, quality, and quantity of fire and rescue-based training programs provided to Fire Department personnel		✓		
2 Provide qualified instructor cadre for all disciplines		✓		
3 Implement training database utilizing Firehouse data				✓
4 Develop consistent lesson planning and course delivery programs		✓		
5 Provide basic fire fighting and rescue emergency vehicle operations, wildland fire fighting training programs for Fire Department personnel		✓		
6 Improve record keeping and reporting for number of training programs and number of volunteers completing the training		✓		
7 Implement California State Training Institute Hazmat curriculum				✓
EMERGENCY MEDICAL SERVICES				
1 Improve continuous Quality Improvement (CQI) process			✓	
2 All EMS personnel receive regular training on low occurrence/high criticality skills			✓	
3 Implement methodology to verify skills and knowledge of EMS providers			✓	
4 Use of capnography, particularly in the non-intubated patient, is expanded	✓			
5 RSI program to include long-acting paralytic agents is expanded			✓	
6 Implement latest technology relating to multi-platform cardiac monitoring and defibrillation equipment		✓		
7 Solidify interagency relationships with all neighboring EMS services		✓		
8 Solidify interagency relationships with St. Vincent Hospital staff, including Operating and Emergency staff		✓		
9 Solidify interagency relationships with Santa Fe Indian Hospital		✓		
10 Develop START Triage program and large-scale disaster preparation		✓		
11 Establish teaching relationships with UNM and Santa Fe Community College for all Instructor Coordinators approved to teach for the County		✓		
12 Develop workforce development, recruitment and retention programs through the Santa Fe Community College			✓	
13 Implement department EMS policies and procedures		✓		
14 Implement personnel vaccine program	✓			
15 Provide video teaching/recording program for standardized staff and volunteer updates/education			✓	
16 Monitor Paramedic Regionalization Plan to measure success of plan implementation and associated effect on response times, availability of ALS and support of volunteers			✓	
17 Implement and administer countywide MCI program, to include medical treatment and response protocols, including countywide and regional drills		✓		

APPENDIX B - SFCFD Achievements

		Complete	On Going	Relevant - to do	Not relevant
18	Improve orientation program for volunteers and paid personnel to encourage standardized development			✓	
19	Oversee and develop County Medical Director and Consulting Pharmacist programs, to include measurement tools to determine effectiveness of EMS services delivered to our community, including customer satisfaction survey			✓	
20	Conduct quarterly pharmacy inspections of EMS vehicles	✓			
21	Implement RSI program and other special medical skills; monitor effects and establish quality assurance assessments to determine effectiveness of program		✓		
22	Improve consistency, quality, quantity and delivery of EMS training programs for volunteers		✓		
23	Improve administration of Continuous Quality Improvement Program by increasing level of participation of Regional Lieutenant Officers		✓		
24	Develop training system to address Department's inadequate ability to provide training for career staff and volunteers and that adequately considers overtime expense			✓	
25	Improve PRN volunteer program to integrate volunteers in regional staff development pool and reduce overtime expenses				✓
26	Assist Fire Operations Division with implementation of fire-based continuing education and certification programs for current field staff, including implementation of an on-duty training program when applicable		✓		
27	In cooperation with the Regional Communications Director and the RECC Medical Director, provide overall quality assurance for Medical Priority Dispatch and Radio Communication for Santa Fe County Fire Department, including appropriate level of response for all emergency medical responses		✓		
28	Improve and maintain effective relationships with St. Vincent's Hospital and other area hospitals and emergency departments		✓		
29	Establish basic WMD response capability		✓		
Documentation of Medical Records					
1	Automate and standardize patient billing program to reflect maximum collection rates, while allowing for a realistic method of quick data collection by field personnel		✓		
2	Prehospital data management of patient care records capture Dispatch CAD information as well as a link to current billing software program			✓	
3	Implement HIPPA guidelines	✓			
4	Participate in the Injury Prevention & EMS Bureau minimum dataset download requirements			✓	
EMS Training					
In-house courses offered at initial and refresher levels, including:					
<i>Initial Offerings:</i>					
1	Pre-Hospital Trauma Life Support (16 hrs) offered at least once annually in each		✓		
2	EMS First Responder (50-60 hrs) offered at least once annually in each Region			✓	
3	EMT - Basic (150-175 hrs) offered at least once annually in each Region		✓		
4	EMT - Intermediate (110-120 hrs) offered biannually		✓		
5	EMT - Paramedic (1200-1500 hrs) training program in Santa Fe area, affiliated with both Eastern NMU and SFCC		✓		
6	Difficult Airway and RSI Management offered at least annually		✓		
7	Combination EMS refresher (EMS FR, EMT-B, EMT-I) that focuses on Case Based Education and adult problem solving skills offered annually in each Region		✓		
8	Advanced Cardial Life Support offered three times annually		✓		
9	Pediatric Advanced Life Support offered three times annually		✓		
10	Difficult Airway & RSI Management offered three times annually		✓		

APPENDIX B - SFCFD Achievements

		Complete	On Going	Relevant- to do	Not relevant
<i>Continuing Education</i>					
11	The Division will continue to obtain countywide standing approval for CE programs		✓		
12	Volunteer EMS officers are supported by regional EMS and empowered to develop district training programs, including audio-visual resources		✓		
13	EMS Medical Director shall offer at least two CE's per year in each Region			✓	
FIRE PREVENTION					
1	Hire three (3) additional fire prevention specialists to reduce overall workload in			✓	
2	Automate as many functions & programs in the Prevention Division as possible such as interactive website, PDA field technologies in hydrants, inspections, fuel analysis, infestation and fire danger interpretation, hazardous materials, etc.			✓	
3	Monitor and administer the development and permit fee program in order to generate revenues to support additional staff positions.		✓		
4	Monitor effectiveness of citation / enforcement policies.		✓		
5	Improve fire prevention program and life safety code enforcement through aggressive and innovative programs in the areas of code enforcement, plan & development review, public education, inspections, wildland and Firewise community projects, hazardous materials response & training, liaison & communications with Land Use and other County Departments, and implementation of residential sprinkler program.		✓		
6	Update and revise county fire ordinances to reflect national standards in uniform fire codes.			✓	
7	Assist Fire Districts with fire prevention projects associated with ISO inspections and ratings improvement.		✓		
8	Monitor and enforce new Urban-Wildland Interface Code in Santa Fe County.			✓	
9	Develop and administer water harvesting/recapture program.				✓
10	Seek revenues through grant applications and interagency cooperative agreements to support additional staff positions in wildland prevention/education and fuels management programs.		✓		
11	Participate and partner in new technologies programs and pilot programs in wildfire and other prevention/education such as the "Firewise Communities" programs, NASA DEVELOP New Mexico, "GENIE", fuel reduction technologies, "LIDAR" and other development projects.		✓		
12	Coordinate countywide Hazardous Materials and WIPP programs, Increase level of training and capabilities of county response personnel		✓		
13	Streamline fire department plan development review program and processes to ensure adequate administering of fire & life safety codes.			✓	
14	Enhance effectiveness of records management systems through implementation of database hardware and software applications.		✓		
15	Administer and automate the countywide hydrant testing & marking program.		✓		
16	Work with Fire Operations Division to improve district standards (training, records, water storage, and equipment) in Chimayo, Madrid, La Cienega and Stanley in preparation for ISO Improvement evaluation.		✓		
17	Expand public education/information/outreach program through utilization of regional staff and volunteers.		✓		
18	Formalize the Santa Fe Arson Task Force and volunteer preliminary fire cause investigators.				✓
19	Train regional personnel in appropriate areas of fire prevention, hydrant testing, fire pre-planning, building safety inspections and preliminary fire cause investigation.			✓	
20	District Fire Prevention Officer program formalized.	✓			
21	Implement the "Community Firewise Advisor" program.				✓

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
22 Create and install signage for all Fire District Boundaries as well as signage notification for the 43 WUI hazard zones to be installed on major access ways throughout the County.			✓	
23 Perpetuate the Community Fire Protection System development assistance programs.				✓
Planning and Development Review				
1 Fire Protection Engineer hired				✓
2 Two Plan Review / Code Specialists (fire proection specialist II positions) hired	✓			
3 Two additional field inspectors hired	✓			
4 At least one additional District Prevention Officer hired				✓
5 Obtain additional fire prevention equipment		✓		
6 Enact staff training in Law Enforcement				✓
7 Share one or two positions with County Sheriff's office				✓
8 Adopt overtime budget to resurrect the fire prevention and investigation units			✓	
9 Wildland Urban Interface Code (plus others) updated			✓	
10 Adopt International Fire Codes adopted			✓	
11 Make additional contacts and trainings with District Fire Prevention Officers		✓		
12 Secure Wildland Fire Prevention apparatus & equipment		✓		
13 Wildfire Coordinator position established and hired	✓			
1 Ensure two CSTI certified instructors per region, are made available to train				✓
15 Expand water reserve tank fleet				✓
16 Budget for operations and upkeep of water recapture / harvesting				✓
FIRE PROTECTION RATING (ISO)				
Water Storage & Systems				
1 Refine and improve hydrant and water systems development, locating and testing programs		✓		
2 Complete location, marking and globally positioning all systems and components		✓		
3 Apply data base management and mapping management via laptop/PDA technologies to further increase the efficiency and accuracy of these programs		✓		
4 Assist fire districts and communities within the county in the improvement and expansion of these systems through community assistance funds, design and thorough ISO update information and inspections		✓		
Department Infrastructure				
1 Develop automated system to update records management, field location, testing and verification and fire district prevention officer development		✓		
2 Develop relationships with NASA, LANL, and the UNM DEVELOP programs for assistance in utilizing and developing satellite and aerial technologies to assist in these programs				✓
3 Research, field test and implement hardware and software applications for these programs				✓
Staffing				
1 Investigate alternative revenue sources and staffing expansions to support fire protection programs				✓
Water Availability				
1 Implement a department water harvesting and recycling program through use of surplus tanker-tender apparatus to recapture water flow from hydrants				✓
2 Further community outreach/partnership programs that foster effective and responsible vegetation management for both fire risk reduction as well as water table preservation through the mechanical treatment of and elimination of non-native species and stresses forest ecologies				✓
3 Involve communities as well as insurance carriers in water conservation and multi-use water system development. Participate and partner the Land Use Department's water harvesting program				✓

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
4 Establish additional agreements with organizations and individuals regarding the installation of hydrants in private water sources throughout the County		✓		
Record Keeping				
1 Establish effective field and office computer technologies for logging, locating, recording and measuring water systems countywide. Further develop web-based sites/information, maps and forms for public access		✓		
Training/Education				
1 Use the above programs and data as a tool to educate volunteers and elected officials to further garner support and assistance in these programs				✓
EMERGENCY MANAGEMENT				
1 Ensure operational readiness of first responders		✓		
2 Include hospitals/clinics/volunteer healthcare providers in planning process		✓		
3 Provide emergency responder emergency preparedness training		✓		
4 Emergency operations center is functional	✓			
5 Mobile command post implemented	✓			
6 Address community warning needs		✓		
7 Establish emergency management mutual aid agreements		✓		
8 Plan for the preservation of government and culture		✓		
9 Develop Homeland Security and weapons of mass destruction plans and strategies		✓		
10 Implement community emergency preparedness training		✓		
11 Establish CERT program			✓	
12 Include Native American communities in planning		✓		
13 New Mexico Emergency Management Association membership maintained	✓			
14 Develop or update emergency plans annually			✓	
15 Facilitate cooperative research in emergency management				✓
16 Administrative support secured	✓			
17 Training activities in emergency management provided	✓			
18 Promote staff development in emergency management		✓		
19 Santa Fe County Fire Dept Communications Bus operational	✓			
20 Implement training program for operation and use of vehicle		✓		
21 Dialogic phone system is fully functional	✓			
22 Community education programs include description of the Dialogic phone system, with information on NOAA and EAS programs.	✓			
23 Complete airborne platform for public address system			✓	
24 Address special populations - the county should know the health status of population, risks of introducing contagious persons into shelters, knowledge of how / where mentally challenged people evacuate, and resources required to safely secure these special populations.			✓	
25 Update agreements between County and State of NM OES to meet City and County needs		✓		
26 Ensure City and County resolutions are in place to name 3-deep replacement authorities for key government positions	✓	✓		
27 Operational procedures are consistent with Homeland Security Regional Response Plan	✓			
28 An All Hazard Emergency preparedness education program is adopted by the EMD			✓	
29 CERTS are in place, and have been expanded by at least one industry, one organization, and 2 communities/year			✓	
30 Tribal governments have been encouraged to establish procedures to protect vital documents and cultural/historical artifacts			✓	
31 Hire fulltime instructor to provide trainings				✓
32 Ensure that EMS director and coordinator are fully certified under Professional Development Series of FEMA, NMOEM, and DHS			✓	

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
COMMUNICATIONS				
Develop and implement countywide microwave Wide Area Network (WAN) for public safety agencies and other county departments including:				
1			✓	
2			✓	
3		✓		
4			✓	
5			✓	
6		✓		
7			✓	
8			✓	
9			✓	
10				✓
11		✓		
12				✓
13				✓
14				✓
15		✓		
16				✓
17				✓
18				✓
PERSONNEL TRAINING				
<i>Public Safety Training Complex - Fire/EMS/Rescue Division</i>				
1		✓		
2			✓	
<i>Implement intensive on-site training over a two or three day format, to include the following:</i>				
3			✓	
4			✓	
5			✓	
<i>Develop training venues for Fire/Rescue/EMS that include:</i>				
6			✓	
7			✓	
8			✓	
9			✓	
10			✓	
5-YEAR TRAINING GOAL AND OBJECTIVES				
1	✓			

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
2 Standardize the training to ensure consistency between instructors and curricula		✓		
3 Provide training to 100 new volunteer firefighters at FF-I level.		✓		
4 Provide training to 50 existing volunteer firefighters at FF-II level.		✓		
5 Provide fire officer training to 30 existing fire officers.	✓			
6 Provide training to 75 new volunteer EMT-Basics or First Responders.		✓		
7 Provide refresher training to 300 existing EMT-Basics or First Responders	✓			
8 Provide special operations (rescue) training to 50 new team members			✓	
9 Provide training to 100 volunteer wildland firefighters.		✓		
10 Provide advanced wildland fire training to all 130 Wildland Strike Team members.			✓	
11 Secure 99 year lease of old State Penitentiary for Public Safety Training Facility				✓
12 Complete Master Plan of Public Safety Training Facility		✓		
13 Secure Funding for Phase I of Public Safety Training Facility	✓			
14 International Association of Fire Chiefs (IAFC) participation for chief officer levels continued	✓			
15 Conduct consistent Wildland and Wildland-Urban Interface training		✓		
16 State certification awarded for county based curriculum	✓			
17 Eliminate or lessen travel time for training by creating in-house training programs where appropriate.		✓		
18 Create a nationally recognized rescue program -- Strive to receive appropriate training and experience to create a state-of-the-art in-house rescue program.			✓	
19 Improve the four existing training sites in Santa Fe County -- Each facility needs to be completed by adding pump training capabilities.				✓
20 Work with the City to create a joint professional training site				✓
21 Utilize National Fire Academy training resources		✓		
22 Meet or exceed State requirements for medical training			✓	
23 Responders to Hazmat situations are trained to the Awareness Level (8 hour course) Officers and paid firefighters are trained to the Operational Level (24 hour course)	✓			
24 Promote Swiftwater Rescuers in all fire districts		✓		
25 Ensure the County, as a whole, always has a minimum of 12 firefighters trained in confined space rescue.			✓	
CAPITAL INFRASTRUCTURE				
1 Continually replace Department fire apparatus older than fifteen years.		✓		
2 Continually replace Department medical apparatus older than five years.		✓		
FINANCE				
1 Decrease the processing time for all procurement transactions		✓		
2 Improve management of Fire Department resources by securing goods and services in the most effective, efficient and economical manner.		✓		
3 Consistent compliance with all policies and procedures of the County of Santa Fe and the State of New Mexico.		✓		
4 The number of services and supplies available through contracts increased	✓			
5 Increase the education and certification credentials of the employees in the procurement area.		✓		
6 Optimize Fire Department resources through strategic procurement of goods and services		✓		
7 Save on unit costs for equipment by hiring one buyer. This buyer could then consolidate all buying with the same vendors and negotiate and administer contracts more consistently.				✓
8 Continue to make significant progress in the collection and receivable management activities.		✓		
9 Seek to contract with a collection agency to increase payment of outstanding delinquent debts				✓
10 Continue aggressive collection efforts to meet department goals				✓

APPENDIX B - SFCFD Achievements

	Complete	On Going	Relevant - to do	Not relevant
11 Billing and collection of development and permit fees improved	✓			
12 Outline the requirements for the write-off or cancellation of uncollectable accounts receivable			✓	
13 Digital Data Scanning and Storage capability for fire administrative support services			✓	
14 Improve current IT systems to provide for the electronic submission and filing of		✓		
15 Ensure that sufficient financial resources are available to enable the Fire Department to execute its strategic initiatives and directives through prudent budget planning and management.		✓		
16 Fire Department operating budget prepared annually.	✓			
17 Increase the knowledge and expertise of the budget and accounting staff through		✓		
<i>Financial policies adopted for:</i>				
18 Procurement of goods and services	✓			
19 Procurement document limits	✓			
20 Travel for training/per diem	✓			
21 Emergency purchase orders	✓			
22 Indefinite quantity (open) purchase orders	✓			
23 Annual encumbrances	✓			
24 Inventory	✓			
25 Professional Service Agreements (PSAs)	✓			
26 Budget preparation	✓			
27 Budget adjustment requests	✓			
28 Ambulance receipt billing and collection	✓			
29 Collection and appropriate use of impact fees	✓			
30 Forest fire reimbursement process	✓			
31 501 (c)(3) guidelines	✓			
<i>Written training manuals related to departmental funding and fiscal responsibility distributed to District Chiefs/Finance Officers, to include training information on:</i>				
32 - EMS and Fire cost centers	✓			
33 - Expenditure line items	✓			
34 - Proper procurement documentation	✓			
35 - Annual encumbrances	✓			
36 - Vehicle insurance	✓			
37 - Fireman accident insurance	✓			
38 - Budget preparation and timelines	✓			
39 - Appropriate use of Fire and EMS Funds	✓			
40 - Appropriate use of Impact Fees	✓			
41 - Reimbursement and travel	✓			
42 Hire a grant writer.	✓			
43 Fire Administration AS 400 access to AP module for purchase regulations	✓			
44 Approve Fire Districts AS 400 access to AP module for purchase regulations	✓			
45 Prepare 2007 impact fee review for 2008 renewal	✓			
46 Prepare 2007 quarter percent review for 2008 renewal		✓		
47 FY04 revenue bond secured	✓			
49 RFP for Medical Direction released	✓			
50 RFP for Consulting Pharmacist released	✓			
51 RFP for Volunteer Insurance Coverage released	✓			
52 FY05 General Obligation Bond secured	✓			
53 Individual District Chiefs prepare annual budgets for EMS and Fire Protection	✓			
54 Expenditures monitored throughout the year to insure compliance with budget, procurement, and State FMO and EMS Bureau requirements	✓			
55 Types and sources of funds defined	✓			
56 Annual projections estimated	✓			

APPENDIX C

FIRE STAFF SURVEY FINAL REPORT

Overall Findings

1. Please indicate if you are a:

PLEASE INDICATE IF YOU ARE A:	Overall		YEARS OF SERVICE	
			4 or Less N=59	5 or More N=62
	COUN T N=121	%	%	%
Volunteer	55	45.5%	32.2%	58.1%
Career Personnel	66	54.5%	67.8%	41.9%

2. How many years in total (need not be consecutive) have you served Santa Fe County in that capacity?

YEARS:	Overall		Volunte er N=55	Career Personn el N=66
	COUN T N=122	%	%	%
1 or less	32	26.2%	9.1%	39.4%
2 – 4	28	23.0%	25.5%	21.2%
5 – 9	34	27.9%	38.2%	19.7%
10 or more	28	23.0%	27.3%	19.7%
Average	6.6		8.5	5.0

3. (Career Personnel Only) On a scale of 1 to 5, where 5 is outstanding and 1 is poor, how well do you think the Santa Fe County Fire Department (SFCFD) does with each of the following:

HOW WELL DO YOU THINK THE SFCFD DOES WITH THE FOLLOWING:	Average Rating N=60	Outstanding-----Poor				
		5	4	3	2	1
Holding career personnel accountable for their performance	3.1	13.6%	23.7%	39.0%	8.5%	15.3%
Maintaining good external communications with other fire departments in the region	3.0	12.3%	24.6%	29.8%	17.5%	15.8%
Minimizing the amount of overtime that staff must put in	2.9	10.3%	20.7%	34.5%	19.0%	15.5%
Providing a career ladder for staff	2.8	10.0%	18.3%	30.0%	28.3%	13.3%
Providing continuing professional education to the budget and accounting staff	2.5	2.0%	11.8%	39.2%	23.5%	23.5%
Providing training to career personnel	2.3	3.3%	10.0%	26.7%	33.3%	26.7%
Developing and mentoring company officers	2.2	1.7%	6.7%	35.0%	26.7%	30.0%

HOW WELL DO YOU THINK THE SFCFD DOES WITH THE FOLLOWING:	Overall	YEARS OF SERVICE	
		4 or Less N=35	5 or More N=25
	AVERAGE	AVERAGE	AVERAGE
Holding career personnel accountable for their performance	3.1	3.3	2.9
Maintaining good external communications with other fire departments in the region	3.0	3.2	2.7
Minimizing the amount of overtime that staff must put in	2.9	3.2	2.6
Providing a career ladder for staff	2.8	2.9	2.7
Providing continuing professional education to the budget and accounting staff	2.5	2.6	2.3
Providing training to career personnel	2.3	2.5	2.0
Developing and mentoring company officers	2.2	2.4	2.0

4. Please indicate your fire district or administrative status:

FIRE DISTRICT OR ADMINISTRATIVE STATUS:	Overall		Volunteer N=42	Career Personnel N=54	YEARS OF SERVICE	
	COUN T N=96	%	%	%	4 or Less N=45	5 or More N=51
		%	%	%	%	%
Regional Staff	28	29.2%	2.4%	50.0%	35.6%	23.5%
Fire Administration	24	25.0%	2.4%	42.6%	24.4%	25.5%
Edgewood	8	8.3%	14.3%	3.7%	8.9%	7.8%
Hondo	8	8.3%	16.7%	1.9%	6.7%	9.8%
Chimayo	5	5.2%	11.9%	0.0%	4.4%	5.9%
La Cienega	5	5.2%	9.5%	1.9%	6.7%	3.9%
Tesuque	4	4.2%	9.5%	0.0%	2.2%	5.9%
Agua Fria	3	3.1%	7.1%	0.0%	2.2%	3.9%
Pojoaque	3	3.1%	7.1%	0.0%	0.0%	5.9%
Turquoise Trail	2	2.1%	4.8%	0.0%	0.0%	3.9%
Eldorado	1	1.0%	2.4%	0.0%	2.2%	0.0%
Galisteo	1	1.0%	2.4%	0.0%	2.2%	0.0%
Glorieta	1	1.0%	2.4%	0.0%	2.2%	0.0%
La Puebla	1	1.0%	2.4%	0.0%	0.0%	2.0%
Madrid	1	1.0%	2.4%	0.0%	0.0%	2.0%
Stanley	1	1.0%	2.4%	0.0%	2.2%	0.0%
State Penitentiary	0	0.0%	0.0%	0.0%	0.0%	0.0%

5. On a scale of 1 to 5, where 5 is outstanding and 1 is poor, how well do you think the Santa Fe County Fire Department (SFCFD) does with each of the following:

HOW WELL DO YOU THINK THE SFCFD DOES WITH THE FOLLOWING:	Average Rating N=97	Outstanding-----Poor				
		5	4	3	2	1
Equipping each firefighter with the proper Personnel safety gear	3.8	31.3%	34.4%	24.0%	4.2%	6.3%
Educating the public about fire prevention	3.5	14.4%	37.1%	33.0%	10.3%	5.2%
Properly equipping stations with critical apparatus	3.3	15.6%	29.2%	30.2%	14.6%	10.4%
Ensuring the election process of district officers is fair and equitable	3.2	17.0%	30.9%	21.3%	19.1%	11.7%
Properly equipping stations with other equipment (e.g. computers, copiers)	3.2	15.6%	29.2%	26.0%	17.7%	11.5%
Providing regular communications through District Chiefs	3.1	13.5%	26.0%	28.1%	17.7%	14.6%
Providing useful information in the Connection Newsletter	3.0	11.6%	26.3%	26.3%	18.9%	16.8%
Maintaining a useful website	2.9	8.5%	25.5%	28.7%	17.0%	20.2%
Providing general training to volunteers	2.7	7.3%	16.7%	30.2%	26.0%	19.8%
Creating an atmosphere that encourages volunteers to stay on	2.7	6.3%	21.9%	29.2%	20.8%	21.9%
Providing consistent and fair enforcement of policies and procedures	2.7	8.3%	18.8%	29.2%	22.9%	20.8%
Providing a set of consistent policies and procedures	2.6	9.4%	14.6%	27.1%	26.0%	22.9%
Maintaining good internal communications from the Fire Administration	2.6	4.2%	16.8%	29.5%	30.5%	18.9%
Maintaining good internal communications among districts	2.6	4.3%	14.9%	37.2%	21.3%	22.3%
Providing emergency preparedness training	2.5	2.1%	13.5%	35.4%	30.2%	18.8%
Providing adequate space within fire stations to meet staff needs	2.5	4.2%	18.9%	28.4%	16.8%	31.6%
Providing training to first responders to Hazmat situations	2.4	4.2%	10.4%	32.3%	24.0%	29.2%
Holding volunteers accountable for their performance	2.4	4.2%	17.9%	25.3%	18.9%	33.7%

5. On a scale of 1 to 5, where 5 is outstanding and 1 is poor, how well do you think the Santa Fe County Fire Department (SFCFD) does with each of the following: (continued)

HOW WELL DO YOU THINK THE SFCFD DOES WITH THE FOLLOWING:	Overall	Volunteer N=42	Career Personnel N=55	YEARS OF SERVICE	
				4 or Less N=44	5 or More N=53
	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE
Equipping each firefighter with the proper Personnel safety gear	3.8	3.7	3.9	4.0	3.6
Educating the public about fire prevention	3.5	3.3	3.5	3.6	3.4
Properly equipping stations with critical apparatus	3.3	3.3	3.2	3.3	3.2
Ensuring the election process of district officers is fair and equitable	3.2	3.6	2.9	3.5	3.0
Properly equipping stations with other equipment (e.g. computers, copiers)	3.2	3.1	3.2	3.3	3.1
Providing regular communications through District Chiefs	3.1	3.4	2.8	3.1	3.1
Providing useful information in the Connection Newsletter	3.0	3.1	2.8	3.0	3.0
Maintaining a useful website	2.9	2.6	3.1	3.2	2.6
Providing general training to volunteers	2.7	2.8	2.6	2.7	2.6
Creating an atmosphere that encourages volunteers to stay on	2.7	2.5	2.8	3.2	2.3
Providing consistent and fair enforcement of policies and procedures	2.7	2.9	2.5	3.0	2.5
Providing a set of consistent policies and procedures	2.6	2.8	2.5	2.7	2.5
Maintaining good internal communications from the Fire Administration	2.6	2.6	2.5	2.7	2.4
Maintaining good internal communications among districts	2.6	2.6	2.6	2.8	2.4
Providing emergency preparedness training	2.5	2.8	2.3	2.6	2.4
Providing adequate space within fire stations to meet staff needs	2.5	3.1	2.0	2.6	2.4
Providing training to first responders to Hazmat situations	2.4	2.5	2.3	2.4	2.3
Holding volunteers accountable for their performance	2.4	3.2	1.7	2.4	2.4

6. Do you believe that the SFCFD should implement an optional 24 hour shift program for volunteers?

OPTIONAL 24 HOUR SHIFT PROGRAM FOR VOLUNTEERS?	Overall		Volunteer N=41	Career Personnel N=54	YEARS OF SERVICE	
	COUNT N=95	%	%	%	4 or Less N=43	5 or More N=52
		%	%	%	%	%
Yes	36	37.9%	24.4%	48.1%	46.5%	30.8%
No	23	24.2%	24.4%	24.1%	20.9%	26.9%
Maybe	36	37.9%	51.2%	27.8%	32.6%	42.3%

7. What are your top two ideas for making improvements within the SFCFD?

VOLUNTEER

Training

- A more structured training system
- Budget for paid staff to attend training outside of duty time
- Equal level of training for both career staff and volunteers
- I would like to see volunteers be allowed to train to become paid staff at nights and/or weekends
- More cross training with other districts
- More paid, trained, and cooperative (w/volunteers) staff. Cross training w/ volunteer staff in outlying districts
- More trainings on a larger scale
- National standard training available equally to everyone
- Officer trainings for the officers, outside of the regular work hours
- Paid staff training with volunteers
- Provide consistent, high quality training to volunteers and allow volunteers to train with paid staff
- The whole department becomes more cohesive when we all have coordinated gear and training
- Trainings and help out in other ways that may benefit other members
- We need a permanent training system
- Work on county-wide fire and EMS training

Communication

- Improve communications between career and volunteer personnel, so everyone is on the same page (4)
- Better communications on oversight of construction projects

Leadership

- Less top heavy management. Empower staff and management to make decisions and implement programs without being micromanaged by upper management.
- Get rid of fire admin
- Fix admin. Right now, it seems admin is working against progress, success, effective purchasing and department relationships. Imagine what would be possible if we were working together!
- Having qualified, unbiased, and approachable officers.

Miscellaneous

- "One size fits all" solutions don't work. Resources should be allocated to the departments that need them. Departments that are successful (have volunteers, have good response to calls, have funding) should be held to state-wide performance criteria, but otherwise left alone.
- Better dispatch information, such as, time out...cross street info...Horton map

location...enunciate information clearly... Education...education...education...

- Break up the "good old boy" network, assist new volunteers to become active and feel important
- Create a list of priorities and track them. We start some good things and never finish them: gold mine repeater; removal of Pecos from county main; fixing the medical supply system; etc...
- Do away with fire district names, all work under the Santa Fe County Fire Dept name. Rename the districts to district 1, 2, 3, etc. I think this would do away with a lot of the problems when it comes to sharing equipment, and responding to calls. We are all one department!!!
- Do more to recognize and motivate volunteers
- Encouraging other members (auxiliary) to participate. Paying auxiliary if they are on scene and help out, attend meetings, recognize and acknowledge districts on their successes and give positive comments on things happening at district level.
- Enforcing all protocols, sop's, and policies not just some of them
- Explain the financial issues that SFCFD must deal with and work toward good communication up and down the chain of command.
- Fund vehicle replacement program. Improve volunteer/paid relations. Convince volunteers they are not second class citizens.
- Hold volunteers to more of a professional standard, and by standard I mean all across the county! And ensure that all the volunteers maintain that standard.
- How about getting more mechanics to keep our apparatus running. I have a piece of equipment that has not had a safety devise repaired in about 7 years. All I get is "we're working on it". When?
- I am a part-time volunteer. I go to school at UNM in Albuquerque, and when I have free time, long weekends, or school vacations I come home to volunteer. I believe some improvements that could be made are reenacting some of the volunteer recruitment and retention programs which used to be around such as the discounts around Santa Fe, movies at the theaters, etc. Also, as stated above, I would really like to see a 24 shift program for volunteers implemented.
- I believe the SFCDF is top heavy with staff and equipment. The districts are too burdened with political weight by the county. Not all districts need such oversight and have been self functioning for years. We also need to streamline the process of resupply and ordering as it is too cumbersome.
- I would say full 48 hour shifts. I find that I learn a lot doing a full shift and the staff and I get to know each other better and work better on scenes. Push to hire within.
- Improve administrative support from Santa Fe to the districts, expedite call payments to volunteers, three months is still too long.
- Improvement in department computer technology
- Install equipment so that the repeaters reach the entire county. A comment on this survey: it would be more informative if it was clear whether the above questions were concerning our opinions about our own district or whether we should be commenting on county overall. My answers would be different on some of the questions. I have not heard anything about the 24 hour shift program, so I did not respond.

- I've met nearly none of the volunteers from outside the Hondo district. It seems imperative for districts who support one another through mutual aid calls to spend more time training with one another.
- Looking at it from volunteers..... Optional transfer of more administrative tasks to paid personnel (inputting reports into reporting.com, asset inventory, etc.
- Make the volunteer coordinator a necessary position within the SFCFD. It needs adamant support, some autonomy from the administration, and a higher degree of responsibility to the volunteers they coordinate than they've previously held. (No, this is not Pete Hodge :)) 2. To turn the "1s and 2s" above into "5s", the administration has to actually have a hand in equipping stations and personnel. I've always perceived it's the districts' responsibility to provide the gear and equipment mentioned within their budgets. Some districts do this better than others. I support the move to coordinate helmet colors for different functions.
- More funding for departments in need
- More staff out in the field ,working with people seeing the needs
- Pay bills when they are due! Internally and externally. Increase the opportunities for career and volunteer personnel to get to know each other outside the emergency environment.
- Recognize that those that want to volunteer need to be provided options for training that are web based. This will allow volunteers who have full time jobs and may have to work during the infrequent classroom schedule to become firefighters and EMT's getting the "classroom" taken care of. Then their time can be better utilized with tests practical knowledge to get certifications.
- Recruiting good people to be volunteers, retaining the good volunteers we already have - too much emphasis on recruiting and training paid staff
- Understand the hours contributed by the volunteer. Volunteer leaves a district because too much is asked. Paid staff and volunteer become a family. Division not good.
- Volunteers are the key for a successful fire department. There needs to be more incentives for volunteers which will help to recruit the young generation.

7. **What are your top two ideas for making improvements within the SFCFD? (continued)**

CAREER

Training

- More training (4)
- Consistent training for paid and volunteers
- First, strengthen the fire and EMS training divisions to allow them to properly deal with dept growth. This would allow for the continuation and increase of much needed training and education which would help with employee retention
- Fully staffing a training division. Volunteer shifts
- Greater emphasis on EMS and EMS training
- High quality training including regular off duty shift training for paid staff, combined with organized training with volunteers facilitated by paid county training staff. More training as one department, not paid vs. volunteers. Let's bring everyone up to one high standard working together, with less emphasis on the regional departments and regional protocols. It would also be useful to conduct joint training with the city.
- Improve quality, quantity, and consistency of training for all field staff. Better integrate career and volunteer staff in order to continue to improve response times and safety margins in all operations.
- Improve training and career ladder
- More off duty training opportunities
- More training and time to do it. Better ways for career movement.
- More training with interaction between staff and volunteers. Standardization of equipment throughout the county
- Provide a system of unified training for career and volunteer firefighters including follow up drill so they are trained together, following the same standards
- Provide adequate, hands on and classroom fire and EMS training for volunteers and career staff
- Regional staff training and cross training with volunteer there apparatus and ours all so need to try to work together on EMS fire training
- The career staff should be trained as a group not individually at the station all the time. We should have entire shift trainings.
- Training and consistency. Working with the union on issues that affect our working conditions, i.e. not making unilateral changes.
- Training is of paramount importance, not only well-administered fire and EMS continuing education but also management/officer development.
- Uniform training, including volunteers. Having the district chiefs answer to district lieutenants.

Communication

- Better communication (4)
- Communication with districts and career staff; volunteers need to know who they

- are. Combination of training between volunteers and career
- Meetings within Administration staff and meetings with districts would improve communication (any concerns or ideas for improvement)
 - More communication between the different divisions

Leadership

- Doesn't matter, management will not listen. They seek input from the department then ignore it, choosing instead to do whatever they want. Until that changes, nothing else will.
- Leadership change
- Leadership needs to delegate specific tasks, and hold people to it.
- Less micromanagement from the chiefs. More streamlined, less bureaucratic purchasing process.
- Time for change in leadership.

Consistency

- All fire personnel should be more consistent about providing information for the Connection Newsletter
- Consistency among apparatus throughout the county
- Consistency from command staff w/o favoritism
- Standardization of equipment and vehicles so that cross training from district to district would be much easier.
- The districts should keep constant updates on their rosters to better inform the rest of the fire community of new recruits or losing members
- Establish and abide by clear policies and procedures

Accountability

- Enforce Policies and Procedures across the board without bias
- Hold the administration more accountable and quit placing the blame on others in SF County
- Hold volunteers, career staff and administrative staff accountable
- Holding on-call staff (A.K.A.-volunteers) more accountable since they are accepting compensation per call
- Holding paid staff accountable for their actions and reminding them how important customer service is

Miscellaneous

- A single chain of command with accountability and equal standards for all, with emphasis on financial, logistical and authority given to the element of the region that is performing the major percentage of the duties. (i.e. If the career staff is running all the calls, they should be calling all the shots, or visa-versa); It's all about service.

- Ask staff what would work for us. Have central ordering system for supplies.
- Better housing for regional staff
- Bring all district and regional stations to adhere to the same protocols for use of PPE, apparatus, station rules, response, and identification of apparatus/personnel/stations
- Build a foundation for the department of basic needs, instead of constantly reaching for the next grandiose idea
- Establishing skills insignia patch, e.g. EMT-B, EMT-I Paramedics, Wildland, Heavy Tech etc. Establishing Fire SOG's and holding volunteers to the same standard
- First of all, it would be necessary to qualify many of the above answers. One big improvement is the spirit which this questionnaire represents (a willingness and desire for improvement). Recruitment and retention are perhaps the two most important areas which should be worked on owing to the fact that personnel are beyond calculable value. Case in point, we only need to look at the list of names of former employees. Our department was an "all-star" team. Although we have retained some great people, we have let way too many talented individuals go. The answer to recruitment and retention problems is multi-faceted. Compensation is important (a competitive and comprehensive package). Another factor is paid/volunteer relations/management. It is difficult to say that expectations are the same when a clear double standard exists. An example is this: A PRN employee who is a volunteer with a district takes an EMT-I class and completes all requirements to be licensed through the EMS Bureau. This provider then shows up for a shift as a paid employee and must practice at the EMT-B level, the next morning, when in the volunteer role, the same individual may practice to the EMT-I level in the same service, under the same protocols, under the same medical director. Strange and frustrating. Another suggestion is a true merging of the department into ONE instead of fifteen. I realize that since 1997-11, Santa Fe County has come quite a ways toward this goal, however, much must still be done. Central caches of standardized equipment (bunker gear, PPVs, hose, trucks, medical equipment, etc.) would streamline ordering and make fire ground/EMS/rescue on-scene operations more efficient due to familiarity. Also, an honest assessment of the operations of the department would be beneficial in not working on fantastical/make believe models. I served as a volunteer and am pro-volunteer. I am witness to the hard work, dedication, and professionalism of some volunteers in our department; I can also perceive an unfair assessment of the role that volunteers play in our overall operations. With few exceptions, most volunteer operations are jetsam, inefficient, frustrating, and sometimes even hindering. I do not wish to make this into "volunteer" bashing as there are a select group of volunteers who I prefer over some of my paid partners, I only want to entertain the possible profits (in terms of efficiency) of redirecting so many wasted financial resources and energy on outfitting, training, and catering to an inefficient majority toward the proper training, recruitment, and retention of a smaller but more efficient force. Okay, I realize that I went over my allowed "top two ideas," I hope this is received with the same spirit in which it was written that is, constructively and

not ill-mannered.

- Get out of the constant "crisis" mode that we are always in
- Have a technical rescue team that includes career staff. Send staff to national and state conferences. Promote fitness for all personnel.
- Have more team building exercises and higher standards for all staff; create distinct positions not just ff, lt, cpt
- I think more staff in stations to provide better customer care. More room for staff in stations.
- Manage dept/employee growth better. We always seem to be reacting to, instead of anticipating, situations that arise from such growth.
- Merit increases
- Providing a more substantial career ladder for paid employees. Purchasing engines and more adequate fire apparatus so SFCFD can be a dependable, working fire department.
- Regional equipment. "Trucks" not green, white, or blue. "RED" fire trucks. Let us set up and maintain a truck like it should be, and others may follow the lead.
- Set priorities and manage proactively, instead of reactively
- The regional crews need to treat other members of the SFCFD as important members of the TEAM. We are all here to do our best for SFCFD. IF everyone would stop back stabbing and learn to speak to everyone, and each other, even the ones that they don't like, Maybe we could bring this group of individuals together as a team. We have a pledge to our peer's - BUT with the chain of command in place, it will not work. The smalls of items through the chain of command turns into a big deal, instead of two people talking about the problem - maybe with a third party to help.
- Union contract
- Use our new firefighters as firefighters. There should not be 2 meds running on the same call. We need a med and an engine at each station.
- More transparency to the goals of the department. I feel the only way for us to work together as a team is for everyone to know where we are heading. At this point it feels as if we're going 90 miles an hour with no idea where we're going or why. This doesn't seem to be a good way to get people on board. I feel one way this could be accomplished is to constructively involve the union in the planning process. The adversarial relationship we have now serves no one.
- Reasonable coverage for employees who are off sick or on annual leave
- There should be LT's at every station on every shift

8. Please indicate your gender:

YEARS OF SERVICE:	Overall		Volunteer N=41	Career Personnel N=53	YEARS OF SERVICE	
	COUNT N=94	%	%	%	4 or Less N=44	4 or Less N=50
					%	%
Male	76	80.9%	85.4%	77.4%	79.5%	82.0%
Female	18	19.1%	14.6%	22.6%	20.5%	18.0%

9. Please indicate your age:

AGE:	Overall		Volunteer N=32	Career Personnel N=46	YEARS OF SERVICE	
	COUNT N=78	%	%	%	4 or Less N=38	5 or More N=40
					%	%
18-29	10	12.8%	15.6%	10.9%	18.4%	7.5%
30-39	19	24.4%	15.6%	30.4%	31.6%	17.5%
40-49	23	29.5%	31.3%	28.3%	21.1%	37.5%
50-59	23	29.5%	31.3%	28.3%	23.7%	35.0%
60+	3	3.8%	6.3%	2.2%	5.3%	2.5%
Average		42.7	44.4	41.4	39.8	45.4

APPENDIX D:

SANTA FE COUNTY ORDINANCE 1997-11

Providing for the administration of the Santa Fe County Fire Department, including Individual fire districts, including both paid and volunteer personnel, assigning responsibilities for Coordinated fire prevention, fire suppression, emergency medical services, and other emergency services including but not limited to, fire and emergency medical dispatch, mutual aid and cooperation with fire departments or other emergency services of government, establishing policy for implementation of fire department and emergency services plans and programs, promulgation of rules, regulations, medical protocols and standard operating procedures for the operation of the department including personnel rules and regulations for both paid and volunteer personnel.

Be it ordained by the Board of County Commissioners of the County of Santa Fe, New Mexico:

SECTION 1: SHORT TITLE

This ordinance may be cited by number or as the Santa Fe County Fire and Emergency Services Administrative Ordinance.

SECTION 2: REPEALER

Any other ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

SECTION 3: PURPOSE

The organization, administration and operation of the Santa Fe County Fire Department is herein established and governed by the Santa Fe County Board of County Commissioners, through the office of the Chief of the department.

SECTION 4: AGREEMENTS WITH OTHER GOVERNMENTAL ENTITIES

Joint resolutions, memoranda of understanding, joint powers agreements and mutual aid agreements between Santa Fe County and other units of government pertaining to fire prevention, fire suppression, emergency medical services and other emergency services as well as dispatching of the same, now in force or being adopted subsequent to passage of this ordinance, are hereby

expressly authorized when drawn or made in conformity to the intent and meaning of this ordinance and upon approval by the Santa Fe County Commission.

SECTION 5: POLICY

A. The quality of life of the citizens of Santa Fe County is enhanced by the vigorous administration of fire prevention, fire suppression, emergency medical services and other emergency services administered by Santa Fe County.

B. The Santa Fe County Fire Department is organized through the combined efforts of fire district volunteers and career employees to deliver quality emergency medical services to the citizens of Santa Fe County.

C. Providing these services is consistent with the constitutionally prescribed functions of government to provide for the health, safety and welfare of the general public.

D. It is the policy of Santa Fe County to provide staffing, funding and equipment for the Santa Fe County Fire Department and its individual fire districts within available resources consistent with the standards of local, state and national authorities.

E. The Santa Fe County Fire Department is administered through the Chief of the Department who is responsible for monitoring, overseeing, directing and coordinating all activities of the Fire Department. The Chief shall work in cooperation with each District Chief to monitor, oversee, direct and coordinate the activities of each fire district. Those fire district boundaries presently existing are hereby ratified, subject to the continued power of the Board of County Commissioners to change such boundaries in the future.

F. Santa Fe County recognizes that some private, non-profit, corporations perform useful functions in support of the Fire Department and fire districts. Private corporations have no authority to manage the operations of the Department, or any part thereof, including fire districts. The services provided by the Santa Fe County Fire Department are exclusively governmental activities.

SECTION 6: COOPERATION WITH PRIVATE, NON-PROFIT, AUXILIARY ORGANIZATIONS

In consideration of the services provided by the private, non-profit, auxiliary organizations in support of the Santa Fe County Fire Department, the Chief, conferring with the District Chief, is authorized to enter into agreements with such organizations to allow the use of fire stations by such organizations for meetings, fund raising and social events, provided that any fund raising activities clearly state

that the funds raised are being paid to such organizations and are not being paid to, or under the control of, Santa Fe County.

Such auxiliary organizations may also enter into agreements with the Chief to perform other functions related to fire, life, property and public safety.

SECTION 7: RESPONSIBILITIES AND AUTHORITY OF THE CHIEF

A. The Chief of the Santa Fe County Fire Department shall be an employee of the County who oversees and directs the operations and administration of the department and reports directly to the County Manager and the Board of County Commissioners.

B. All revenue sources characterized as public funds requires Board approval prior to expenditure. As such the Board has directed the Chief to review and approve any expenditure requested by a District Chief. The Chief, acting as the representative of the Board, shall review such requests for compliance with all applicable statutes, ordinances, and rules and regulations.

C. The Chief, under the direction of the County Manager and conferring with the Santa Fe County Chiefs' Association, shall develop, maintain and upgrade standards, policies, procedures, department personnel rules and regulations and protocols to ensure that the mission of delivering emergency services is accomplished. These standards, policies, procedures, department personnel rules and regulations, and protocols shall at all times be consistent with the safety and protection of all department personnel both paid and volunteer. These standards, policies, procedures, department rules and regulations and protocols will collectively serve as the minimum standard for the department.

D. The Chief shall be responsible for the maintenance of those licenses and authorities held by the County, as required by State and Federal regulators, for the delivery of emergency services and shall set forth the rules, regulations and reporting standards as required to maintain and protect those licenses and authorities.

E. The Chief, under the direction of the County Manager and conferring with the Santa Fe County Chief's Association, shall be responsible for staffing, recruitment, training, budgeting and all other administrative matters for the department and for the development and improvement of the department to meet local, state and federal standards.

F. The Chief shall be responsible for implementation and enforcement of fire and safety codes and any ordinances designating the Fire Department or the Fire Marshal as the enforcement agency as are now in effect or hereafter adopted by Santa Fe County.

G. The Chief, conferring with the District Chief, is hereby authorized to commit fire department personnel, equipment and resources, wholly or in part, to emergency fire protection and emergency service delivery, including mutual aid, for the relief of danger to life or property from accident, explosion or natural disaster.

H. The Chief, conferring with the District Chief, is authorized to enter into agreements, contracts and working arrangements with other units of government for implementing and administering the provisions of this ordinance following approval of the County Manager or the Board of County Commissioners as appropriate.

I. The Chief, under the direction of the County Manager and conferring with the Santa Fe County Chiefs' Association, shall promulgate departmental rules and regulations and shall enforce departmental rules and regulations for administering disciplinary action for both paid and volunteer personnel.

J. The Chief is authorized to arrange communication systems and networks necessary to adequately alert, dispatch and/or communicate with facilities, equipment and personnel within Santa Fe County for the purpose of responding to fires, accidents, medical emergencies, explosions and natural disasters.

K. The Chief, under the direction of the County Manager and conferring with the Santa Fe County Chief's Association, shall establish through department personnel rules and regulations, job descriptions, and organizational chart and a process for the training and promotion of paid and volunteer personnel.

SECTION 8: RESPONSIBILITIES AND AUTHORITIES OF THE DISTRICT CHIEF

A. Each individual fire district shall have a District Chief who shall be a volunteer duly elected by the membership of the fire district and who shall function as such at the pleasure of the Chief and the Board of County Commissioners.

B. The District Chief is responsible for managing the day to day operational activities of the fire district county owned stations, apparatus and equipment.

C. The District Chief shall be responsible for supervising assigned department personnel, both paid and volunteer.

D. The District Chief shall be responsible for the expenditure of funds allocated to the fire district.

SECTION 9: RESPONSIBILITIES AND AUTHORITIES OF OTHER DEPARTMENT PERSONNEL

A. The Chief shall have the power and authority to deputize willing District Chiefs and other willing officers of the department to perform as official agents of the department including the supervision of paid and volunteer personnel as may be deemed necessary for the protection of the health, welfare and safety of the residents of the County and for the enforcement of codes and ordinances.

SECTION 10: RECRUITMENT, APPLICATION, TRAINING, PERFORMANCE AND RETENTION OF PERSONNEL

A. The Chief shall, in cooperation with the County Personnel Department and conferring with the Santa Fe County Chief's Association, administer a volunteer retention program to develop standards for the recruitment, application, training, performance evaluation and promotion of volunteer personnel which are equal, in so far as feasible, between paid and volunteer personnel. The application of a prospective volunteer shall contain an acknowledgment and acceptance of the conditions of volunteer membership in the Santa Fe County Fire Department as contained in the Rules and Regulations.

B. The Chief shall, in cooperation with the County Personnel Department and Conferring with the Santa Fe County Chief's Association, develop standards for the recruitment, application, hiring, training, performance evaluation and promotion of department employees.

C. Such standards shall be in conformance with applicable federal, state and county regulations and shall be set forth in the Rules and Regulation of the Fire Department following review of the County Attorney and County Manager.

SECTION 11: PROCEDURE FOR ADOPTION OF DEPARTMENT RULES AND REGULATIONS

Proposed Department Rules and Regulations, as well as modifications to the Department Rules and Regulations, for the Fire Department and fire districts shall be developed by the Chief in conference with the Santa Fe County Chief's Association after the final adoption of this ordinance.

Proposed Rules and Regulations as well as modifications to the Rules and Regulations shall be made and forwarded to the County Manger for review. The County Manager will review the modifications and report findings to the Board of County Commissioners. The Board of County Commission shall, through resolution, approve or disapprove any and all Rules and Regulations.

SECTION 12: CREATION OF THE FIRE DEPARTMENT ADVISORY COMMITTEE

- A. There is hereby created a Fire Department Advisory Committee.
- B. The Fire Department Advisory Committee shall consist of six (6) members
- C. The sitting president of the Santa Fe County Chief's Association shall serve as the Chairman of the Committee. This member shall serve a term equal to his or her term as president of the Santa Fe County Chief's Association. Each Commissioner shall appoint one member from their respective County Commission District to serve a one-year (1) term. Each representative shall be a member of the Santa Fe County Chief's Association.
- D. The Fire Department Advisory Committee shall meet on a regular basis but not less than quarterly for the express purpose of providing advice to the Board of County Commissioners and the Chief of the Department on matters, other than personnel, regarding the Santa Fe County Fire Department.
- E. Specifically the Fire Department Advisory Committee shall:
 - 1. Be instrumental in the application and selection process of the Chief of the Department, and
 - 2. Be actively involved in the strategic planning for the department including recommendations for capital expenditures for fire

districts, staffing levels, training standards, medical protocols and standard operating procedures.

F. The Fire Department Advisory Committee shall not:

1. Be involved in the disciplinary action, suspension, demotion or dismissal of paid or volunteer members of the Fire Department, or
2. Order the expenditure of public funds

G. The Fire Department Advisory Committee shall be subject to the rules of order for Santa Fe County boards and commission as set forth in Santa Fe County Ordinance 1996-17, and as amended, and shall be subject to the requirements of the New Mexico Open Meetings Act.

SECTION 13 MEDICAL CONTROL

All Santa Fe County Fire Department personnel responding to emergency medical service calls and/or providing patient care, regardless of level of training or education, shall do so only under the prior authorization and supervision of the County Fire Department Medical Director. The medical director shall have responsibility and authority which includes medical protocols and medical dispatch procedures and protocols. Nothing in this section shall be construed to give the Medical Director authority to allocate funding.

SECTION 14 SEVERABILITY

If any section, subsection, sentence, clause, word or phrase of this ordinance is for any reason held to be unconstitutional or otherwise invalid, such decision shall not affect the validity of the remaining portions of this ordinance. The Board of County Commissioners of the County of Santa Fe hereby declares that it would have passed this ordinance and each section, subsection, sentence, clause, word, or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, words or phrases be held unconstitutional or otherwise invalid.

SECTION 15: EFFECTIVE DATE

The Ordinance shall take effect and be in force thirty days after its final publication as provided by law.

Originally adopted this 12th August 1997, by the Board of County Commissioners of the County of Santa Fe, New Mexico.

Board of County Commissioners

Richard Anaya, Chairman

Attest:

Rebecca Bustamante, County Clerk

Approved as to form:

Steve Kopelman, County Attorney