SANTA FE COUNTY, NEW MEXICO

RESOLUTION NO. 2004-70

A RESOLUTION

ADOPTING SANTA FE COUNTY FIRE DEPARTMENT'S

FIVE-YEAR STRATEGIC PLAN FOR 2004-2009

WHEREAS, in 1997 the Santa Fe County Board of County Commissioners enacted ordinance 1997-11 which created the Santa Fe County Fire Department ("the Department") and incorporated the existing fifteen fire districts and the County Fire Marshal's Office into the Department; and

WHEREAS, the Santa Fe County Board of Commissioners also adopted the first five-year strategic plan for the Department in 1997; and

WHEREAS, since its creation the Department has made dramatic improvements to fire suppression and prevention capabilities in Santa Fe County including improvements in Insurance Service Organization, Inc., ratings of individual fire districts, improvements in EMS services in every fire district and region in the county, improvements in county-wide communications and dispatch services, and improvements in Department administration through the development and adoption of personnel policies, procedures, standards and directives, and District By-laws for the management of Fire Districts, and improvements in overall emergency management preparation; and

WHEREAS, the Department's Emergency Medical Services Division has improved delivery of emergency medical services to the entire county through implementation of the County-wide Regional Paramedic Program for which the Department received a national award and recognition from the National Association of Counties.; and

WHEREAS; the Department's Fire Prevention Division has successfully implemented fire protection and safety measures for residents of the County including adoption of a Wildland-

SFC CLERK RECORDED 07/08/2004

7/23/2014

Urban Interface Ordinance, adoption of the Uniform Fire Code, creation of the Firewise Communities Risk Reduction Program, development and improvement of community fire protection systems, and many other division accomplishments; and

WHEREAS; the Fire Operations Division successfully implemented the five-year strategic plan by reducing the overall age of the Department's emergency fleet from 19 years of age to 11, improving the ISO ratings and response readiness of the Galisteo, Edgewood, La Cienega, Agua Fria and Madrid fire districts, constructing the Northern Region Headquarters, Pojoaque Main Station, Turquoise Trail Main Station and the County's new Public Safety Complex, developing new specifications and purchasing 17 new fire pumpers, 16 new fire tankers, 8 new ambulances, 5 new rescue squads and 11 command and control vehicles, as well as many other division accomplishments; and

WHEREAS, the Department's fire districts have each made significant improvements in their abilities to provide fire protection, suppression and emergency medical services to the residents of their defined area; and

WHEREAS, the Department has successfully implemented the 1997 Five-Year Strategic Plan; and

WHEREAS, the Santa Fe County Board of Commissioners has determined that a new strategic plan is needed for the continued protection and benefit of the health, safety and welfare of the citizens of Santa Fe County and the greater community; and

WHEREAS, the Department's professional volunteers, paid personnel, and administrative staff have worked diligently for over a year to develop a new five year strategic plan for 2004-2009 which is attached to this Resolution as Exhibit A,

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF SANTA FE COUNTY that:

The **COUNTY** hereby adopts the Santa Fe County Fire Department 2004 – 2009 Strategic Plan and instructs the administrative staff and volunteer and paid personnel of the

SFC CLERK RECORDED 07/08/2004

Department to proceed herewith in the implementation of said plan.

PASSED, APPROVED, and ADOPTED this 29 day of June, 2004.

PAUL CAMPOS, CHAIRMAN

ATTEST:

REBECCA BUSTAMANTE, COUNTY CLERK

APPROVED AS TO FORM:

STEVE ROSS, COUNTY ATTORNEY

COUNTY CLERK
REBECCA BUSTAMANTE
SANTA FE COUNTY NEW MEXICO

BCC RESOLUTIONS
COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss
PAGES: 99

I Hereby Certify That This Instrument Was Filed for Record On The 8TH Day Of July, A.D., 2004 at 13:48
And Was Duly Recorded as Instrument # 1336570
Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office
Rebecca Bustamante
County Clerk, Santa Fe, NM

Deputy Marcella

SFC CLERK RECORDED 07/08/2004

Table of Contents

i	Executive Summary	5
I	Purpose	6
II	1997-2002 Operational Plan Achievements	8
III	Fire Department Overview History	14
IV	Operational Relationships Goals & Objectives Inter-district relationships Administration-Fire District relationship Intergovernmental relationships	16
V	Department Personnel History Goals & Objectives Regional Operations Command and Control Organizational Structure	20
VI	Fire Administration History Goals & Objectives	27
VII	Fire Districts History Goals & Objectives	30

SFC CLERK RECORDED 07/08/2004

VIII	Fire Operations History Goals & Objectives Operations Fleet Management & Maintenance Facilities & Infrastructure Fire Training & Suppression Special Operations	51
IX	Emergency Medical Services History Goals & Objectives	54
X	Fire Prevention History Goals & Objectives	58
XI	Fire Protection Systems History Goals & Objectives	63
XII	Emergency Management Services History Goals & Objectives	65
XIII	Communications History Goals & Objectives	72
XIV	Personnel Training History Goals & Objectives	74
XV	Capital Infrastructure History Goals & Objectives Population Growth-Based Needs Assessment Upgrades & Improvements	79

SFC CLERK RECORDED 07/08/2004

XVI Finance 89
History
Goals & Objectives

XVII Glossary of terms 96

XVIII Appendices 99
Appendix A
Appendix B

SFC CLERK RECORDED 07/08/2004

Acknowledgments

Significant effort was extended in accomplishing the goals and objectives of the Fire Department's first Five-year Operational Plan. It must be said the accomplishments noted herein were not completed without significant contribution and assistance from many people both inside and outside the department. We would like to acknowledge the help of the Santa Fe County Finance Department, especially the Purchasing Division, with the many purchase requisitions, Requests for Proposals, etc. and the County Legal and Administrative Services Department for their many hours of reviewing policies and procedures, resolutions, ordinances and personnel related matters. Of course none of the accomplishments would have been possible without the support of the Board of County Commissioners and the County Manager. Finally we must thank the Fire Department staff for all their hard work and dedication in seeing the implementation of the plan through to its conclusion.

In the development of the latest Five-year Operational Plan 2005-2009 the assistance of many department members, volunteer and paid, was needed. Many hours of late night review and lengthy discussion were required in the preparation of this plan. We express our appreciation for your assistance.

SFC CLERK RECORDED 07/08/2004

i – EXECUTIVE SUMMARY

In looking back on the accomplishments of the Fire Department's first five-year plan, I am struck by the sense of what I believed at the time (1998) to be overwhelming goals and objectives to achieve in such a short time period. My sense today is not so much that of pride of accomplishment, but pride in the teamwork that went into that accomplishment. The shear amount of effort required by so many people engaged in public service to ensure the abilities and capabilities of the Department to meet the emergency needs of our community is mind-boggling. Yet that effort, step by step, day by day, allowed us to disregard the enormity of the overall task and make steady progress until our goals were achieved. We are thankful indeed to everyone who helped us along the way. An attempt to name all those involved would surely result in an unintentional lapse of memory and so we will simply say thank you.

It was our desire from the beginning to structure an organization that would be sustainable outside the influence, impact or ability of any one individual. With the adoption of Santa Fe County Ordinance 1997-11, we believe this goal was accomplished. The distinctive strengths and abilities of individuals within the organization working together as a team helped us solidify the vision of our first five-year plan and was the key ingredient to achieving success. While we are today engaged in an internal struggle between those of us that continue to believe in teamwork and those who believe in individual desire and power, I believe the team will prevail. Most us of still believe in the concept of public service; that we truly are public servants with all the sacrifice that entails. This is especially true of the department's volunteer rank and file. I am constantly in awe of their selfless sacrifice, dedication and effort. They never forget their duty and are accepting of their roles and responsibilities as true team members in this effort. The goals and objectives outlined in the new five-year plan seem less daunting and overwhelming than those in the first five-year plan. This is not because they are not numerous and sizable, but because I now personally know the members of the team and I know the effort that each of them will give in making this plan successful.

In constructing this plan we recognize the importance of our personnel in making our organization successful. While the Capital Infrastructure Plan (CIP) and the Vehicle Replacement Schedule are important to the infrastructure and success of the department, we cannot and will not be successful without dedicated and committed personnel. Thus, we must change our focus with this new plan to reflect our need to concentrate our efforts on the recruitment and retention of personnel both paid and volunteer. While the national trend of volunteerism is down, we have been lucky to maintain a level of consistency in the number of volunteers in our department. However, without a significant effort in the future, we are destined to follow the national trend. And, while we are competitive with our salaries for paid field personnel, we are not competitive with other fire departments in the region with regard to employee benefits. Specifically, our retirement program is not consistent with other fire departments in the state and will need improvement to remain competitive in a very competitive market. Finally, our need to provide command and control functions for emergency calls on a daily basis must be addressed to ensure the overall safety of our responders and the public. This can only be addressed through the addition of command-level officers to respond to emergency calls on a daily basis to provide command and control accountability.

As a fairly new organization, we have experienced much success and some failure. Our journey thus far has not been without some bumps along the way. We have been and remain committed to the sworn duty we have to provide the best emergency services we possibly can to the citizens of Santa Fe County. With the help of our staff, our like-minded volunteer and paid personnel, and our friends we will strive to continue to do so.

SFC CLERK RECORDED 07/08/2004

7/23/2014

I. PURPOSE

Fire protection, suppression and emergency medical services are integral public safety services provided to Santa Fe County residents. As such, the Santa Fe County Fire Department, under the direction of the Santa Fe Board of County Commissioners, has commissioned this strategic plan to provide a blueprint for the planning and operation of the fire department. This plan will also be used to provide information to County Commissioners, County Administrators, Fire Department personnel and the general public.

It is important to note that the goals and objectives contained in this document are integrally linked to one another. The implementation of this plan within each division of the department must be approached in a unified manner in order to be successful.

This plan is intended to be all-inclusive and, as such, input was requested from individuals throughout the department. In preparing this plan, we examined the department's history and compared it to our current operating environment in order to give us a perspective for the future. The first five-year operational plan for the department was prepared by Southwest Planning and Marketing of Santa Fe. The plan was utilized by the Fire Department's newly-appointed Fire Chief, Stan Holden, as the blueprint for growth and development for the department over the next several years (1997-2003). While the plan was not followed to the letter, it provided a very good foundation for all department members to use as a reference. It is anticipated this plan will be used in a similar fashion.

The first five-year operational plan resulted in the following accomplishments for the department:

The adoption of Santa Fe County Ordinance 1997-11 in August of 1997 by the Santa Fe County Commission. This new ordinance created the Santa Fe County Fire Department and provided the framework for the administration and operation of the Department, including each of the Department's fifteen fire districts.

The adoption of the Santa Fe County Fire Department's District By-laws by the Santa Fe County Commission and the Santa Fe County Fire Chief's Association. These bylaws provide the operational policy for how the individual fire districts of the Department operate.

Implementation of Regional Paramedic Teams in each of the four geographic regions of Santa Fe County, north, south, east and west. In this arrangement, each of the regions has a medic unit staffed with paramedic-firefighter and EMT-firefighter teams. These teams are assigned to one of three 24-hour shifts, A, B, and C. The three shifts cover all 365 days of the year on a rotating on-off schedule, thus providing paramedic firefighter coverage 24-hours-a-day. These teams were, and are, intended to complement and not replace the existing volunteer EMT's and firefighters throughout the county.

The purchase of 17 Fire Pumper Apparatus, 5 Wildfire Apparatus, 16 Water Tankers, 11 Command Vehicles, 8 Ambulances, 5 Rescue Vehicles, 2 Utility Vehicles, 2 Multi-Casualty Incident trailers, and 1 Aerial Apparatus

The construction of the Pojoaque Fire Station, a regional fire department headquarters in the Northern Region. This station houses the northern region paramedic-firefighter team and the Pojoaque Fire District.

SFC CLERK RECORDED 07/08/2004

7/23/2014

The construction of the Turquoise Trail Fire Station, a fire district main station for the western region located on State Highway 14, south of Santa Fe.

The completion of the Galisteo Fire Station, a fire district main station for the eastern region, located in the village of Galisteo.

The construction of a fire suppression water line project in the community of Madrid. This project consisted of utilizing the existing but abandoned 100,000 gallon cistern on the southern end of the village, connecting a water source to the storage tank and installing 5000 feet of eight inch PVC water line with fire hydrants from one end of the village to the other.

The construction of the Public Safety Administration Building that houses the administrative offices of the Santa Fe County Fire Department, western fire region headquarters, Office of the Sheriff and the Regional Emergency Communications Center.

Creation of the Regional Emergency Communications Center through the consolidation of the Santa Fe City and County emergency dispatch centers into the Santa Fe Regional Emergency Communications Center.

SFC CLERK RECORDED 07/08/2004

II. 1997-2002 OPERATIONAL PLAN ACHIEVEMENTS

Accomplishments – Department-wide

- Adopted SFC Ordinance 1997-11 for administration and operation of the Santa Fe County Fire Department
- Reorganized Santa Fe County Fire Marshal's Office into the Santa Fe County Fire Department
- Created the Santa Fe County Fire Department
- Adopted policies and procedures, department standards, and job descriptions
- Adopted SFCFD's Fire District By-laws
- Developed mutual aid agreements with Rio Arriba County, San Miguel County, Torrance County, Bernalillo County, Sandoval County and City of Moriarty
- Created the position of Assistant Chief Fire Operations
- Created the position of Assistant Chief of Emergency Medical Services
- Created the position of Assistant Chief of Fire Prevention (Fire Marshal)
- Hired a full time Secretary-Receptionist
- Hired a full-time Finance Accountant
- Hired a full time Ambulance Billing Coordinator
- Reclassified an existing position as Account-Statistician
- Hired a full-time Emergency Vehicle Technician
- Hired a full-time Fire Prevention Specialist
- Implemented Regional Paramedic Teams

Accomplishments - Emergency Medical Services

- Implemented 24-7 Regional Response Teams
- Implemented RSI program
- Implemented pre-hospital 12-lead EKG program
- Consolidated medical direction responsibilities
- Contracted countywide system medical director
- Consolidated consulting pharmacist
- Contracted countywide consulting pharmacist
- Implemented standardized countywide EMS field treatment guidelines and protocols
- Standardized all medical equipment, medications, and related inventory
- Improved relationships with all receiving hospital facilities
- Implemented efficient and effective EMS billing practices
- Developed continuous quality improvement program county-wide
- Implemented part-time, casual pool regional staff
- Standardized ambulance specifications
- Provided initial EMS training at the First Responder, EMT-Basic and EMT-Intermediate levels
- Provided State-required refresher training at the First Responder, EMT-Basic, EMT-Intermediate, and EMT-Paramedic levels

SFC CLERK RECORDED 07/08/2004

- Provided State-required refresher training at the Advanced Cardiac Life Support and Pediatric Advanced Life Support level
- Provided initial and refresher training in Pre-Hospital Trauma Life Support
- Developed and implemented Firefighter First Aid training program
- Received State approval for countywide continuing education program
- Implemented Simple Triage And Rapid Transport training program countywide
- Procured and equipped two Multi-Casualty Incident trailers

Accomplishments - Fire Operations

- Received Board of County Commissioners approval for new Fire District boundaries
- Improved district ISO rating
- Improved ISO rating for Galisteo District from 9/10 to 6/9
- Improved ISO rating for La Cienega District from 9/10 to 6/8b
- Made ISO improvements for Edgewood District
- Made ISO improvements for La Cienega District
- Made ISO improvements for Stanley District
- Made ISO improvements for Eldorado District
- ISO reclassification for Agua Fria District

Accomplishments - Facilities and Structures

- Constructed the Public Safety Complex and Western Region crew quarters
- Constructed Pojoaque Main Station and Northern Region crew quarters
- Completed the Galisteo Main Station
- Constructed the Turquoise Trail Main Station
- Constructed the Arroyo Seco Regional Training Center (phase 1)
- Constructed the Agua Fria Regional Training Center (phase 1)
- Constructed the Madrid fire suppression water system
- Constructed the fire suppression Tank Farm in Por su Gracias
- Purchased the Thunder Mountain sub-station property
- Implemented fleet management and maintenance protocols
- Purchased and retrofitted Unimog Special Operations vehicle
- Purchased 17 pumpers
- Purchased 16 tankers
- Purchased and retrofitted 1 aerial apparatus
- Purchased 5 brush trucks
- Purchased 11 command vehicles
- Purchased 2 utility vehicles
- Purchased 8 ambulances
- Purchased 5 rescue vehicles
- Purchased 2 Multi-Casualty Incident trailers
- Reduced the average fleet age from 15 to 11 years on 15-year replacement vehicles and apparatus
- Reduced the average fleet age from 13 to 10.5 years on 5-year replacement ambulances and fleet vehicles
- Eliminated excess vehicles through surpluss

SFC CLERK RECORDED 07/08/2004

- Established fleet standards
- Implemented certified Emergency Vehicle Technician training
- Developed and implemented Ambulance Preventative Maintenance program
- Purchased Cummins diagnostic software
- Coordinated off-site fleet maintenance program
- Implemented annual countywide pump testing program
- Implemented monthly and quarterly vehicle inspections
- Retrofitted, refurbished, and reassigned apparatus and vehicles
- Constructed a Wildland Cache Vehicle

Accomplishments - Equipment

- Established Self-contained Breathing Apparatus (SCBA) maintenance program
- Established county SCBA standards
- Upgraded breathing air Cascade systems county-wide
- Upgraded all county SCBAs with Personal Accountability Safety System (PASS) devices
- Created countywide structural firefighting apparel specification
- Created county Wildland Strike Team
- Created county Technical Rescue Team
- Implemented training programs including:
  - Firefighter I
  - Firefighter II
  - Fire Officer I
  - Fire Academy 1998 and 1999
  - Certified Emergency Vehicle Operator (CEVO)
  - Pumping Apparatus Driver/Operator certification
  - Vehicle Extrication, basic and advanced
  - Swiftwater Rescue Technician I and II
  - Low-to-high Angle Rescue
  - Confined Space Rescue
  - Trench Rescue
  - Incident Command System
  - Structural Task Book Proficiency implementation
  - Wildland Qualifications Red Card
  - S-130/190 I-100 Basic Wildland Firefighter
  - S-205 Fire Operations in the urban interface
  - S-290 advanced fire weather
  - S-212 chainsaw operations
  - Engine Boss
  - Strike Team Leader
  - Task Force Leader

Accomplishments - Communications

- Created Regional Emergency Communications Center (RECC) via Joint Powers Agreement with the City of Santa Fe creating a consolidated dispatch center.
- Added an additional tactical repeater
- Added an additional dispatch repeater for the southern region

SFC CLERK RECORDED 07/08/2004

- Achieved full ISO credit for dispatch
- Implemented Medical Priority Dispatching System
- Consolidated Fire Department and Law Enforcement dispatch centers
- Obtained and installed countywide Dialogic Communications Advanced Warning System.
- Investigated, studied, planned, and implemented dispatch center capability to monitor, communicate and record on UHF in accordance with State EMSCOMM

Accomplishments - Finance

- Renewed Fire Impact fees
- Implemented Fire Development Review fees
- Created enterprise fund
- Consolidated billing and collection of ambulance revenue
- Implemented SweetSoft Billing software system
- Set up budget and management review of fire districts
- Managed Resource Mobilization Plan wildland monies
- Managed $1.0 million General Obligation Bond
- Managed $2.5 million Public Safety General Obligation Bond
- Managed $2.2 million Revenue Bond
- Managed EMS Fund Act disbursement
- Managed State Fire Fund disbursement
- Managed 1/4 cent Fire Excise Tax
- Managed Impact Fee monies
- Created Edgewood Joint Powers Agreement
- Worked to gain approval, by voter referendum, to redirect third 1/8th Gross Receipts Tax for Emergency Services and other health care needs
- Established Memorandum of Understanding between Santa Fe County and St. Vincent Hospital
- Established Price Agreements with:
  - Morning Pride
  - Kaufmans West
  - Horton Emergency Vehicles
  - Artesia Fire and Equipment
  - MSA (CASCO)
  - Holmatro Rescue Equipment
  - Nasco
  - SVI
  - Boundtree ALS
  - Physio Control Corporation
  - Tri Environmental

Accomplishments - Fire Prevention

- Code Adoption / Enforcement accomplishments
  - Developed and adopted County Wildland-Urban Interface Ordinance
  - Created and chaired Santa Fe Wildfire Cooperators
  - Adopted Uniform Fire Code and NFPA code

SFC CLERK RECORDED 07/08/2004

- Appointed representative to the International Conference of Building Officials Urban/Wildland Interface Code Committee
- Drafted and passed emergency fireworks ordinances
- Passed Rural and Traditional Communities Fire Protection Ordinance
- Commissioned Code Enforcement Officers and Sheriff's Deputies

- Alternative Funding accomplishments
  - Passage and implementation of Developmental Review Fee Resolution
  - Implemented Business/Commercial fire inspections
- Fire Protection System Improvements
  - Implemented County-wide hydrant testing
  - Created County-wide Hydrant Identification program
  - Passage and implementation of County Hydrant marking and testing resolution
- Fire Prevention Training accomplishments
  - Obtained Hazmat agreement with WIPP
  - Adopted California Hazmat Training Program
- Fire Prevention Personnel accomplishments
  - Hired new Fire Protection Specialist
  - Established District Fire Prevention Officer position
- Fire Prevention Projects/Programs
  - Created Forest Road 79 fire protection project
  - Established National Firewise Communities pilot site
  - Created Firewise Communities Fire Risk Reduction Workshops
  - Designed, developed, and implemented the Santa Fe County Wildland/Urban Interface Hazard Assessment model
  - Passed Hazardous Materials Mitigation Program
  - Authored SFC Wildland Fuels Hazard ID Program
  - Developed SFC Wildland-Urban Boundary Map
- Fire Prevention Partnerships
  - Developed NM Resource Mobilization Plan
  - First County to enter JPA with NM Division of Forestry for wildfire Resource Mobilization Plan
  - Developed and passed Professional Service Agreements with USFS
  - Established the first County/USFS Type III Wildland Management Team
  - Developed Santa Fe-area Wildfire Operations Plan
  - Established Santa Fe-area Arson Task Force
  - Appointed to National Association of Counties Homeland Security Task Force, Washington D.C.
- Developed and improved fire protection systems in Madrid, Galisteo and La Cienega.
- Created and implemented Community Fire Protection Fund program
- Created and implemented Residential Fire Sprinkler System program

2002 Capital Improvement Plan

The County of Santa Fe adopted a Fire and Rescue Impact Fees Ordinance in 1995. (Ordinance 1995-4). The Ordinance allowed the County to establish a mechanism to collect funds for capital improvements for emergency services – fire, rescue and emergency medical services – from those responsible for generating the need for the improvements.

SFC CLERK RECORDED 07/08/2004

Capital improvement needs created by new development in designated service areas are met by assessing and collecting impact fees based upon the gross covered floor area of residential and nonresidential development. The fees are used to finance new fire and rescue facilities and equipment, the demand for which is generated by the new development.

The 2002 Capital Improvement Plan (CIP) prepared for the Santa Fe County Fire Department assess the necessary capital improvement costs, by district, projected to be generated by future growth in the County. The CIP uses forecasts of land use growth from the years 2001 to 2006 to estimate the future capital improvements needs by district, and identifies those needs which can be financed through assessment of fire impact fees.

SFC CLERK RECORDED 07/08/2004

III. DEPARTMENT OVERVIEW

History

In 1997 the Santa Fe County Fire Department was created by the Santa Fe County Commission with Ordinance 1997-11. This new county law in effect consolidated the existing fifteen county fire districts and the then-county Fire Marshal's office into the new County Fire Department. In addition to providing the organizational framework for the fire department, the ordinance also states the Chief is 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.*" Consequently, the first five-year plan was developed to address these issues. The following is intended to document and report the success of the first five-year plan as the department continues to work toward improving its ability to serve the public.

Mission Statement

Our essential mission and number one priority is to provide high quality fire, rescue and emergency medical services to the citizens of and visitors to Santa Fe County

In 1997, Santa Fe County Fire Department implemented its first five-year plan utilizing several revenue sources to not only fund the operational needs of the department but also to fund its capital improvement plan. Prior to 1997 the only revenue sources available to the County Fire Districts were the State Fire Protection Fund, the State EMS Fund Act, and the County Fire Protection Excise Tax. These funds will be addressed briefly to further explain their source and utilization as it pertains to the operation of the Fire Department. The State Fire Protection Fund is administered by the State Fire Marshal's Office and funding is provided to the County for specific operational use by a specific County Fire District. A fund formula based on the County Fire District's Insurance Service Office (ISO) rating is used to determine funding amounts. These funds are restricted funds, meaning they can only be used for the operational and capital needs of the fire district. They cannot be used for payment of salaries or personnel benefits. The individual fire district amounts vary from $30,000.00 - $100,000.00 per year, depending on ISO ratings and the number of approved stations within each district. In 1997 the county assumed responsibility for providing the necessary planning and funding of all major capital improvements for the Fire Department. The county fire districts then began using their allotted state Fire Protection Funds for operation of their individual fire districts. These funds, plus the state-provided EMS Funds, make up the majority of the operating revenues for the fire districts. The fire districts are expected to pay for the normal operating expenses of their district including paying for vehicle maintenance and fuel, station utility costs, insurance costs, station maintenance, purchasing personnel protective equipment and gear for firefighters and EMT's, and office supplies.

The State EMS Fund is administered through the State EMS & Primary Care Bureau of the Department of Health. These funds can only be used to purchase emergency medical services equipment and supplies and cannot be used for personnel salaries or benefits. Again these funds are subject to a funding formula that dictates funding based on the level of EMS services provided by the fire district.

The County Fire Protection Excise Tax, more commonly referred to as the 1/4% Fire Tax, is a gross receipts tax approved by the County Commission and by the county voters via a county referendum. Prior to 1997 the Quarter Percent Fire Tax was controlled by the Chiefs' Association and each County Fire District received funding based on their individual internal needs. Unfortunately,

SFC CLERK RECORDED 07/08/2004

7/23/2014

because of control issues, feelings of special treatment or bias for specific district projects were rampant. While it was difficult to prove the validity of these claims, it became apparent the larger fire districts historically received more funding from the tax than the smaller fire districts. This fact, along with other countywide fire and EMS issues, provided significant impetus to the County Commission to create the County Fire Department and appoint a Fire Chief to oversee this fund and the overall Fire and EMS services provided by the County. Today the Tax generates approximately $ 1.3 million dollars per year and can be utilized for capital expenditures and operating expenses of the County Fire Department. In 1998, a $2.2 million dollar revenue bond was approved by the County Commission, pledging a portion of the annual revenues of the Tax to repay the bond proceeds. This $ 2.2 million dollars was used to significantly improve the capital infrastructure of the county fire districts and the department based on the five-year plan.

Fire Department Goal

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

In addition to these funds, the Santa Fe County Fire & Rescue Impact Fees were imposed in 1995 by the County Commission on all new development in Santa Fe County. These impact fees, imposed under the authority of New Mexico's Development Fee Act, are collected and spent in each fire district where the development occurs. Again these fees are for capital infrastructure expenses secondary to the growth and development within a specific fire district. The fees can only be utilized for capital infrastructure expense such as building fire stations or buying fire apparatus or equipment with a life expectancy of ten years or more. The fees cannot be utilized for personnel salaries or benefits. Additionally these fees can only be spent in conjunction with a capital improvement plan for the department.

Finally, General Obligation Bond monies, derived from the approval of the voters for specific purchases or expenditures, have been utilized to help support the capital improvement plan of the department. These monies can only be spent for the purchase of capital infrastructure items, buildings and apparatus, and cannot be utilized for personnel salaries or benefits.

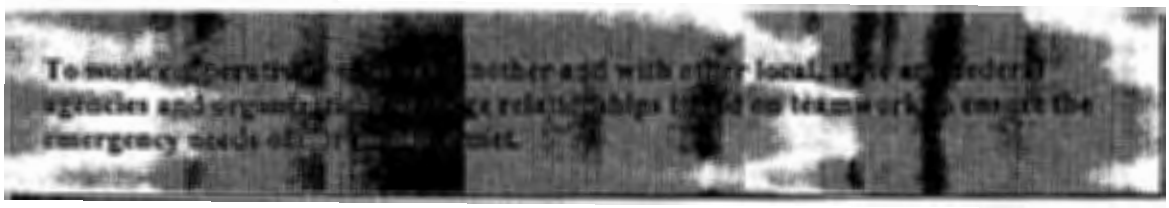
Today, these funds, from several different sources, are used to support the operational needs of the fire department and its fifteen fire districts. For example, the Fire Protection Excise Tax is used to support the expense of operating the full-time regional paramedic-firefighter program in the four regions of the county and the administrative functions of the Fire Department. Additionally, approximately one-half of the annual fund amount is used to finance the expense of the Revenue Bond. Because 100% of all impact fees must be spent within the specific Fire District in which the fee was imposed, these fees are spent on new fire stations, significant improvements, remodels of existing fire stations, or the purchase of new equipment and apparatus in the specific Fire District. These purchases must be directly tied to development and growth within that District. The monies received from the revenue bond and any general obligation bond are utilized to purchase the items listed on the five-year capital improvement plan.

SFC CLERK RECORDED 07/08/2004

IV. OPERATIONAL RELATIONSHIPS

Goals & Objectives

GOAL



Inter-district relationships

Prior to 1997, the operational relationship between individual fire districts were limited at best and adversarial at worst. These relationships, if strong, resulted in improved service delivery to the citizens. If they were strained, however, they could result in poor service delivery and jurisdictional battles. Following the adoption of Ordinance 1997-11, strong efforts were made by the county fire administration to organize delivery of services based on a regional concept. This concept brought together each of the fire districts and the regional career staff, working together to ensure emergency services were readily available to provide fire, EMS and rescue services, 24/7, 365 days per year. This included providing advanced life support and paramedic-level emergency medical services. Today each region is encouraged to work together to train fire and EMS personnel so that when they respond to an emergency together they will know one another and be familiar with individual abilities and limitations, as well as specific training levels, certifications and licensure.

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 New Mexico.

In implementing the next five-year plan, it will be more important to begin coordinating the training efforts of the County's Fire Captain with regional needs. It will also be important to coordinate the training and business meetings of individual fire districts within a given region to be consistent, so that training schedule conflicts can be reduced or perhaps eliminated. If we are to respond together as a team we must train together as a team.

Administration-Fire District relationship

Fire Administration works closely with the District leadership, through the Fire Chiefs' Association, to administer, manage and oversee the overall operation of the Santa Fe County Fire Department. Policies, procedures, directives, guidelines and fire district by-laws have all been developed and implemented through an inclusive process that encouraged participation and input not only from the Fire District leadership but also from field personnel, whether volunteer or paid. While it cannot be said that everyone is completely satisfied with each individual relationship within the department, it must be said that a great deal of positive accomplishment has been made because the overall relationship between Fire Administration and the Fire Districts is a positive one.

SFC CLERK RECORDED 07/08/2004

7/23/2014

One document that has served all of us well is *Pledge to my Peers*. This document provides an excellent guideline for inter-personal relationships, outlining that individuals will confront problems as a team, concentrating on the issue at hand and not personalities. This document is typically well received by those who already avoid this type of behavior and less so by those who regularly engage in such activity or who have limited ability to communicate effectively with others. The leadership of the fire department must do more to educate and train our personnel in appropriate and inappropriate communication techniques.

Intergovernmental relationships

Fire Administration has worked diligently over the last five years to adopt mutual aid agreements and joint powers agreements with other governmental agencies in an effort to improve the availability of emergency services to our citizens. Mutual Aid Agreements have been adopted between San Miguel County, Rio Arriba County, Torrance County, Bernalillo County, City of Moriarty and Sandoval County. Joint Powers Agreements have been approved between the City of Santa Fe for Fire, Rescue and EMS services, as well as for Regional Emergency Communication Services. The RECC joint powers agreement required the combined efforts of the city and county public safety agencies and city and county administrative leadership for over three years including the original discussions, planning and finally implementation. The RECC has been a significant success and accomplishment and serves as an excellent example of governments working cooperatively to improve the level of emergency services to our citizens. In addition, within the last five-year planning period, the town of Edgewood was incorporated. During this time, the Department worked closely with the Town's leadership to ensure that fire, rescue and EMS services were never

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- final decision is given to all affected parties, in writing if appropriate; I will also communicate making process and about 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.

SFC CLERK RECORDED 07/08/2004

interrupted. Subsequently, Edgewood approved the passage of a ¼% gross receipts tax within the town to compensate for the loss of ¼% fire tax monies that went away after incorporation. A joint powers agreement was entered into and continues today, allowing the Santa Fe County Fire Department, Edgewood Fire District, to provide emergency services for the incorporated municipality of Edgewood.

One of our greatest examples of success during the last five-year plan occurred during the Cerro Grande fire – the massive Los Alamos Fire that occurred in May 2000. Prior to the fire entering the city, a number of Santa Fe County Fire Department resources had been mobilized and were in the city conducting neighborhood preplanning. In response to the uncontrolled spread of the Cerro Grande fire, over 100 additional Santa Fe County Fire Department personnel were mobilized and deployed within one hour and were in position to defend the area when the fire reached the town. The rapid and effective mobilization and deployment were only possible because of preplanning and prior development of relationships between the agencies involved in fighting the fire.

It will be important to continue the relationships between all agencies involved to ensure emergency services are available and provided in a timely manner to citizens. Specifically, the Santa Fe County Fire Department will continue to encourage cooperative working relationships with other governmental agencies that benefit the citizens we are sworn to serve. During the next five years the department will focus our efforts on the formation of an alliance with other northern New Mexico fire agencies to improve the overall training and response capabilities within our communities. This will include the continuation of work that has been accomplished with the New Mexico Legislature, particularly through the passage of a joint House-Senate Resolution allowing the County to lease the old State Penitentiary as a Public Safety Training Facility for 99 years. While much remains to be done in this effort, we are committed to our goal of improving the response capabilities of our department and our neighboring departments at this facility. Were another Cerro Grande or similar large-scale emergency or disaster to occur, it is important that the emergency responders have previously trained and worked together in a safe and secure environment. This effort will require the continued involvement and cooperation of federal, state and local agencies and officials.

It is our intent to continue a positive relationship with smaller, mutual aid fire departments in adjoining counties. It has been and will continue to be important that Santa Fe County continue to 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, it enhances our ability to call upon our neighbors for assistance during our time of need, as well as prepare us to assist them during their time of need.

Regarding the relationship with the Town of Edgewood, it will be important to finalize the adoption of the Town's Fire and Rescue Impact Fees. These fees are significantly important in the continued apparatus replacement schedule and the construction of new facilities. It is estimated that the Edgewood Fire District has lost approximately $350,000.00 as a result of the Town's incorporation and the subsequent loss of impact fees. The Town has made significant efforts toward this end, several meetings have been held, an Advisory Committee has been organized and is meeting regularly, a proposed ordinance has been drafted, and Land Use Assumptions and Capital Improvement Plans are being developed by the contracted agency, Molzen-Corbin.

It is our desire to work cooperatively with the Espanola Hospital's ambulance service to ensure the northern Santa Fe County area receives emergency ambulance response in a timely manner. While Santa Fe County can adequately serve this area via our Fire District first response and Med 50 from

SFC CLERK RECORDED 07/08/2004

Pojoaque, it is our hope that we can effectively coordinate with the Espanola Hospital ambulance service so the closet ambulance service is always dispatched in response to emergencies in this area. In most circumstances the closest ambulance service is Espanola Ambulance, assuming they are available. However, in the past it has been difficult to get the first responders from the local fire department dispatched to the emergency at the same time the ambulance service is dispatched. This is because the 911 calls from this area (local exchange) are routed to the Espanola-Rio Arriba County Dispatch Center and not the RECC. In the very near future we hope to have this significant problem resolved when our Master Street Address Guide is updated and corrected to allow for selective routing and our Response Area and Dispatch Policies are adopted via a professional services agreement.

SFC CLERK RECORDED 07/08/2004

V. DEPARTMENT PERSONNEL

History

Originally the Fire Marshal's Office was limited to a Fire Marshal, a deputy Fire Marshal, an Inspector and an office Receptionist. Five paid field personnel were specifically assigned to four district fire stations and responded to calls Monday through Friday, 8 a.m. to 5 p.m. Following the consolidation of the County Fire Department in 1997, a number of career positions were proposed in accordance with the previous five-year plan. While regionalization of field services was accomplished and paramedic level services were now provided throughout the County, few of the remaining full-time positions that were actually called for under the plan were funded due to budget constraints related to the County's jail operations. However, with some ingenuity, innovative, alternative revenue development programs were developed. For instance Development Review Fees were utilized to fund a new Inspector position and the third 1/8th GRT for indigent services was redirected to fund regional paramedic operations. In addition, agreements with St. Vincent's Hospital and FEMA have also been successfully utilized to fund needed career positions such as the EMS Captain and Emergency Management Director.

The important issues of pay, training and benefits must be addressed in this five-year plan if we are to remain a viable emergency service organization

As competition for new firefighters and EMS workers intensified following September 11th, other public safety agencies in the state and regionally have begun to offer more competitive salary and benefit options to their employees. We are in direct competition with the City of Santa Fe, the City of Albuquerque, Bernalillo County and Los Alamos County for emergency workers. While Santa Fe County is competitive with the salaries offered in comparison with the above, each of the entities mentioned provide better benefits including; merit pay and step pay increases, special training pay, 20-year firefighter retirement and regular training which we have not yet been able to offer. In the area of recruitment one agency in Albuquerque offers a $5,000.00 relocation bonus. The important issues of pay, training and benefits must be addressed in this five-year plan if we are to remain a viable emergency service organization.

Goals & Objectives

GOAL



Objectives

Career Personnel

- Implement 20 year retirement benefit for career staff
- Improve statewide volunteer retirement benefit plan
- Implement step-increase plan for career staff
- Implement rewards and incentives plan for volunteer staff
- Implement merit increases and a special training pay program for career staff
- Implement an education benefit plan for career staff

SFC CLERK RECORDED 07/08/2004

7/23/2014

- Hire additional career firefighting personnel (15) to staff new Quint providing 24/7, 365 coverage for multi-story, large-scale development and special rescue capability. Personnel will also provide adequate staffing to open one additional paid station in the Agua Fria Fire District

Volunteer Personnel

- Implement Professional Services Agreement to provide Volunteer Recruitment and Retention Liaison services
- Implement education benefit plan for volunteer staff
- Develop district officer retention plan to retain experienced leadership within department including compensation, education, reimbursement options
- Implement Volunteer Firefighter and EMT Retention Plan to include providing reimbursement and/or compensation for services rendered

History - Regional Operations:

Since the fall of 1998 the Santa Fe County Fire Department has used paid career staff to support our local volunteer personnel to ensure the mission of the department is successful. The paid career staff augments those services provided by the volunteers of each fire district and additionally provide a higher level of emergency medical service (Advanced Life Support or Paramedic level) than what can be typically provided by a countywide volunteer-based service. The volunteer staff and career staff work side-by-side, train side-by-side and respond to calls as a team. This teamwork is essential to the overall success and public perception of our department. While we acknowledge the existence of problems between the volunteer and paid staff, the problems are minor in comparison to the job of providing emergency services to the public accomplished by the department personnel daily.

Because emergency medical services make up over 80% of the call types (fire, rescue, EMS) of all emergency calls the department responds to, it makes sense to address this immediate need first. The addition of two paid career personnel at each regional station in all four regions of the county, staffing a full-time 24/7, 365 days a year medical rescue, will mean that the availability of paramedic level emergency resources will be improved significantly throughout the county. The

A YOUNG LIFE SAVED

Marissa was an 8-year-old female, lap-belt only restrained back-seat passenger of the Dodge Durango her mother drove. Her brother and a neighbor (all about the same age) were also in the vehicle but has less severe injuries. They were struck in the front, passenger's side by a Camero driven at high speed on Hwy 14 by a man having a seizure. Marissa's head struck the B post of the Durango. Her skull was fractured causing bleeding in her brain and her neck was broken. She also suffered bruises to her lungs, and a fractured arm. When M60 arrived on scene, working closely and in cooperation with Turquoise Trail and La Cienega volunteer FF's & EMTs, Marissa was rapidly loaded onto a backboard for transport (2 minute scene time) and life saving treatment begun as she was transported to the hospital. She was breathing about 4 times per minute and the lack of oxygen caused her heart rate to slow to life-threatening 30 beats per minute. Her jaw was clinched shut due to her head injury and lack of oxygen. We ventilated her with a BVM and administered oxygen, suctioned her clinched mouth, started an intravenous line of Saline solution; we also began the process to chemically paralyze her muscles so we could place a breathing tube in her trachea. This effort was successful. Her heart rate improved and vital signs stabilized. On arrival at St Vincent's (12 minutes later), she was stable.

This effort would not have been possible without the cooperative teamwork of volunteers and career personnel and the specialized training we received at SFCFD. This training along with high tech equipment and relentless upper echelon and medical director support made the difference for this very special girl. Marissa has made a total recovery and now attends TT elementary school. Her family continually expresses thanks to all the personnel who helped that day and to our leadership, who envisioned a higher level of care, and had the perseverance to see it through.

Lt Robert LaPrise
Santa Fe County Fire - Med60

SFC CLERK RECORDED 07/08/2004

public and medical community will also immediately recognize improved response times and a higher level of patient care. Numerous pre-hospital life-saving episodes were reported following the implementation of the regional paramedic program. Just to name one of these outstanding saves: A young male who was involved in a motor vehicle accident sustained serious head injuries. He would have expired in the field if he hadn't received immediate advanced airway techniques from a SF County paramedic on-scene. Typically such techniques are known and employed in an operating room setting. Today this young man is not only alive and functioning well, but he has completed his own paramedic training and plans to attend medical school in Nebraska.

When the first regional operation based in Pojoaque began providing emergency services in the department's northern region (Chimayo, La Puebla, Pojoaque, Tesuque) in 1998, the volunteers at that time were overwhelmed with the sheer number of emergency medical calls originating in the area. The Pojoaque Fire District, which had taken over the Nambe Ambulance service, in particular experienced significant problems with volunteer availability. As the call volume continued to increase a corresponding decrease in the number of volunteers was realized. Consequently, significant delays in response began to occur. The County Commission's support of the Department's first Five-year Plan resulted in the implementation of the Regional Paramedic Program Phase I (Pojoaque), Phase II, and Phase III (La Cienega, Hondo and Edgewood) over a two-year time period. The implementation of all three phases were originally estimated to require three years. However, following the success of Phase I implementation and the support of the community as well as national recognition from the National Association of Counties, both Phase II and Phase III were implemented in the following year. The results were evident immediately as availability of personnel to respond to emergency calls improved and a corresponding increase in volunteer personnel availability was seen in other regions. In other words, as volunteers began to see that the County was willing to help and assist in their efforts, their availability also began to increase as they realized the burden of emergency response no longer rested solely on their shoulders. Without improved retention efforts, however, there will continue to be issues with having enough properly trained personnel in all districts. The following table is a comparison of the number of medically trained personnel by category in each fire district. The numbers show that, despite recruitment and training efforts, the overall number of personnel has not significantly increased. In the case of first responders, it is actually much lower today than in 1997.

MEDICALLY-TRAINED PERSONNEL BY FIRE DISTRICT

Fire District	'97 First Responder	'03 First Responder	'97 EMT-B	'03 EMT-B	'97 EMT-I	'03 EMT-I	'97 EMT-P	'03 EMT-P
Agua Fria	3	2	12	5	2	0	0	1
Chimayo	2	0	0	2	0	0	0	0
Edgewood	4	2	15	13	8	8	3	1
Eldorado	4	0	13	8	2	3	0	2
Galisteo	6	0	2	6	0	0	0	0
Glorieta	0	1	0	3	3	1	0	0
Hondo	0	4	11	10	7	4	1	4
La Cienga	0	0	4	7	2	1	0	0
La Puebla	2	0	1	4	0	2	0	0
Madrid	2	0	3	5	0	0	0	0
Pojoaque	0	3	7	10	2	1	0	0
Stanley	4	0	1	7	0	0	0	0
Tesuque	0	0	3	4	3	3	1	0

SFC CLERK RECORDED 07/08/2004

Turquoise Trail	0	1	7	6	3	3	0	0
TOTAL	**27**	**13**	**79**	**90**	**32**	**26**	**5**	**8**

Table 1 -- a comparison of the number of medically-trained personnel in 1997 and 2003 indicating that numbers of medically-trained volunteers has not significantly increased.

Today, as the department responds to over 8,000 calls for emergency assistance, the need to increase the support to our fire districts is even greater. As the County continues to experience a significant increase in the development of specialized teams of responders, such as Quint teams capable of managing large fires in multi-story or big box-style buildings, even greater support will be required. Additionally, significant improvements in the Fire Administration's ability to assist fire districts with the ever increasing amounts of paperwork demanded by government bureaucracy, whether on the federal or state level, must be forthcoming. Statements from volunteers such as, "I volunteered to be a firefighter, not a paper pushing bureaucrat" are heard more frequently than in years past.

Table 2 shows the current number of volunteer personnel in each district by training category, including Firefighter I and Firefighter II

EXISTING EMERGENCY PERSONNEL BY FIRE DISTRICT					
Fire District	**First Responder**	**EMT-B**	**EMT-I**	**EMT-P**	**FF-I/II**
Agua Fria	0	7	0	0	16
Chimayo	3	2	0	0	17
Edgewood	4	11	11	0	25
Eldorado	1	12	2	0	35
Galisteo	1	6	0	0	18
Glorieta	4	2	1	0	15
Hondo	4	5	6	4	35
La Cienega	0	7	1	0	10
La Puebla	0	4	2	0	18
Madrid	0	3	0	0	10
Pojoaque	1	11	1	0	28
Stanley	2	5	0	0	15
State Pen	0	0	0	0	10
Tesuque	0	2	6	0	25
Turquoise Trail	0	8	4	0	14
TOTAL	**20**	**85**	**34**	**4**	**291**

Table 2 -- current number of department volunteer personnel in each district by training category

SFC CLERK RECORDED 07/08/2004

Growing Need for Command and Control

As the department continues to grow and respond to an ever-increasing number of emergency responses, it becomes necessary to increase the department's ability to provide command and control for emergency response personnel. The need to provide additional training for fire officers, on an administrative, regional and district basis grows ever more important to ensure the safety of emergency personnel and the public. Improvements will be required in the number of training classes and types of training for these officer level personnel.

Current Organizational Structure

The current organizational chart shows how the department is presently structured. This structure was developed when the Santa Fe County Fire Department was originally created in 1997, at the beginning of the first 5-year operational plan.

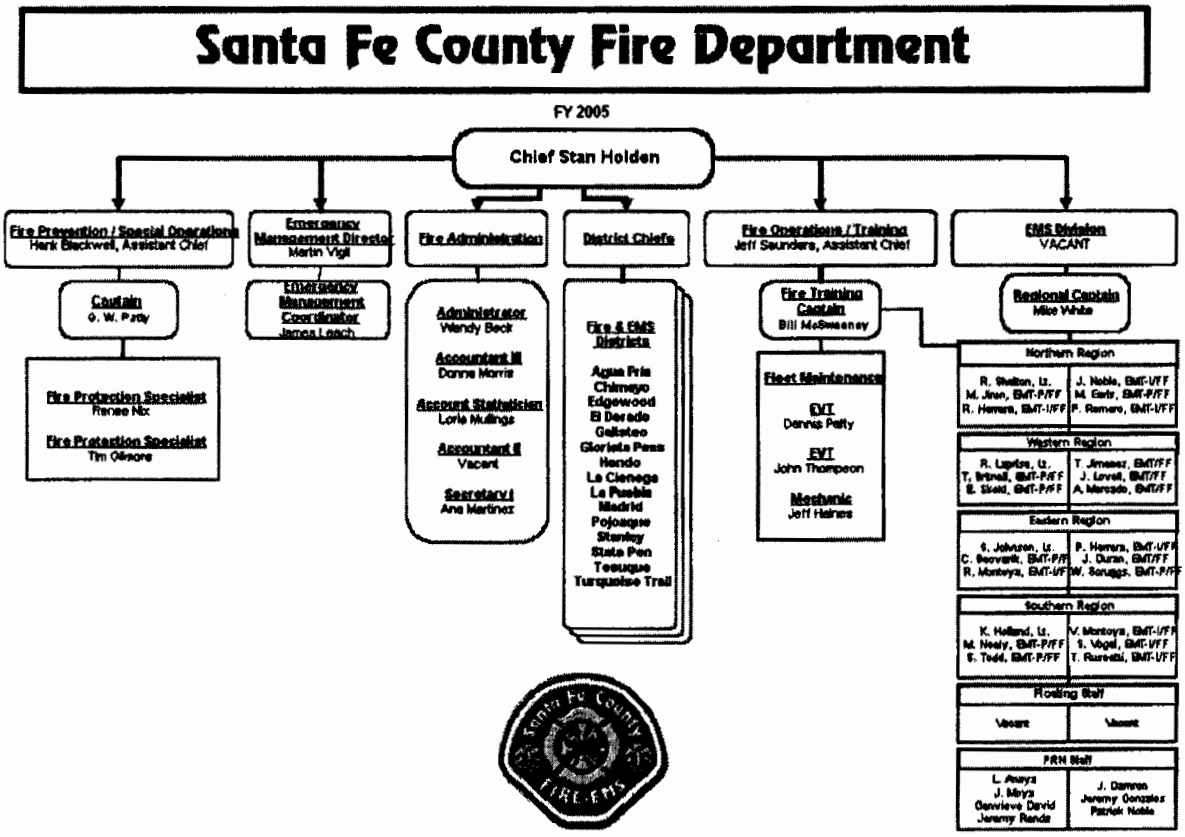


Figure 1 -- Santa Fe County Fire Department organizational structure in 2004.

SFC CLERK RECORDED 07/08/2004

Interim Organizational Structure

The proposed interim reorganization will measurably improve communications, roles and responsibilities, oversight, management and work effectiveness. This change will not immediately create the need for additional positions but will prepare the organization for an organized transition.

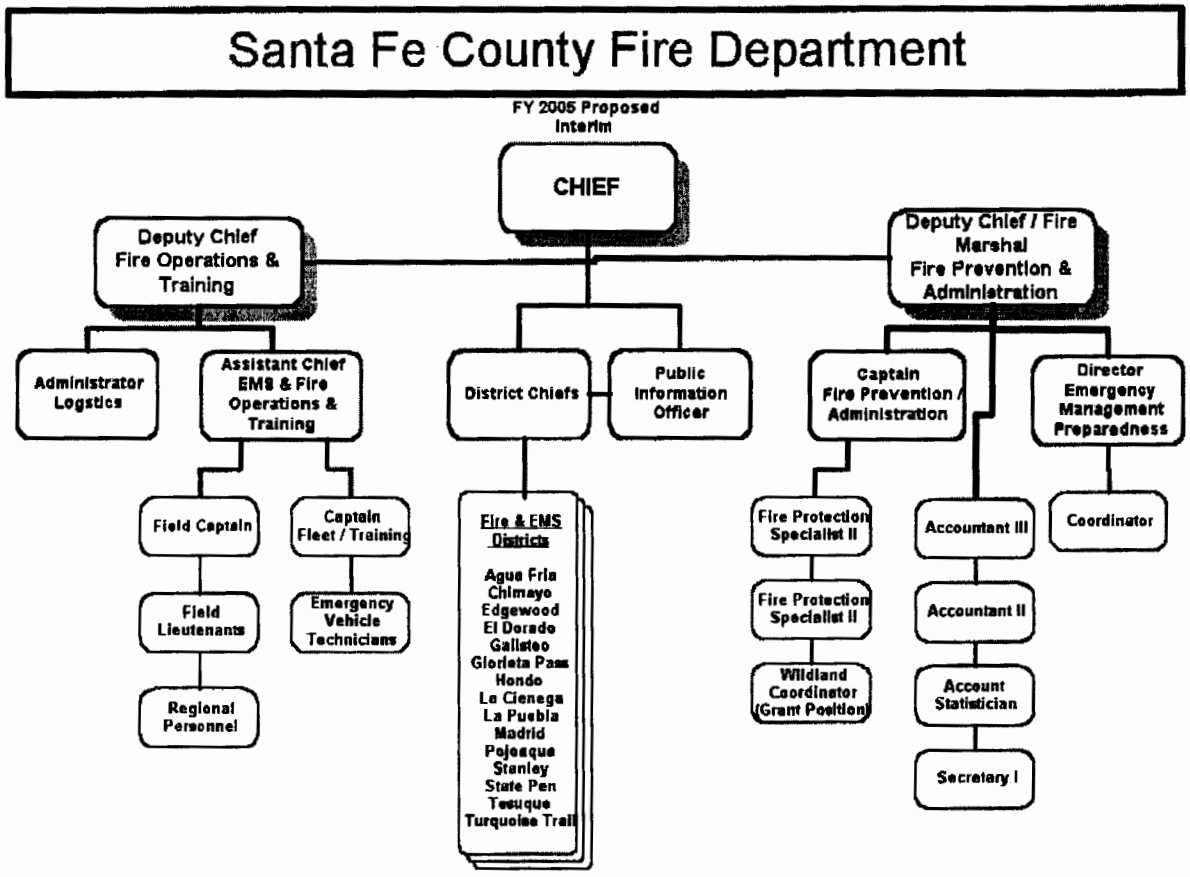


Figure 2 -- Proposed interim Santa Fe County Fire Department organizational structure.

SFC CLERK RECORDED 07/08/2004

Future Organizational Structure

Clearly, the Fire Department is currently unable to fully meet its obligations to the citizens, and to it's own employees and volunteers given current staffing levels. The proposed organizational changes will increase operational effectiveness and communications as well as create an efficient model for growth and development that will incorporate performance-based and task-oriented integration of new and needed staffing.

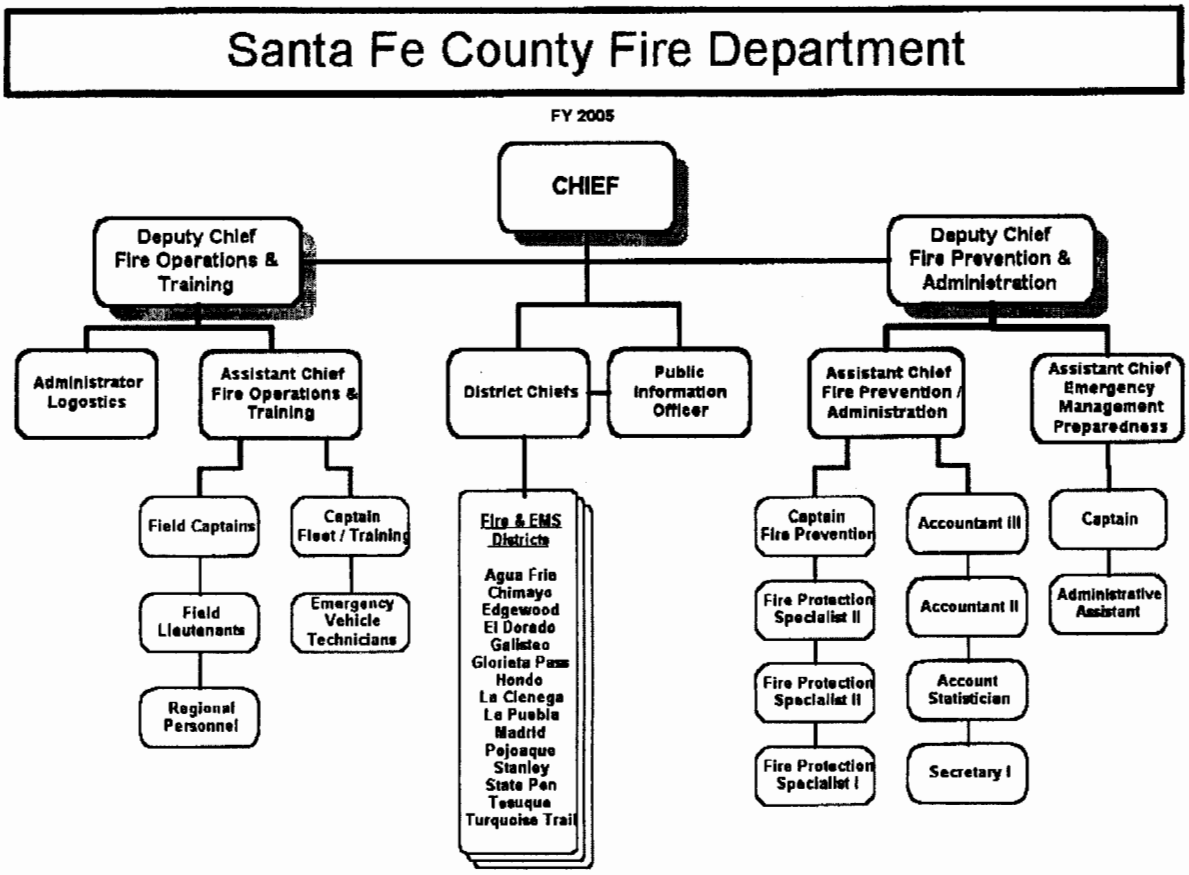


Figure 3 -- Proposed long range Santa Fe County Fire Department organizational structure.

SFC CLERK RECORDED 07/08/2004

VI. FIRE ADMINISTRATION

History

In the late 1990s the Santa Fe County Fire Chiefs' Association and the Santa Fe County Manager began preparation to reorganize and restructure the fire service within the County. The District Chiefs saw the reorganization as a priority due to the high volume of administrative tasks and functions that were required within the fire department. Additionally, the chiefs felt it was necessary to establish liaison between the fire department and Santa Fe County to 'champion' their cause. A long, historically rocky, relationship between the fire departments and the County existed heretofore. The position of Fire Marshal had been held by numerous individuals over the last decade resulting in 'strained relations between the departments and the County.' As a result of their efforts, under the leadership of then-president, Jeff Saunders, a plan was developed to create the Emergency Services Department ESD) within the County incorporating the fifteen fire districts. A search began to hire a director to oversee the functions of the department.

In February of 1997, Stan Holden was hired as the Emergency Services Director for the new department. No immediate changes were made within the department as numerous meetings were held between ESD administration, County Administration and the County Fire Districts to determine the best overall structure for the new department. In early 1998 the first draft of a proposed ordinance was circulated for discussion. This ordinance provided the necessary framework to begin the overall reorganization of the department beginning with the organization of the department's administration.

Goals & Objectives



Objectives

- Funding
  - Seek additional funding opportunities including FEMA, DOJ, DOT, DOE, DOI, DHS, ODP, Emergency Services & Communications GRT, St. Vincent Hospital MOU, Countywide mil levy, and other revenue sources.
- Management
  - Automated field reporting (wildland, prevention, code enforcement, etc.)
  - Investigate, study, plan and implement electronic records management system
  - Continue to provide administrative oversight of County Fire Districts including the implementation of policy and procedure, directives, guidelines, job descriptions, personnel rules and regulations, etc
  - Continue to reduce overall age of fire & EMS apparatus; pumpers, tankers and ambulances and build additional stations through the appropriate utilization of Revenue and General Obligation Bonds, 1/4% Fire Tax and Impact Fees
  - Issue A&E for Public Safety Building Phase II. Design Fall 2004. Construction Spring 2005

SFC CLERK RECORDED 07/08/2004

7/23/2014

- Improve revenue from ambulance billing and collection program to $500,000.00
- Update and improve ambulance billing software to improve reporting and data retrieval
- Contract with external collection agency to improve reimbursement
- Purchase apparatus based on county specifications developed for specific utilization and standardization within the department
- Ensure consistent and compliant procurement practices
- Utilize computer network needs analysis to plan implementation of a computer network for the department
- Continue to provide support for district chiefs in preparing and managing district budgets
- Continue to improve reliability of fire department database; ensuring basic personnel information is recorded for retirement, insurance, training, licenses, certifications and driving records
- Expand wildland fuel mitigation program
- Investigate, study, plan and implement countywide hydrant water recapture program
- ISO improvements
  - Madrid (9) to (8b)
  - Eldorado (6/9) to (4)
  - Edgewood (6/8b) to 5
  - Chimayo (9) to (8b)
  - Stanley (9) to (8b)
  - Turquoise Trail (7/9) to (6/8b)
  - Galisteo (9) to (6/8b)

- Administration
  - Continue to work with county administration and the county commission to receive direction and provide feedback regarding fire department growth and needs
  - Continue to develop departmental standard operating procedures
  - Investigate, study, plan and implement career staff move to PERA class 5 firefighter retirement program
  - Lead changes to State statutes affecting volunteer retirement, fire prevention, arson, EMS, and wildland
  - Investigate, study, plan and implement phase II of public safety complex to include a centralized shipping & receiving facility
  - Work cooperatively with City of Santa Fe Fire Department to adequately address Hyde Park and Agua Fria area to provide fire prevention, fire suppression, emergency medical and rescue service issues.
  - Investigate, study, and plan adoption of a residential sprinkler ordinance for Santa Fe County
  - Implement internal department communication through regular publication and distribution of the department newsletter
  - Prepare department's new 2010 to 2014 five-year plan to insure development and implementation schedule for new programs, update and improve existing operations and services

- Staffing
  - Address staffing workload issue through hiring additional personnel and reorganization
  - Investigate, study, plan and implement paid shift Captains program
  - Investigate, study, plan and implement volunteer recruitment and retention program
  - Investigate, study, plan and implement one staffed Quint company consisting of five-member team housed in Western Region, Agua Fria District

SFC CLERK RECORDED 07/08/2004

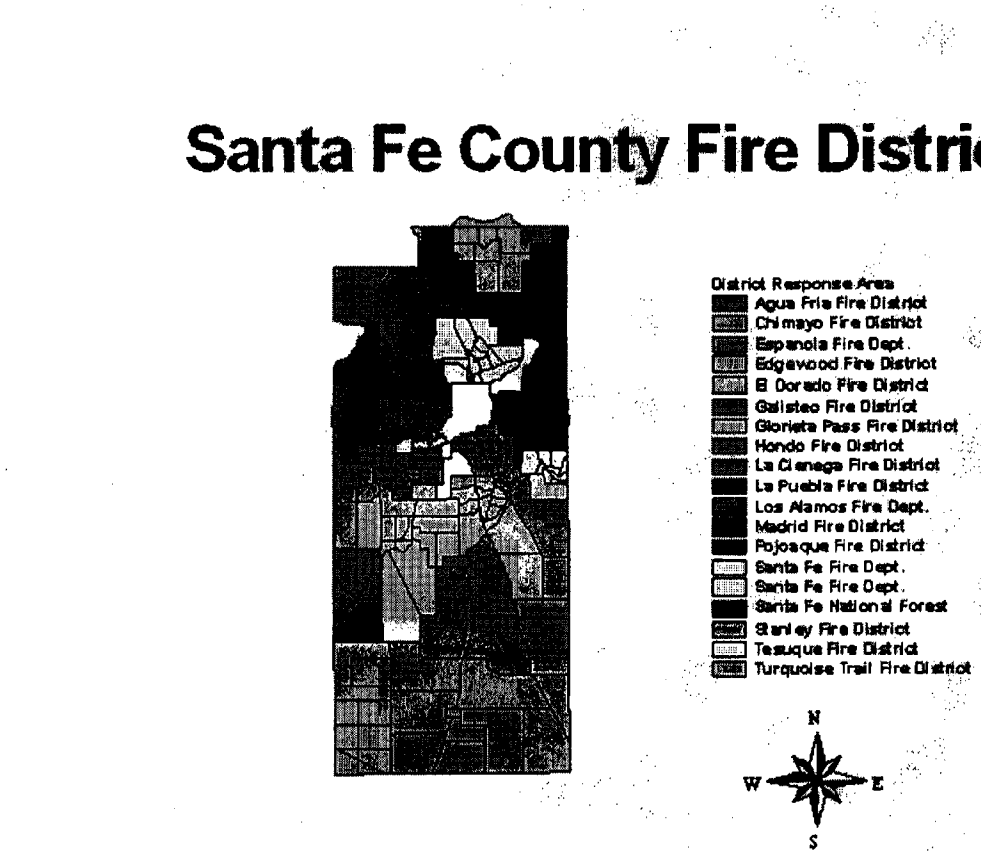
- Training
  - Maintain current proficiency of staff while developing level of training, knowledge and skills
  - Continue to develop standardized curricula and training opportunities in the areas of fire, rescue, and EMS
  - Improve and increase the number of officer level training programs
  - Investigate, study, plan and implement Santa Fe County Public Safety Training Complex
  - Build Phase I of the Santa Fe County Public Safety Training Complex
  - Investigate, study, plan and implement partnership with the Santa Fe Community College associates degree in Fire Science and significant expansion and improvement of EMS education programs such as local paramedic programs
  - Prepare annual fire, rescue and EMS training schedules for career and volunteer staff

SFC CLERK RECORDED 07/08/2004

VII. FIRE DISTRICTS

History

The first fire district to be created by the Santa Fe County Board of Commissioners was the Pojoaque Fire District in 1959. By 1982 there were eleven officially recognized fire districts in the County and a twelfth was in the process of forming. The Districts define the area through which emergency services (fire, rescue, EMS) are provided. In 1997, with the organization of the Santa Fe County Fire Department, the fire districts were further organized by region and paid regional career staff began supporting and augmenting the services provided by the fire districts.



Goals & Objectives

GOAL



SFC CLERK RECORDED 07/08/2004

Organization

Personnel

The volunteer personnel of the fifteen fire districts of Santa Fe County Fire Department are responsible for responding to fire, rescue and EMS emergencies twenty-four hours a day, three hundred and sixty-five days per year. These personnel must undergo the same training, licensure and certification required of career (paid) personnel. The demands associated with providing emergency services on a volunteer basis are varied and sometimes overwhelming. Such demands include giving up four evenings per month for meetings and training and time spent actually responding to an emergency (anywhere from 0 to 10 a day depending on the fire district). Additionally, missed hours from work typically go uncompensated and off-hours calls affect a volunteer's job performance or home life.

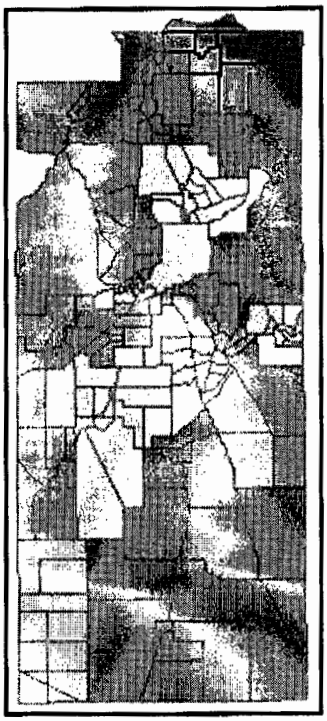
District Input

The District Chiefs and District personnel provided input to the County Fire Chief and Assistant Chiefs regarding issues of concern, as well as District needs in terms of apparatus, facilities, and personnel. The following are categorized lists of needs and issues from each of the District meetings. The replacement apparatus have been omitted from this section since they appear in tables in Section XV.

SFC CLERK RECORDED 07/08/2004

Northern Fire Region

Chimayo Fire District



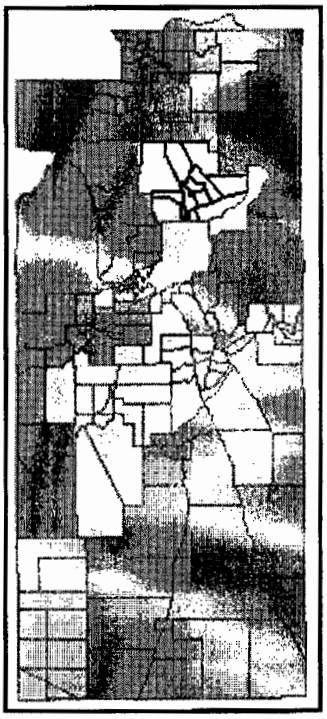
History

The Chimayo Fire District is situated in the northeast corner of Santa Fe County, adjacent to National Forest land, and has been responsible for providing fire and emergency medical services for both Santa Fe and Rio Arriba Counties. 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 an engine and a tanker truck. The station was expanded in the early 1980s to include two additional 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.

Chimayo District Needs Analysis
Apparatus
Additional Brush truck
Additional Mini-pumper for Cundiyo Station
Equipment
Thermal Imaging Camera
Facilities & Infrastructure
Master plan & remodel main station to provide adequate space for training and meetings
Addition to main station
Regrade the entrance and surrounding area to main station
Pave main station drive and parking
Personnel
Standardized training for firefighting, EMS and rescue
Other Issues
Fire suppression water system for community of Chimayo

SFC CLERK RECORDED 07/08/2004

Tesuque Fire District



History

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

Confirm with Scott Hicks Tribal relationship of members

Tesuque District Needs Analysis
Apparatus
Class A, Type 3 Wildland Urban Interface truck
Equipment
Self Contained Breathing Apparatus upgrade with additional air tanks
Facilities & Infrastructure
Containment for above ground fuel storage
Exhaust removal system for stations
Auxiliary generated power systems for all three stations

SFC CLERK RECORDED 07/08/2004

Pojoaque Fire District



History

The Pojoaque Valley Volunteer Fire Department, PVVFD 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. The district became part of the Santa Fe County Fire Department in 1997, and in 2001 a new district main station was constructed on US 84/285 on leased land from the Pojoaque Pueblo and financed by a combination of ¼% tax and revenue bond funds. Pojoaque Station 1 is presently home to MED 50, the regional paid paramedic crew, which services the northern region of Santa Fe County (La Puebla, Pojoaque, Tesuque, and Chimayo). In addition, the Pojoaque volunteers operate Pojoaque Med 3, staffed by volunteers primarily from the fire district but often assisted by other northern region fire district personnel.

Pojoaque District Needs Analysis
Equipment
New computer
New copier
Facilities & Infrastructure
Construct a new substation in El Rancho area
Apparatus
New Rescue
Personnel
NM State Firefighter 1 training for every firefighter
NM State Firefighter 2 training for active firefighters and district officers
Formal incident command training for all district officers Annual hazmat training at Awareness level for all personnel
Hazmat training for select officers at operations level
Participate in quarterly regional trainings
Other Issues ISO rating improvement • Provide more formalized personnel training • Implement a program to ensure increased accountability, equipment maintenance and testing • Preplanning fire protection • Working cooperatively with water associations to provide water storage for fire suppression. Cover the costs of providing fire protection and EMS services to the pueblos. • Develop a method of assessing impact fees • Assess personnel, training, and equipment needs to provide protection to proposed development at the pueblos such as high-rise casino structures.

SFC CLERK RECORDED 07/08/2004

La Puebla Fire District



History

La Puebla is committed to better serving our community through the addition of a new Compressed Air Foam System (CAFS) engine. Although ISO presently does not recognize CAFS in its grading system, it is believed by most experts that it soon will be. By investing now in CAFS, the district is positioned to better serve residents by lowering their insurance rates.

La Puebla would like to add a meeting room and training room to the main station on Firehouse road. Community members constructed the station in the late 1960s. Community groups such as the homeowners association could use the additional meeting space as well. This group presently holds its monthly meetings in the station amongst the apparatus. Finally, La Puebla fire district has supported and will continue to support the development of a four-community water system now in the planning stage, including additional water storage projects for fire suppression. This system will serve all homes in La Pueblo fire district with a modern community water system and provide fire hydrants where there are currently none.

La Puebla District Needs Analysis
Facilities & Infrastructure
Addition to station 1 for training room and kitchen
Additional paving station 1

SFC CLERK RECORDED 07/08/2004

Western Fire Region

Agua Fria Fire District



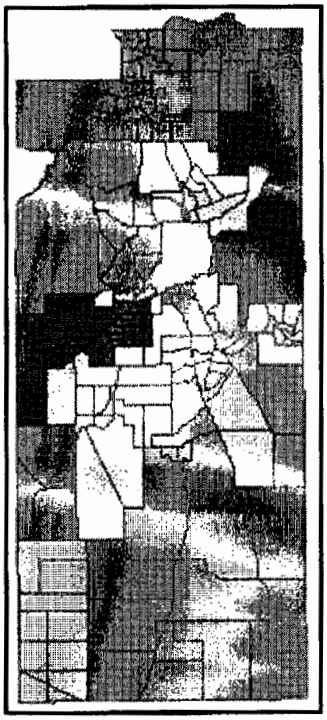
History

In late summer of 1991 a group of eight residents got together and formed the beginning of a new fire district, Agua Fria Fire & Rescue. They had to operate the first year with no funding or equipment other then what was given to them by other county districts and the City of Santa Fe Fire Department. SFFD Chief Frank DiLuzio gave Agua Fria a 1974 American LaFrance fire truck and the volunteers outfitted it with donations. In September of 1992 the Charter was passed for the Agua Fria Fire District. Agua Fria was a fast growing department. The total number of calls from the first year at 638 calls grew in just four years to 838 runs. 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 the La Tierra substation was constructed. Approximately 25% of the calls are out of the sub-station area. Agua Fria District call volume today averages almost 1000 calls a year.

Agua Fria District Needs Analysis
Apparatus
Class A, Type 3 Wildland Urban Interface truck
Quint/Aerial Specification (Regional Need)
Equipment
Uniforms: Bunker Gear, Nomex Squad Suits and Wildland gear
Communication Equip: pagers, portable & mobile radios
Large diameter hose and appliances district wide
Facilities & Infrastructure
Station 2 addition to include living quarters and additional bays
Additional paving, station 1
Additional storage, station 1
Addition Bay, Station 1 for aerial apparatus
Fire reporting via computer networking
Implement FH for County with support from county IT Division
Personnel
Firefighter Training: Advanced Pump Ops, Extrication, Haz Mat (CSTI), Officer Development and outside department trainings
Medical Trainings with knowledgeable trainers for Continued Education Certifications
Other Issues
Participate in quarterly regional trainings

SFC CLERK RECORDED 07/08/2004

La Cienega Fire District



History

The La Cienega Volunteer Fire Department was started approximately twenty-eight years ago because several area residents, who were also farmers at the time, would use fire to 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 personnel they had available. The department started with a rundown garage donated by a resident to house a 4x4 brush truck on loan from the forest service. Years later, on land donated next to the community center, residents built the current substation (then the main station) with donated building materials and labor. Members were trained to basic firefighter levels (no certifications were available). No medical or first aid training was available at the time. The organized volunteers responded to approximately 10 calls a year with a used fire pumper and borrowed firefighting equipment. Today the department responds to approximately 450 fire and EMS calls a year with 10 certified Firefighter / EMT's providing services 24 hrs a day 7 days a week out of one main station and one substation. The district has two Class A foam pumpers, two pump & roll tankers, two brush trucks and a state-of-the-art, compressed air foam system (CAFS) rescue with heavy extrication capabilities. The district protects approximately 70 square miles, a major interstate, a large residential development, and an ever-increasing commercial development area along New Mexico Highway 14.

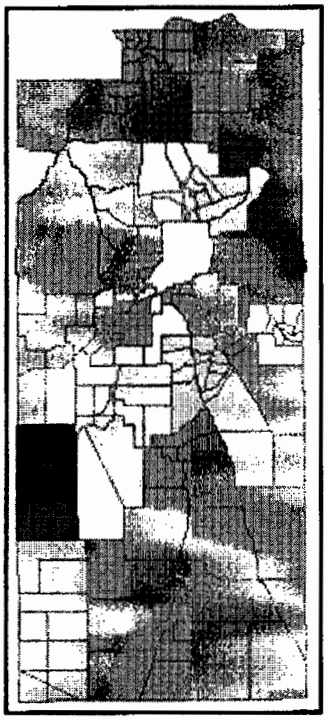
La Cinega District Needs Analysis
Apparatus
Quint/Aerial Specification (Regional Need)
Equipment
Uniforms: Bunker Gear, Nomex Squad Suits and Wildland gear
Communication Equip: pagers, portable & mobile radios
Facilities & Infrastructure
Station # 1 natural gas change-over
Heating system replacement
Sub Station in Rancho Viejo
Add to St #1 for equipment room / air comp/cascade
Resurface asphalt parking lot
Asphalt ST 2 rear parking
Drainage problem repair ST 2
Living Quarters for personnel
Fire reporting via computer networking
Implement FH for County with support from county IT Division
Personnel
Firefighter Training: Advanced Pump Ops, Extrication, Haz Mat (CSTI), Officer development and outside department trainings

SFC CLERK RECORDED 07/08/2004

	Medical Trainings with knowledgeable trainers for Continued Education Certifications
Other Issues	
	Mutual Aid Trainings
	Regional Trainings (current & advanced)
	Wildland certification & equipment for all personnel
	Outside Dept Trainings
	Basic Spanish classes for EMS & Fire personnel
	GPS units on 1st out units
	Fire, EMS and rescue training with coordination from the department-training Captains

SFC CLERK RECORDED 07/08/2004

Madrid Fire District



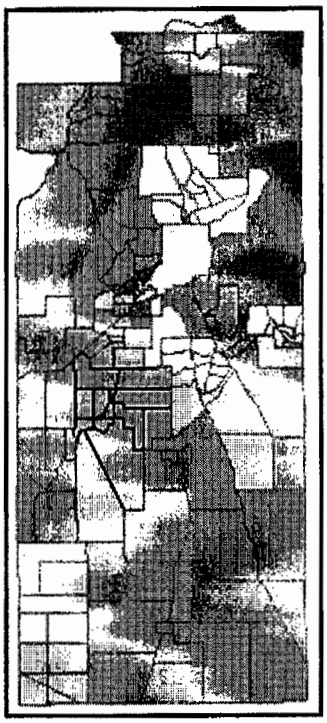
History

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 much too precious. The fuels ahead of the fire were simply eliminated and the fire was allowed to burn itself out. Fire suppression techniques have evolved as the village has grown, both having gone through many changes since those early days. Today's fire department had its beginnings in 1980, and in 1984 the County and State formally recognized the department. For twenty years the department has worked to grow and improve services to the community. By 1994 the district had built a new station. Since that time the district has added two Class A pumper-tankers and steadily upgraded the other vehicles in the fleet to include 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. As the community grows, it will continue to strive to meet the challenges of providing the emergency services.

Madrid District Needs Analysis
Apparatus
Class A, Type 3 Wildland Urban Interface apparatus in lieu of existing brush truck
Equipment
Improve the radio performance utilizing new technology to assure 90% radio coverage
Facilities & Infrastructure
Booster pump for the reservoir that can be by-passed when not needed, but otherwise uninterruptible
Extend the current eight-inch fire suppression system and add additional hydrants
Personnel
Double the number of active enrollment (from 10 members) in the next five years
Recruit new members using quarterly newsletter and recruitment posters at the Post Office
Coordinate recruitment package with identified perks and expectations
Create clear training and leadership plans for each member
Participate in quarterly Regional trainings
Participate with mutual aid agencies in bi-annual trainings
Other Issues
Open house functions for community outreach
Establish Prevention Standard Operating Procedures
Establish monthly visitation schedule for the Fire Marshal
Accurate and up-to-date mapping of the entire district including identified hazards
Establish ISO goals and timeline to improve ISO rating

SFC CLERK RECORDED 07/08/2004

Turquoise Trail Fire District



History

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.

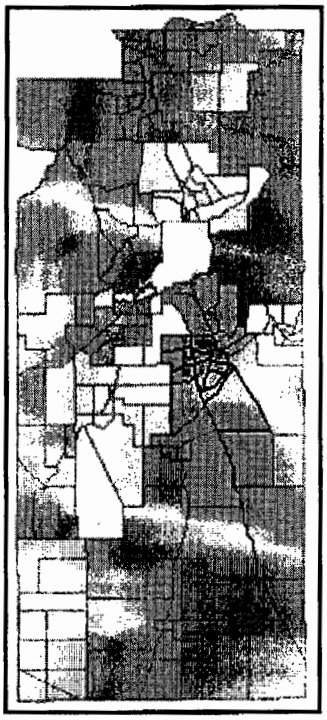
During the late 70s and early 80s the district responded to some historical events; including the Tiffany Saloon fire in Cerrillos and the New Mexico State Penitentiary riot. Throughout the 80s the district grew in many ways. A second station was built in the village of Cerrillos, another used engine 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 New Mexico Highway 14. It is the volunteers' pride and joy, featuring six bays, a meeting room, offices and all the modern amenities. The number of emergency calls has increased from less than 100 calls per year to over 400 today. The district is proud of its current 20+ 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
Facilities & Infrastructure
Water system with 30,000-gallon tank at station 3
Remodel station 1
Grading and drainage improvements at station 1
Remodel station 2
Personnel
Recruit and retain members
Other Issues
ISO rating improvement

SFC CLERK RECORDED 07/08/2004

Eastern Fire Region

El Dorado Fire District



History

El Dorado Fire & Rescue Service became an official fire district in the County of Santa Fe on January 14, 1980. Its first home was located in a barn at the Eldorado clubhouse at a time when there were less than 400 homes in the entire district. The current Main Station located next to the elementary school on Vista Grande was built in 1985 and expanded in 1997. Station 2, the substation located at the far west end of Vista Grande, was built in 1990. Station 3 on highway 285 near the transfer station was built in 1995. The fourth substation, in Lamy, is scheduled for completion in 2004. Currently the district has approximately 3,400 homes and an increasing and expanding commercial area. The district is located on the Highway 285 corridor south of I-25 and includes two railroad rights of way, the WIPP route, a gas station, an elementary school, a shopping mall, office space, green belts areas, wilderness areas, a pool, library, community center, soccer and baseball fields, parks with playground equipment, bike paths, equestrian trails, stables, indoor arenas, large ranches, and state and forest service land. Most of the district can be classified as Wildland/Urban interface. Currently it has 35 members and 12 pieces of firefighting apparatus in service, spread out between the three stations, (4 class A Pumpers, 2 Tankers/Tenders, 2 Wildland Trucks, 2 Ambulances, 1 Medium Duty Rescue and County Air One).

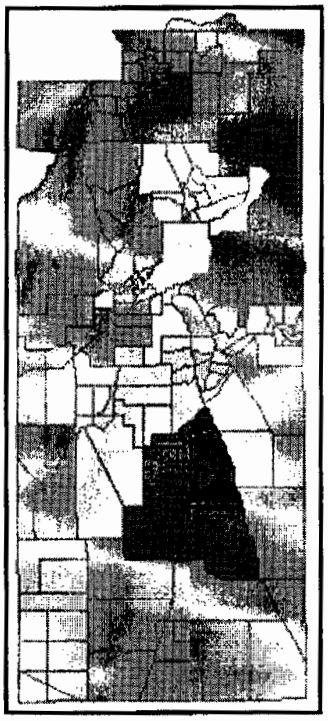
El Dorado District Needs Assessment
Apparatus
Class A, Type 3 Wildland Urban Interface apparatus
Equipment
Facilities & Infrastructure
Build new station at Lamy
Pave Station 1
Add bay to Station 1
Add bathroom to Station 3
Add three hydrants to North Casa del Oro Loop (one at Casa del Oro Loop, one at Casa del Oro Lane, and one at Station 2)
Add three hydrants to Cerrado Loop/Mimosa Road area
Add three hydrants to Fonda Road/Gualdo Road area
Add three hydrants to Azul/Camerada Road area
Add three hydrants to in non-hydrant areas
Personnel
Continue certification Platform (Quint) Drivers and Operators (textbook course)
Develop certification criteria for Ambulance Driver, Truck Driver (practical)
Driver certification-practical Ambulance, Engine
Sprinkler training and other commercial building fire suppression methods, i.e. how to turn off sprinklers, building connections, dry hydrants, walkthroughs, etc.

SFC CLERK RECORDED 07/08/2004

	Reinstate extrication training
	Develop PowerPoint, Internet, computer simulator, or take-home computer disk trainings
	Encourage more officers or members to come to weekly lunch
	Structure Entry members to National FF Academy in Emmitsburg, PA for national certification
Other Issues	
	Develop emergency response plan with FEMA, ECIA, and Santa Fe County
	Schedule ISO review
	Finalize all preplans for yearly review (computerized)

SFC CLERK RECORDED 07/08/2004

Galisteo Fire District



History

The Galisteo Fire and Rescue service was established in 1992 with two old pieces of apparatus, hand-me-down bunker gear and no station to house the trucks. With a lot of community support, hard work and determination, Galisteo Fire and Rescue currently has one main station and four new pieces of apparatus. The fire department started out with an ISO rating of a 9/10. Following many years of hard work, improvements in the local community water system, construction of a new station, and many hours of training and certification of volunteer members, the district's ISO rating improved to a 6/9. This is a significant accomplishment for one of the County's smallest fire districts. Currently Galisteo Fire and Rescue has 18 volunteers, 11 firefighters, 6 EMT Basic, 1 First Responder, 2 Cadets and 4 Auxiliary. There is still much to do, and there are many challenges to meet as the district continues to build the department, but the members are proud of the progress made and look forward to serving the community and county in the future.

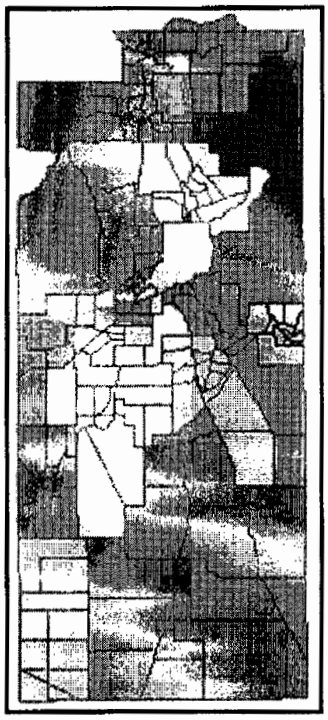
Galisteo District Needs Analysis
Apparatus
Equipment
Replace extrication power unit and tools
Facilities & Infrastructure
Two bay addition to the station
Station landscaping
Add an additional community water storage tank
Personnel
Volunteer recruiting • Advertisements in local newsletter • Mail and phone solicitation for local support • Community advertisements for new volunteers • Annual fundraiser • Motivational speakers promoting the Fire Department • Target youth in the community • Annual Fire Department open house
Volunteer retention • Appoint liaison to stay in contact with volunteers • Occupational training opportunities • Complimentary access to a physical fitness facility • Paid uniforms, gear, and safety equipment

SFC CLERK RECORDED 07/08/2004

• Paid continuing education through seminars and workshops • Paid travel, lodging, and meals for out-of-town training • Camaraderie • Promote pride in serving the community
Encourage volunteers to attend local and national training
Increase the number of mutual aid trainings in and out of the District
Other Issues
Public Education • "Community injury prevention and safety" fairs at fire station • Home visits to ailing members of the community • Invite community to meetings of specific interest or awareness • Attend community meetings to keep residents informed of Fire Department issues
EMS Objectives • Standard level of care for the community • Retain and increase the number of EMS-trained personnel • Upgrade medical and training supplies • Become BLS transport unit • Increase level of care to ILS

SFC CLERK RECORDED 07/08/2004

Glorieta Pass Fire District



History

The Glorieta Pass district celebrated its 20th anniversary in 2004, a great milestone. The fire district serves approximately 1,200 full-time residents as well as up to 3,000 annual guests visiting the Glorieta Conference Center. Currently there are twenty volunteers serving and the department is focused on recruitment and retention. The main station, built solely by the volunteers, is expected to change to a substation with the expectation of a new main station built in the center of the district as part of this new five-year plan. The district has a long history of mutual aid to the neighbors in San Miguel County and is proud to continue helping mitigate emergencies in the overall larger community.

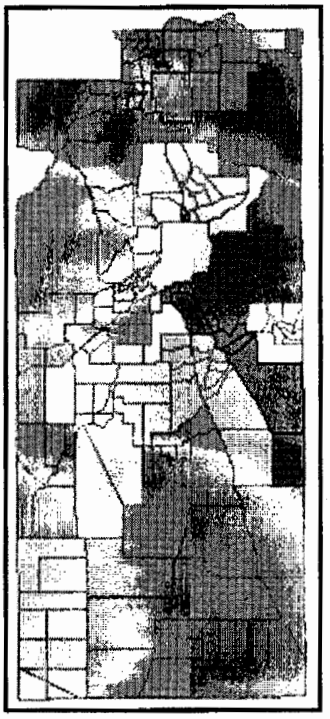
Glorieta Pass District Needs Analysis
Apparatus
Purchase new brush truck
Equipment
Physical fitness equipment for the new station • Weight bench • Treadmill • Exercise bike • Punching bag
New bunker gear
New wildland gear
Facemasks for the SCBA bottles and harnesses
Uniforms
Facilities & Infrastructure
Build new main station
Remodel existing station; convert to sub
Personnel
Training to include: • Firefighter II • Certified incident command course • Fire officer class • Hazmat awareness and ops • Certified vehicle extraction • High to low angle rescue

SFC CLERK RECORDED 07/08/2004

- Pump operations with advanced operation
- High-rise training
- Office procedure training
- Bio terrorism training
- Arson investigation
- MCI training focusing directly on train derailments
- Other related classes and training

SFC CLERK RECORDED 07/08/2004

Hondo Fire District



History

The Hondo Fire Department provides fire, rescue, and emergency medical services to residents along the I-25 corridor from the Santa Fe city limits north to the Valencia exit. The district was founded in 1974 and covers about 120 square miles and protects approximately 2,000 homes. The districts thirty volunteers serve the area out of two stations, one on Seton Village Road and one at the intersection of the Old Las Vegas Highway and US Highway 285. As the population of the area has grown over the years, call volume has increased to over 400 per year for the last several years. Twenty members have Emergency Medical Technician training, including four at the Paramedic level. Hondo has seventeen members with wildland fire training at the federally recognized 'red card' level, including two Engine Bosses and a Strike Team Leader.

Hondo District Needs Analysis
Apparatus
New service truck (lights, SCBA spares, PPV, shoring & cribbing, rehab items)
Second Type 6 engine
Equipment
Replace major equipment on Med 1 (Med 1 replacement)
GPS in trucks
Laptops or PDAs for trucks with fire ground/wildland applications including mapping capabilities
Training laptop (especially for EMS training)
CPR mannequin upgrade (replace and increase the number of department training dummies)
AED units for trucks
Facilities & Infrastructure
Four 30,000-gallon water storage tanks throughout the district.
Station 1 exterior improvements • Retaining wall • Safe stairway to the road • Improved parking • Landscaping
Add additional sub station (look at location that could increase ISO rating to benefit largest number of residents)
Large water source with tanker drive-through fill capability (possibly located at current station or in combination with Eldorado VFD.
Personnel
Additional mechanic(s) to perform regular, on-going preventative maintenance. (perhaps

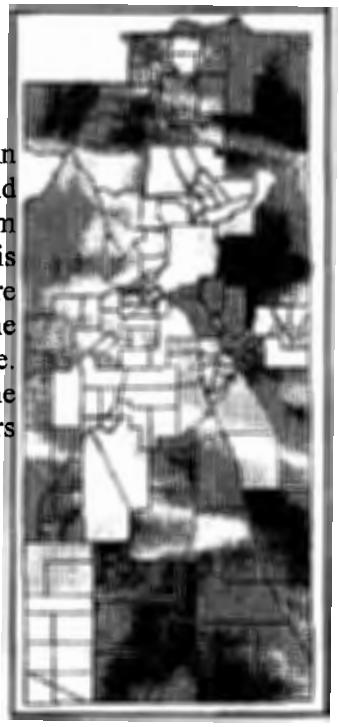
SFC CLERK RECORDED 07/08/2004

regional level position?)
In-house advanced training (to allow members to get training locally at convenient times.)
Advanced training travel (covert the costs for member travel and tuition costs for courses not offered locally – ex: Hazmat, high angle, collapse, FF1 required courses.)

SFC CLERK RECORDED 07/08/2004

Southern Fire Region

Stanley Fire District



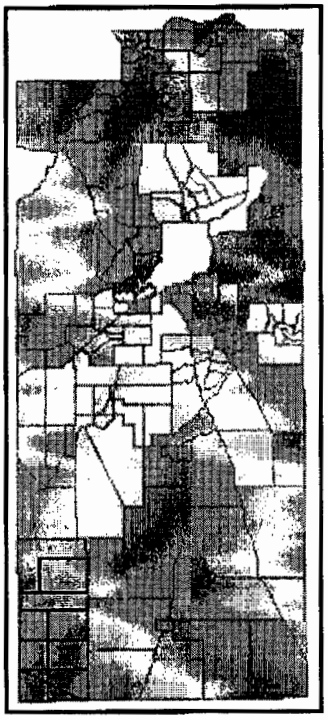
History

The department has improved greatly in the past five years. An additional bay was added to station 1 to house an additional tanker and exercise equipment was purchased for a department wellness program and is regularly used by the membership. The department morale is great as a result of good rapport among the members. New members are continuing to join adding four new probationary members recently. The department is proud that the retention rate is above the national average. The department is very active in the community, as demonstrated by the park adjacent to station 2. The project was spearhead by the volunteers and will be completed July 1, 2004.

Stanley District Needs Analysis
Apparatus
Class A, Type 3 Wildland Urban Interface truck
Command vehicle
Equipment
Thermal imaging camera
Replacement of existing SCBA that do not meet NFPA 2002 requirements
Facilities & Infrastructure
New 30,000-water storage tank at Station 2
Personnel
Two additional paid fire personnel in the Southern Region (M-F, 8-5)
Increase roster to 20 personnel Computer-based training.
Provide training from outside sources
Compensation for Department/District volunteers

SFC CLERK RECORDED 07/08/2004

Edgewood Fire District



History

The Edgewood Fire Department was organized in 1964 with ten volunteers, and 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.

Over the next thirty years the department built a new main station, three substations, and added fourteen modern pieces of fire and rescue apparatus. In the 1980s, an ambulance was added and the name of the department was changed to the Edgewood Fire and Ambulance Service. In the 1990s the department was covering 112 square miles and had forty volunteers. It was then that the Santa Fe County Fire Department was organized with the other fire districts in the County. The Edgewood Fire District now has four stations, fourteen vehicles and fifty-two volunteers.

Edgewood District Needs Analysis
Apparatus
New brush truck for the Thunder Mountain sub-station
Upgrade current brush trucks to Type 3 brush trucks
Purchase/build a rehab vehicle
Command vehicle
Four-wheel-drive all-terrain vehicles
Equipment
Mask-mounted radio interface for SCBA
On-board computers for ambulances and fire trucks (ambulances are the priority)
Facilities & Infrastructure
Thunder Mountain Substation
Personnel
Volunteer incentive and recognition
Retirement benefits for members who join after the age of 40
Raise the amount of retirement benefits currently offered
Promotion and evaluation testing
Countywide training standardization
Hazmat training (above awareness levels)
ISO training
Volunteer retention programs

SFC CLERK RECORDED 07/08/2004

VIII. FIRE OPERATIONS

History

The Fire Operations Division was formed in 1998 to assist the department and fire districts with coordinating large projects as well as assisting with the necessities of the day-to-day operation. The division is currently supplying support in the areas of fire suppression and training; rescue operations and training; vehicle procurement, operations and maintenance; project management for new facilities and coordination of facilities maintenance.

Standardized apparatus specifications were implemented using consensus based needs analysis in 1998. The pumper and tanker specifications have been instrumental in the purchase of the first out apparatus and enabled a substantial reduction in the age of the fleet. A new process was implemented for the purchase of innovative technology in 2002. The Request for Proposal (RFP) process was first used to help procure the La Cienega Rescue. The process has improved the department's ability to communicate with venders and provided a forum for collaborative idea sharing.

Training is the backbone for the preparation needed to mitigate the emergencies confronting this department daily. The Fire Operations Division has successfully increased the in-house training available to the firefighters and rescue personnel. As evidenced by the Cerro Grande fire in Los Alamos, wildland urban interface firefighting poses the most significant threat to fire loss for Santa Fe County. Every fire district has areas that potentially meet or exceed the magnitude and severity of the wildland fires of 2002. It is imperative that the responders to these types of fires have training that meets national standards. Therefore we are providing NWCG wildland courses and material on an annual basis to insure quick extinguishment and firefighter safety.

A forty-four hour Firefighter I course established a minimum training standard for the department and was formally approved by the Chief's Association in 1999. As a bridge to the State Standard Firefighter I curriculum, the taskbook program was implemented and uses experience from the county course to springboard the student to State qualification.

Two new main stations and the Public Safety Complex were built using quarter-percent and bond money. The Pojoaque Main Station was dedicated January 18, 2001, providing the Pojoaque Valley with a well-designed, cost effective and centralized station. Turquoise Trail completed construction of their third station, which houses the districts administrative and training areas as well as six apparatus. The move to the Public Safety Complex ushered in a new era for the department's administrative staff. The building has ample office space and includes the western regional crew quarters, vehicle maintenance shop and the new Regional Emergency Communications Center.

On July 1, 2002 the Santa Fe Regional Emergency Communications Center replaced two outdated dispatch centers and functionally tied all communications for the City of Santa Fe and Santa Fe County together. It was the culmination of three years of research and collaboration between four agencies. The RECC will meet the current and expected needs for communication well into the future.

SFC CLERK RECORDED 07/08/2004

VIII - FIRE OPERATIONS

Goals & Objectives

GOAL



Objectives

- Update fire and rescue Standard Operating Procedures
- Develop comprehensive approach tracking department inventory
- Update Memorandum of Understandings with adjoining agencies
- Implement County-wide Self-Contained Breathing Apparatus (SCBA) fit testing program

- Fleet Management and Maintenance
  - Continue vehicle preventative maintenance program
  - Replace fire vehicles older than 15 years -- this will save on maintenance time and cost as well as provide more reliable equipment for responding to emergencies
  - Replace ambulances older than 5 years and with greater than 112,000 miles (per Ford QVM).
  - Replace fleet vehicles as needed
  - Stagger replacement of all vehicles -- the purpose of this objective is to make sure that large groups of vehicles aren't purchased at one time, and hence, need to be replaced at the same time
  - Improve collection and recording of fleet maintenance data including data entry into Firehouse database to ensure reliability of emergency services fleet
  - Purchase additional fleet maintenance equipment needed to service and repair all fleet vehicles
  - Acquire an equipment trailer for hazmat defensive operations modular response to be located in the southern part of the County
  - Continue to improve training and certification levels of Emergency Vehicle Technicians

- Facilities and Structures
  - Continue repair and upgrade of fire stations and training facilities as needed
  - Work cooperatively with County Project and Facility Management Department to improve fire department facility maintenance
  - Complete Eastern Region training center
  - Complete Northern Region training center
  - Complete Western Region training center
  - Construct Eastern Region Headquarters, Hondo Station 2
  - Construct Lamy (El Dorado) substation
  - Issue A&E and construct Thunder Mountain (Edgewood) substation
  - Issue A&E and construct Rancho Viejo station (La Cienega)
  - Issue A&E and construct public safety building phase II
  - Issue A&E for Glorieta main station. Design Spring 2005. Build Summer/Fall 2005.
  - Feasibility study for multi-jurisdictional stations

SFC CLERK RECORDED 07/08/2004

- Work with Fire Prevention Division to improve district standards (training, records, water storage, and equipment) in Chimayo, Madrid, La Cienega and Stanley in preparation for ISO Improvement evaluation

- Wildland Fire Preparation
  - Additional Wildland cache vehicles
  - Place Compressed Air Foam System (CAFS) vehicle in the Southern region
  - Expand wildland strike team fleet
  - Purchase a Single Engine Air Tanker (SEAT
  - Purchase community fuel mitigation apparatus and equipment
  - Coordinate availability of county fuel truck for long-term deployments
  - Increase wildland equipment cache

- Rescue Preparation
  - Rescue caches for Swiftwater, High Angle, and Heavy Rescue should be located in three locations -- Northern Santa Fe County, Central Santa Fe County, and Southern Santa Fe County
  - Swiftwater, high angle, and confined space training should be conducted through a national certifying organization
  - All districts should, at a minimum, have two members qualified as Swiftwater Technician I.
  - The County should, at a minimum, have 12 rescuers certified in confined space and heavy rescue

- Training
  - Improve consistency; quality and quantity of fire and rescue based training programs provided for fire department personnel
  - Develop and implement qualified instructor cadre for all disciplines
  - Implement training database using Firehouse software to collect and input data.
  - Develop consistent lesson planning and course delivery programs
  - Continue to focus on basic fire fighting and rescue emergency vehicle operation and wild-land fire fighting training programs for our fire department personnel
  - Improve system of record keeping and reporting for number of training programs offered during the year and number of volunteers completing those programs
  - All districts shall use the California State Training Institute Hazmat curriculum.

SFC CLERK RECORDED 07/08/2004

IX. EMERGENCY MEDICAL SERVICES

History

Emergency Medical Services (EMS) comprises approximately 80-85% of the fire department call volume countywide. Regional paramedic ambulances offer 24-hour Advanced Life Support (ALS) coverage throughout the County. The four ALS regional medic units exist to augment and support the services of the volunteer fire districts. The fire districts of Edgewood, Turquoise Trail, El Dorado, Hondo and Pojoaque also offer ambulance transport services. The County has a total of fourteen ambulances, eight of which are equipped at the ALS level.

Our regional teams consist of a Paramedic Firefighter and an EMT-Intermediate Firefighter. Additionally, the department has two Paramedic Firefighter float positions and a comprehensive casual pool (PRN) part-time program, which is designed to allow volunteers in good standing to work for the department. This has become the logical and natural progression to full time employment opportunities within the department.

The department now have a Lieutenant in each Region who is responsible for PRN and full-time staff as well as acting as the liaison to the District Chiefs. This allows for an on-duty Lieutenant to be on shift at all times. Prior to 1997, the department did not have a consistent method of quality assurance. Today, the department enjoys a comprehensive Continuous Quality Improvement (CQI) process that is multi-faceted and includes involvement from both volunteer and career EMS professionals. Medical protocols outlining patient care have been implemented countywide and are reviewed on an annual basis.

The Public Regulatory Commission currently regulates ambulance transport. Authority for transport is authorized under a sole Certificate of Need & Necessity. Ambulance billing is standardized and managed by an EMS Revenue Manager. The Department has been very active with the review and promulgation of regulations impacting ambulance service within the State of New Mexico.

The EMS Medical Director is responsible for all aspects of EMS impacting patient care. Duties include the development of policies, procedures, protocols and guidelines outlining the response, treatment and transport of patients to receiving facilities in Santa Fe, Albuquerque, Espanola and Los Alamos.

SFC CLERK RECORDED 07/08/2004

Goals & Objectives

GOAL



Objectives:

- Further refine the Continuous Quality Improvement (CQI) process
- Develop a method to provide regular training on low occurrence/high criticality skills and procedures for all EMS personnel
- Develop a method for verification of skills and knowledge of EMS providers
- Expand the use of capnography, particularly in the non-intubated patient
- Expand the RSI program to include long-acting paralytic agents
- Investigate, study, plan, and implement latest technology relating to multi-platform cardiac monitoring and defibrillation equipment
- Further promote and solidify interagency relationships with all neighboring EMS services
- Further promote and solidify interagency relationships with St. Vincent Hospital staff including Operating & Emergency Staff
- Further promote and solidify interagency relationships with Santa Fe Indian Hospital
- Continue to provide and enhance in-house medical training. This will save money and provide the opportunity for teaching targeted at CQI key identifiers, equipment, and protocols that impact EMS providers within the County. All training will meet or exceed Injury Prevention & EMS Bureau requirements
- Continue to develop START Triage program and large-scale disaster preparation including seeking out all potential funding avenues at the local, state and federal level
- Continue the professional teaching relationship with Eastern New Mexico and explore future teaching relationships with University of New Mexico EMSA and Santa Fe Community College for all Instructor Coordinators approved to teach for the County.
- Continue to pursue workforce development, recruitment and retention programs with the Santa Fe Community College
- Develop, revise and implement department EMS policies and procedures
- Continue personnel vaccine program
- Develop video teaching and recording program to provide standardized updates and education
- Monitor Paramedic Regionalization Plan to measure success of plan implementation and associated affect on response times, availability of ALS and support of volunteers
- Implement and administer countywide MCI program to include medical treatment and response protocols including countywide and regional drills
- Improve orientation program for volunteers and paid personnel to encourage standardized development
- Continue to 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
- Continue quarterly pharmacy inspections of EMS vehicles
- Continue implementation of RSI program and other special medical skills, monitor effects and establish quality assurance assessments to determine effectiveness of program
- Improve the consistency, quality, quantity and delivery of EMS training programs to our volunteers

SFC CLERK RECORDED 07/08/2004

7/23/2014

- Improve administration of Continuous Quality Improvement program by increasing level of participation of Regional Lieutenant Officers
- Develop training system to address department's inadequate ability to provide training for career staff and volunteers and that adequately considers overtime expense.
- Continue to improve PRN volunteer program to integrate volunteers in regional staff development pool and reduce overtime expenses for department
- Assist Fire Operations Division with implementation of fire based continuing education and certification programs for current field staff including the implementation of an on-duty training program when applicable
- 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
- Continue to improve and maintain effective relationships with St. Vincent's Hospital and other area hospitals and emergency departments
- Establish a basic WMD response capability

Documentation of Medical Records

- Seek out methods to further standardize and automate the patient billing program to reflect maximum collection rates, while allowing for a realistic method of quick data collection by the field personnel
- Pre-hospital Data Management of our patient care record must take into account a method for automated pre-population data field capturing of Dispatch CAD information as well as a link to our current billing software program.
- Implement HIPPA guidelines.
- Participate in the Injury Prevention & EMS Bureau minimum data set download requirements.

EMS Training

The department will continue to strive to further develop in-house course offerings at the initial and refresher levels. Specifically, this shall include, as a minimum:

Initial Offerings:

- Pre-Hospital Trauma Life Support (PHTLS 16 hours)
  This course shall be offered at least once in each region, annually
- EMS First Responder (50-60 hours)
  Annually, this course shall be offered at least twice
- EMT-Basic (150-175 hours)
  Annually, this course shall be offered at least twice
- EMT-Intermediate (110-120 hours)
  This course should be considered biannually
- EMT-Paramedic (1200-1500 hours)
  The challenge is to secure retention after this advanced education is received. The department should consider developing a Paramedic training program in the Santa Fe area, affiliated with both Eastern New Mexico University and the Santa Fe Community College Program.
- Difficult Airway & RSI Management

SFC CLERK RECORDED 07/08/2004

Refresher Offerings:

- 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
- Advanced Cardiac Life Support. Offered three times, annually
- Pediatric Advanced Life Support. Offered three times, annually
- Difficult Airway & RSI Management. Offered three times, annually

Continuing Education:

The Division will continue to obtain countywide standing approval for CE programs

- Emphasis is placed on empowering the volunteer EMS officers to develop district training programs and assist them with the necessary audio-visual resources Regional staff will continue to assist, as available, with CE's as well
- EMS Medical Director shall offer at least two CE's per year, in each Region

SFC CLERK RECORDED 07/08/2004

X. FIRE PREVENTION

History

The past five years have been very productive and successful for the Fire Prevention Division, despite their growing responsibilities and understaffing. In that time the department has witnessed a major shift in customer and quality service, resulting in the professionalism and effectiveness of the prevention staff, specifically in the areas of plan and development review, review and approval of fire protection systems, management and administration of the county fire hydrant testing & maintenance program, inspections and permitting programs, fee for service program and rural fire protection systems program. Additionally, the development and implementation of the first Wildland-Urban Interface Code in New Mexico, also the only participative code in the southwestern United States, has made the County Fire Department a model for numerous other agencies across the country. Also one of only six areas in North America chosen as a beta test site for the now very successful Firewise Communities USA program, the County received a national award for its efforts. Through this program, the Prevention Division developed a wildland-urban interface hazard assessment model that has also garnered national recognition for its effectiveness and innovation. The creation of the Santa Fe Wildfire Cooperators also improved interagency and community relations regarding wildfire issues.

Other programs developed and implemented and/or piloted were the water harvesting/recapture program, saving tens of thousands of gallons of water for drought-stricken Santa Fe County, the low hazard commercial self-inspection program, the county citation and enforcement program, hazardous materials readiness and training program, and numerous public outreach and information programs throughout the county.

The Prevention Divisions proactive, participative model has proven to be an effective and legitimate modality that enjoys success, credibility and wide support from its constituents.

Goals & Objectives

GOAL



Objectives

- Continue to develop, revise and implement fire prevention policies and procedures for Santa Fe County
- Concentrate efforts to 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, and hazardous materials.
- Continue to monitor and administer the development and permit fee program in order to generate revenues to support additional staff positions
- Monitor effectiveness of citation and enforcement policies
- Continue to improve fire prevention program and life safety code enforcement through aggressive and innovative programs in the areas of code enforcement, plan & development

SFC CLERK RECORDED 07/08/2004

7/23/2014

review, public education, inspections, wildland and Firewise community projects, hazardous materials response & training, liaison & communications with Land Use and other county departments, implementation of residential sprinkler and other prevention means

- Continue to update and revise county fire ordinances to reflect national standards in uniform fire codes
- Assist fire districts with fire prevention projects associated with ISO inspections and ratings improvement.
- Monitor and enforce new Urban-Wildland Interface Code in Santa Fe County.
- Develop and administer water harvesting/recapture program.
- Continue to support and expand Firewise and similar wildfire risk mitigation programs in Santa Fe County including procurement of apparatus, equipment and staff to assist in community partnerships (education, information, mitigation) and the removal and proper reduction of biomass.
- Continue to seek revenues through grant applications and interagency cooperative agreements to support additional staff positions in wildland prevention/education and fuels management programs.
- Continue to 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.
- Coordinate countywide Hazardous Materials, and WIPP programs. Increase level of training and capabilities of county response personnel through participation in national, state and local programs, CSTI nationally certified curricula and participation in interagency trainings and exercises.
- Continue to streamline fire department plan development review program and processes to ensure adequate administering of fire & life safety codes.
- Enhance effectiveness of records management systems through implementation of database hardware and software applications.
- Continue to administer and further automate the countywide hydrant testing & marking program.
- 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.
- Continue to expand public education/information/outreach program through utilization of regional staff and volunteers.
- Redefine and activate fire cause investigation program through further formalization of the Santa Fe Arson Task Force and volunteer preliminary fire cause investigators.
- Train regional personnel in appropriate areas of fire prevention, hydrant testing, fire pre-planning, building safety inspections and preliminary fire cause investigation.
- Formalize and legitimize the District Fire Prevention Officer program.
- Implement the "Community Firewise Advisor" program.
- 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.
- Perpetuate the Community Fire Protection System development assistance programs.

SFC CLERK RECORDED 07/08/2004

Planning & Development Review

The last five years have seen "monumental" impacts on the planning and development review process. The adoption of SFC 1998-11, 1998-10, 2001-11, EZA 2001-04 and numerous other resolutions have changed the mission as well as the workload and demand in this area.

The adoption and enforcement of the above regulations have resulted in a geometric increase in the planning and development review workload and responsibilities. Currently staff receives approximately fifteen to twenty-five new submittals for review weekly. These applications range from small home businesses to urban/wildland interface projects to large commercial projects to large-scale residential subdivisions. These reviews require between one and twenty hours of staff review and research hours for each submittal. The new Land Use Code and structure further underscore the need for additional staffing. The addition of a Fire Protection Engineer, as well as at least two to Plan Review/Code specialists (Fire Protection Specialist II positions) would be minimal in terms of workload and liability issues.

Inspections

The adoption and enforcement of numerous new regulations as well as new State regulatory requirements resulted in a significant increase to staff workload and responsibilities. Inspection responsibilities include approximately 2,500 businesses, final inspections of plan and development reviews as described above, Knox security system inspections, fire protection and alarm system inspections, hydrant and water supply system inspections, complaint field inspections, code enforcement inspections, and hazardous, suspicious, explosives materials inspections. Additional staff are already a critical need in order to meet current demands. Two additional field inspectors would be minimal in terms of staff needs.

Hydrants/Water Systems

Continue to expand and increase the effectiveness and efficiency of the countywide hydrant testing/marking/recording program. Develop increased efficiencies through automation, training, mapping and quality assurance programs. Additional district prevention officer assistance and equipment are critical for this program.

Code Enforcement

Due to the increases in the inspections and development/plan review, as described above, code enforcement responsibilities have also expanded significantly. Currently all four prevention staff positions are sworn County Deputy Sheriff's officers as well as certified Code Enforcement officers. Enforcement of ordinances and regulations as described previously, as well as additional and State regulations and emergency ordinances have substantially increased the span of responsibility in this area. Additional staff training in law enforcement as well as one or two shared positions with the Sheriff's Office are recommended.

Fire Cause

Due to the workload increases for the Prevention Division, as well as the elimination of overtime for staff positions, fire cause investigations were temporarily suspended in October of 2002 for both fire prevention and the Sheriff's Office investigation units. A significant overtime budget is needed in order to resurrect this program.

Policy Development

SFC CLERK RECORDED 07/08/2004

As the code enforcement and regulatory division of the department, The Prevention Division will continue to play a lead role in the development, implementation and updating of department policies. This will include the planned adoption over this next five years of the new International Fire Codes, a possible update of the current Wildland-Urban Interface Code, as well as other codes, Resolutions, County and Department policies and procedures as needed.

Public Education & Information

The Prevention Division shall continue to play a primary role in public education and information. Programs such as Fire Prevention Week, Wildland Fire Prevention Week, Firewise Communities USA programs, and other community and public safety programs will remain a priority with this Division. Staffing shortfalls will continue to impact the effectiveness of these highly important and visible programs, however, it is hoped that additional staffing may become a reality in order to support these programs as well as a proposed "Volunteer Coordinator Corps" program. Additional contact and training with the District Fire Prevention Officers will also continue to be an important aspect of the entire Education and Information Program.

Special Operations

Wildland Fire Prevention

The success and importance of community partnering programs such as Firewise Communities cannot be understated. The interest and momentum created has begun to make visible reductions in fire risk in a number of areas. Community efforts have also expanded to call trees, evacuation planning and other positive actions. The momentum and productiveness of these communities have already exceeded the fire departments ability to keep our commitment in terms of fuel reduction and removal and inspections/consultations. Apparatus and equipment, as well as staff to operate the equipment are needed. Revenue in terms of surcharges are being investigated that could offset a good portion of these costs. The establishment of a wildfire coordinator position in this area is also an important consideration.

Hazardous Materials

Continued training and education in this area should be supported. Additional in-house instructional staff should be the pursued with the proposed goal being at least two CSTI certified instructors per region available to train our personnel. This program should also dovetail with the WMD program response and training needs as well.

Water Recapture/Harvesting

Maintenance and operational costs to support this program in terms of fleet and equipment is critical. The reserve tanker fleet may need to be expanded and the upkeep and operating costs must be budgeted. The possibility of some revenue from utility companies may offset these costs; the public/political gains for this program might prove to be invaluable.

SFC CLERK RECORDED 07/08/2004

XI. FIRE PROTECTION RATING SYSTEM (ISO)

History

The last five years witnessed great strides in water system development and improvement. A number of fire districts improved ISO ratings resulting in significant savings in insurance to their constituents. A countywide hydrant testing, marking and locating program was implemented and has been most successful, to date. Several rural communities were assisted in terms of improving and developing new fire protection systems. Many cooperative agreements between users, utility companies and the fire department were established expanding fire protection systems and protection capabilities throughout the county. A county resolution was established and legitimized by the Board of County Commissioners regarding hydrant and water system testing and marking. Vegetation management programs and education efforts resulted in thinning of overly dense forested areas as well as elimination of non-native invasive species particularly in riparian environments, which resulted in the improved health of ecosystems and noticeable rises in water tables and area springs. Partnerships were established with NASA in LIDAR and other technologies as well as with UNM and LANL in the development of software to assist in location, mapping and recording for these programs.

Goals & Objectives

GOAL



Fire Protection Rating (ISO)

Water Storage & Systems

Continue to refine and improve our hydrant and water systems development, locating and testing programs. Complete location, marking and globally positioning all systems and components. Apply data base management and mapping management via laptop/PDA technologies to further increase the efficiency and accuracy of these programs.

Continue to 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

Continue to develop an effective and efficient automated approach in terms of records management, field location, testing and verification and fire district prevention officer development.

Continue to 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.

SFC CLERK RECORDED 07/08/2004

7/23/2014

Research, field-test and implement hardware and software applications for these programs.

Staffing
Continue to investigate alternative revenue sources and staffing expansions to support these programs. Grants, university and other academic and research organization cooperative partnerships shall also continue to be developed and expanded.

Water Availability
Implement a department water harvesting and recycling program through use of surplus tanker-tender apparatus that can be utilized to recapture water flowed from hydrants.

Continue to further our community outreach 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 that stress forest ecologies.

Continue to involve communities as well as insurance carriers in water conservation and multi-use water system development. Participate and partner the Land Use departments' water harvesting program.

Establish additional agreements with organizations and individuals regarding the installation of hydrant in private water sources throughout the county.

Record keeping
Establish effective field and office computer technologies for logging, locating, recording and measuring water systems countywide. Further develop web-based sites and information, maps and forms for public access.

Training/Education
Use the above programs and data as a tool to educate volunteers and elected officials to further garner support and assistance in these programs.

SFC CLERK RECORDED 07/08/2004

XII. EMERGENCY MANAGEMENT

History

The Santa Fe Office of Emergency Management (OEM) was established in 1994 under a joint resolution between the City and County of Santa Fe. This office originally resided at the City of Santa Fe Fire Department with responsibility to the Fire Chiefs of the City and County. On July 1, 2002, this Position was moved to the new Santa Fe County Public Safety Building under the direction of County Fire Chief Stan Holden. James Leach held the position of Emergency Management Coordinator for the past six years. In June 2004, Martin Vigil was hired as the Director of Emergency Management, and James Leach continues as the Emergency Management Coordinator.

Goals & Objectives

GOAL



Objectives

- Ensure operational readiness of first responders
- Include hospitals/clinics/volunteer healthcare providers in planning process
- Provide emergency responder emergency preparedness training
- Ensure emergency operations center is functional
- Implement a mobile command post
- Address community warning needs
- Ensure special population needs are addressed in planning
- Establish emergency management mutual aid agreements
- Plan for the preservation of government and culture
- Develop Homeland Security and weapons of mass destruction plans and strategies
- Implement community emergency preparedness training
- Establish CERT program
- Include Native American communities in planning
- Maintain New Mexico Emergency Management Association membership
- Develop or update emergency plans annually
- Continue grant management activities
- Facilitate cooperative research in emergency management
- Acquire administrative support
- Provide training activities in emergency management
- Promote staff development in emergency management

SFC CLERK RECORDED 07/08/2004

Disaster Continuum

Pre-event, event, and post event is the natural life cycle of disasters. The actions or lack of actions during these phases will largely dictate the severity of outcome as it relates to injury, illness or death and property losses. In the Emergency Management community five phases of this continuum are identified; Mitigation, Preparedness, Response, Recovery and Evaluation.

Mitigation are steps taken to limit the effects of a disaster on human health, community function and economic stability. Prevention activities such as clearing defensible space around structures in the wildland urban interface or not building in flood plains can minimize effects of foreseeable events. Today mitigation requires the ability to think outside the box because a worst-case scenario no longer has well-defined political boundaries. Vision, planning, and implementation are all required to mitigate the effect of present threats.

Preparedness includes pro-active activities that will ensure a community's ability to alert, coordinate, and provide adequate services during a large-scale emergency. Examples like, maintaining community warning sirens, or establishing an Emergency Operations Center. Training and equipping first responders for new threats are no longer optional. Recent litigation and the publics informed expectation placed on our political leaders mandate effective emergency preparedness. During the recent 911 hearings, leaders were asked very difficult questions as to their knowledge of threats and what actions were taken to prepare for these threats. Today the public has become knowledgeable about the Incident Command System (ICS), Weapons of Mass Destruction (WMD), Intra-operability of communications systems and bioterrorism. The public and media know all the buzzwords. The question is how well will our local public leaders and officials fair under a similar public investigation.

Response will most likely include a multi-agency, multi-jurisdictional, and multi-geographical wave of resources. Our First Responders, such as law enforcement, fire service and emergency medical service personnel, will experience the most challenging and hazardous activities. However, depending on the event - such as a clandestine bioterrorism agent, for example - the First Responder might be a Critical Care Nurse in the ICU, or a rural Physician in a clinic. It could also be an Information Management Specialist in front of a computer screen who is the first to experience a cyberterrorism event. The response phase will require a large number of non-traditional First Responders such as school bus drivers, public works employees, private utility employees, and animal control officers. Hospitals, clinics, and evacuation shelters will serve as critical components of the response phase.

Recovery activities will include accountability of all citizens and personnel, the stabilization of structures and removal of debris, the return of power and water, and the inspection of occupied buildings. The re-location of populations and the implementation of crisis intervention and mental health services occur in this phase. The re-building of infrastructure, homes, schools and offices and the initiation of insurance claims are all recovery activities.

Evaluation is a new phase, which has been added to assess a communities or agencies response to an incident. The review of disaster plans and there effectiveness during an actual event is critical. This evaluation phase should complete the cycle and lead into future mitigation and preparedness phases.

SFC CLERK RECORDED 07/08/2004

Operational Readiness of First Responders
The Emergency Management Division will make a priority of ensuring that first-line personnel receive appropriate training. This training will usually be divided into Awareness, Operations, Technician, Specialist and Command levels of instruction in all-hazard topics. A continuous training program will be required to address the constant turnover of both volunteer and career staff. Appropriate equipment will be required in the form of personal protective equipment, respiratory protection, antidotes, decontamination capabilities, hazardous environments monitoring and inter-operability communications. A goal of First Responders being self reliant for a minimum of 72 hours will be consistent with what we are asking our citizens to achieve. As operational readiness is achieved, we must prepare to handle simultaneous events with more complex problems. Non-traditional First Responders must now be included in this initiative.

Hospitals/Clinics/Volunteer Healthcare Providers
The Emergency Management Division and local healthcare facilities must be included in each other's emergency planning. Although hospitals and healthcare workers are identified in most disaster plans, few resources have been available to address the need to prepare hospitals to handle Weapons of Mass Destruction casualties. An already-taxed healthcare system would be significantly challenged to handle a surge of serious patients. The added complexity of chemical or biological agent exposure will demand an unprecedented level of care, including decontamination, isolation, special medication, and additional ventilators. There is a lack of clinical research to support the expectation that critical care can be provided by staff in enhanced personal protective equipment with respirators.

Emergency Responder Emergency Preparedness
All First Responders, City and County essential employees, and all healthcare workers, who will be expected to participate in a disaster response role, should be provided with an awareness level of emergency preparedness and the incident command system. Family disaster plans and preparation to be self-reliant for 72 hours should be encouraged. The responders who know their families are safe during a large-scale event will be more likely to focus, than those who will be distracted by not being prepared.

Emergency Operations Center
The Emergency Management Division will ensure the City/County EOC is operational with back up communications capabilities, and stocked with appropriate ICS forms, maps, and status boards. Phone lines for all essential City/County Dept. will be included. All personnel who have a responsibility to respond to the EOC should have training in ICS and EOC operations. The Emergency Management Division will assist City and County departments in obtaining this training. Other goals of the EOC will include a source for real-time media coverage monitoring, food, water, and sleeping arrangements for EOC occupants, if circumstances warrant this level of self-reliance. The ability to shelter in place will also be needed. Future funding sources will be researched to establish a dedicated sheltered-EOC for the City and County of Santa Fe. The Emergency Management Division will be responsible for keeping administrative leaders informed as to the need to activate the EOC.

Mobile Command Post
A priority task will involve the completion of the Santa Fe County Fire Dept. Communications Bus. Additional communications equipment and physical organizing is required. The Emergency Management Division will work with multiple agencies to ensure the new Farber Mobile Command Vehicle becomes operational and meets the needs of the end user. Qualifications for drivers and a

SFC CLERK RECORDED 07/08/2004

training program for the operational use of this vehicle need to be developed. Nuclear, chemical, and biological protection should be addressed for the vehicle as well as SOP for the security of this vehicle and its occupants during deployments.

Community Warning
The Emergency Management Division will pursue upgrading the Dialogic phone system to ensure it is fully functional. All community education programs will include a description of this system, as well as information on the NOAA and EAS programs. The Santa Fe County Fire Department is developing use of an airborne platform for a public address system for use during Urban/Wildland Interface fires. If this technology is successful deployed, it has the potential to be used in additional applications. The initial study of a vehicle-mounted community warning siren will be started. A historical review and new discussions should occur concerning re-establishment of community warning sirens. With today's lifestyles, no one system should be relied upon exclusively.

Special Populations
All future emergency operations planning, exercises and public education programs must include special needs of children, with emphasis on mental health issues. Studies have shown an increase in stress in children as it relates to their safety and security after viewing media coverage of recent terrorism events. Elders who live at home alone or in long-term care facilities also have their own special needs. Livestock and pets became significant problems in past disasters. There may be unknown populations within our communities who will affect our planning and resources. We need to answer a host of specific questions regarding special populations, such as:

- What is the health status of this population?
- What is the health risk of introducing an untreated active contagious person into a confined sheltered population?
- Where do the mentally challenged go during an evacuation?
- What resources will be required to secure the safety of this population?

We must be pro-active in order to ensure all populations are safe and their special needs are addressed.

Mutual Aid Agreements
In the event of a large-scale emergency or multiple small-scale events, the City and County of Santa Fe will require assistance from neighboring counties. In these times of constant litigation and financial accountability, written agreements between entities are needed. Proposed agreements by the State of New Mexico Office of Emergency Services and Security will be reviewed as to the applicability to meet City and County needs. Any duplication of activity should be avoided at the local level.

Preservation of Government and Culture
The City and County governments of Santa Fe should adopt resolutions providing three deep replacement authorities for key positions of government. All departments maintaining vital information, and cultural and historical artifacts should develop action plans and mechanisms to secure, transport or duplicate the information and artifacts.

Develop Homeland Security and Weapons of Mass Destruction Plans and Strategies
Anyone who watches C-SPAN can attest our Federal Government is very concerned about the next attack. It will most likely dwarf the attacks that occurred on September 11th, 2001. In order to meet

SFC CLERK RECORDED 07/08/2004

7/23/2014

the goals cited in First Responder Operational Readiness section of this plan, the staff of the Emergency Management Division will need to be actively involved in training, planning, and exercises conducted by State and Federal agencies involved in Homeland Security and Weapons of Mass Destruction. We must be aggressive in pursuing funding for the City and County of Santa Fe. All of our operational procedures should be consistent with the Homeland Security Regional Response Plan.

Community Emergency Preparedness
The Emergency Management Division will obtain, design and tailor an all-hazard emergency preparedness education program for the citizens of the City and County of Santa Fe. This program should reflect the geographical and cultural needs of the area. This material will be disseminated by formal classes, outreach at malls, and local events. The use of multiple agencies to provide this information will enhance the dispersal of information.

CERT Development
The Federally-designed Community Emergency Response Team Program is currently being piloted in Santa Fe County. The concept of this program is to make communities self reliant in the first hours of a major disaster. It provides training in basic rescue and emergency procedures, which will blend with organized response activities. Our goal is to expand this program by one industry, one organization, and two communities per year.

Native American Communities
Since disasters have no political boundaries, it is imperative that Tribal governments be included in Emergency Operations Planning. The effects of mass evacuations through Reservations could be disastrous to Native American culture. Some Pueblos have considerable resources to assist in the response phase, such as Pojoaque did during the Cerro Grande Fire, for example. Tribal governments should be encouraged to establish procedures to protect vital documents and cultural or historical artifacts.

New Mexico Emergency Management Association Membership
The networking and sharing between members of the New Mexico Emergency Management Association has proven to be extremely beneficial to the Santa Fe Office of Emergency Management. Many opportunities to share training and exercise information has come from the members of the association, which has enabled this office to better present plans, exercises, and other Emergency Management procedures.

Develop or Update Emergency Plans Annually
Annual emergency plan updates will be accomplished by using the Local Emergency Planning Committee (LEPC) and other Emergency Management groups to analyze, exercise, and update plans. These updated plans will be presented to the City and County governments for approval. The Local Emergency Planning Committee consists of representatives from Local Government and private sector industries. The Santa Fe LEPC has expanded upon its initial role of identifying chemical hazards within specific communities, to include all-hazards.

Grants Management
One of the primary tasks of the Office of Emergency Management is to identify, secure, and manage grants to support City and County emergency preparedness. Initially, this activity will occur with existing staff. However, as the number of grants increase, so will the reporting requirements.

SFC CLERK RECORDED 07/08/2004

Research
A considerable amount of research and technology development in the area of homeland security is being done at our national labs. The close proximity of Sandia and Los Alamos National Laboratories afford a unique opportunity to participate in or provide research for Weapons of Mass Destruction and Homeland Security efforts. The Emergency Management Office will extend an invitation to facilitate this endeavor.

Administrative Support
The amount of activity involved with Emergency Management suggests that a full-time Administrative Assistant is needed to accomplish all of the tasks required of the office. An in-house capability for audio-video production will greatly enhance the education and training activities cited elsewhere in this document.

Training Activities
The Emergency Management Office will facilitate, coordinate or provide direct education programs as identified. All aspects of Emergency Management and Emergency Preparedness are dependent on effective training programs. The current staff will initiate and coordinate these activities. Future years will require a full-time instructor to meet the needs of providing initial, refresher, and repeat training required by constant shifts of our human resources.

Staff Development
The Director and Coordinator of Emergency Management will be required to maintain a significant knowledge base in all areas of Emergency Management. This will occur by completing training programs offered by the State of New Mexico Office of Emergency Management, the Federal Emergency Management Agency, and the Department of Homeland Security. Instructor credentials will be required for a number of programs to be offered. Both the Director and Coordinator will achieve completion of the Professional Development Series ascribed by FEMA and will be required to obtain New Mexico Certified Emergency Manager status. Enrollment in a Bachelors or Masters Degree Program in Emergency Management will be highly supported and encouraged. The Profession of Emergency Management, with its inherited Homeland Security and Weapons of Mass Destruction Component, has evolved into a highly technical specialty. We must be willing to meet this challenge with education and passion to make a difference.

SFC CLERK RECORDED 07/08/2004

7/23/2014

XIII. COMMUNICATIONS

History

Communications are vital to effective and efficient fire and emergency medical response. A communications system encompasses both the way in which the public communicates emergencies to the Santa Fe County Fire Department and the communications among the firefighters/EMTs responding to those emergencies.

The communications system for the first Santa Fe County fire districts consisted of a central phone number that was often a firefighter's home or business. The person answering the call would record the emergency and in turn call the individual members of the fire department. This was called the ring-down system. Although this type of self-dispatch had the benefit of having dispatchers who are familiar with the local area, it was difficult to communicate effectively with neighboring districts. Alternatively, some communities had a central siren to alert members.

Dispatch has improved considerably since that time. In 1982, most of the greater Santa Fe area was covered by the 911 system. At that time, the City of Santa Fe began dispatching for Santa Fe County and has done so ever since. Today the Santa Fe Regional Emergency Communications Center (RECC) dispatches emergency services for the entire county. The RECC links the Santa Fe County Fire Department with the Office of the Sheriff, and the City of Santa Fe Fire and Police Departments, enabling interoperability between the cooperating public safety agencies.

Early radio communication among firefighters was conducted on Citizen Band radios. Slowly, the departments bought VHF radio equipment and communicated on State Fire Frequency. In 1988, the countywide radio repeater system was begun. Previously, radios could only transmit or receive over short distances. With the advent of the repeater, cross-county radio transmission was possible. Today the Fire Department has one dispatching repeater frequency, two tactical repeater frequencies, and six simplex tactical frequencies all in the VHF band.

Goals & Objectives

GOAL



Objectives

- Develop reliable, professional, and standardized regional communications by:
  - Development and implementation of a countywide microwave Wide Area Network (WAN) for public safety agencies and other county departments to include:
    - Automatic vehicle location (AVL) mobile data for public safety
    - Investigate, study, plan and implement system for e-mail (electronic) communications with all volunteer staff.
    - Investigate, study, plan and implement improvements to countywide emergency radio communications network.
    - Additional back-up emergency repeaters

SFC CLERK RECORDED 07/08/2004

    - Development and implementation of a countywide VHF trunking system to include all county departments
- Continue existing training of department personnel encouraging professional utilization of communication devices
- Implement the Fire Dispatch System for County Fire Department
- Enhance existing and implement additional networking to improve regional communication interoperability with all public safety cooperators
- Investigate, study, plan and implement computerized EMS charting to include CAD interface and current billing software interface for both departmental use and required Department of Health data reporting
- Investigate, study, plan and implement NASA LiDAR Wildland survey mapping
- Investigate, study, plan and implement interactive video conferencing capability with internal and external customers
- Automated customer-interactive web site
- Implement EMSystems internet-based reporting system
- Provide recommendations to RECC
    - Adopt the National Fire Academy's Emergency Fire Dispatch Protocol
    - National Academy of Emergency Medical Dispatch accreditation
    - Purchase additional AQUA license (3X)
    - Purchase six additional PRO-QA licenses
    - Implement KNOX security system controlled and monitored by dispatch

SFC CLERK RECORDED 07/08/2004

XIV. PERSONNEL TRAINING

History

The Santa Fe County Fire Department employs one training officer, a Fire Captain, who is responsible for providing firefighter training for all new employees and new volunteers within the county. The Fire Captain also coordinates the wildland firefighter and rescue training for the department's special operations teams. In addition, each fire district has a volunteer training officer who is responsible for providing monthly fire, EMS and rescue training for their respective district membership. Because of staffing shortage in the department the Fire Captain has also been assigned supervisory responsibility for the Fleet Maintenance Division.

Goals & Objectives



Training is the most important component of preparation for the department's response to emergencies. Providing emergency response to well over 8,000 requests for service annually with a team consisting of over 300 volunteers and 30 career staff is demanding at best. No other county department is given the arduous task of preparing for and responding to emergencies with a force made up primarily of volunteers (approximately 90% volunteers). The training requirements for a volunteer EMT or firefighter are no different than those required for a career member of the department. It is the county's responsibility to ensure our staff, volunteer and career, are trained at least to the state's minimum requirements. In order to accomplish this extremely important goal the department needs to increase its capacity to provide this necessary training. The responsibilities of providing training for the department's staff is significantly larger than what can be accomplished with one training officer. While hiring 2 or 3 additional trainers would accomplish this goal and improve the training of those responding it would not be, in and of itself, enough to ensure the department's overall readiness capability. Instead, the department would seek to hire two additional Captains combine these new positions with the existing Captain and assign each to a specific shift (A, B, C) to cover the entire year, twenty-four hours a day, seven days a week and 365 days per year, to improve both our training and response capabilities.

The training requirements for a volunteer EMT or firefighter are no different than those required for a career member of the department.

Countywide Fire and Rescue Operations Training							
	1997	1998	1999	2000	2001	2002	2003
Structural Fire Training (new members)	17	55	25	41	48	49	68
Rescue Training including: ▪ Swiftwater ▪ Confined Space Trench Collapse ▪ Low to High Angle ▪ Hazardous Materials	21	32	45	21	0	0	35

Table 3 -- Countywide fire and rescue training from 1997 to 2003

SFC CLERK RECORDED 07/08/2004

7/23/2014

Within five years SFC has increased substantially the number of training opportunities through paid instructor staff, however Table 4 reflects a poor increase in overall response personnel numbers. A continuous turnover in a two to three year cycle has become the norm in volunteer fire agencies. The retention of these personnel in light of increasing call volume and expectations shows graphically the results of how difficult it is to maintain EMS service delivery by volunteer personnel. It should be noted however that it appears a small core group of individual leaders within each fire district continue to provide services outside this statistical grouping.

MEDICALLY-TRAINED PERSONNEL BY DISTRICT								
Fire District	'97 First Responder	'04 First Responder	'97 EMT-B	'04 EMT-B	'97 EMT-I	'04 EMT-I	'97 EMT-P	'04 EMT-P
Agua Fria	3	0	12	7	2	0	0	1
Chimayo	2	0	0	2	0	0	0	0
Edgewood	4	4	15	11	8	11	3	0
Eldorado	4	1	13	12	2	2	0	1
Galisteo	6	1	2	6	0	0	0	0
Glorieta	0	1	0	2	3	1	0	0
Hondo	0	3	11	9	7	6	1	4
La Cienga	0	0	4	7	2	1	0	0
La Puebla	2	0	1	4	0	2	0	0
Madrid	2	0	3	3	0	0	0	0
Pojoaque	0	1	7	11	2	1	0	0
Stanley	4	0	1	5	0	0	0	0
Tesuque	0	0	3	2	3	6	1	0
Turquoise Trail	0	0	7	8	3	4	0	0
TOTAL	**27**	**11**	**79**	**89**	**32**	**34**	**5**	**6**

Table 4 -- Santa Fe County Fire Department medically-trained personnel by district.

Training Facilities

The Santa Fe County Fire Department has identified the need for a regional public safety training complex to provide a safe, technologically advanced environment for training and educating public safety officials (Fire/EMS/Rescue/Law Enforcement/Emergency Management) in a state-of-the-art, purpose-built training facility. The proposed regional facility will be located in North Central New Mexico to be able to serve the largest number of agencies and personnel. The complex will include spaces for administrative, instructional, and support functions, as well as sites and physical structures.

Fire/EMS/Rescue

The lack of efficient, effective, and readily available training venues for emergency services personnel has been, and continues to be, problematic for our volunteer and paid firefighters. Concerning the volunteer firefighter, it becomes almost impossible for these local community providers to leave their primary income-producing jobs for several days to attend training venues out-of-state or even out-of-town. Leaving the community for several days at a time is simply not feasible from a community protection standpoint. The financial burden of sending career (paid) personnel to off-site facilities, including the cost of per-diem and replacement personnel,

SFC CLERK RECORDED 07/08/2004

7/23/2014

contributes significantly to this problem. Therefore, we envision a training facility centrally located in Northern New Mexico that allows for on-site firefighter accommodation at the training facility in a fire station designed for this specific purpose. Fire/EMS/Rescue training will then be provided via an immersion in hands-on training utilizing classroom and practical, in-the-field scenarios and evolutions designed to capture and stimulate the "cadets" attention through simulated real-world, task-oriented, training designed for the adult learner.

Public Safety Training Complex - Fire/EMS/Rescue Division

- Fire/EMS/Rescue-targeted for local volunteer firefighters and career firefighters who live in the North Central NM area
- Intensive training over a two or three day format, typically including the weekend, that allows volunteers to "reside", on-site, at the "fire station" during their training visit while keeping them in close proximity to their home communities
- Immersion training allows "cadets" to live and breath the training experience the entire time they are on-site
- Training to be conducted on-site by approved/certified "top-rank" instructors. Instructors may be either local or visiting instructors hired to provide state-of-the-art training in specific areas
- Training Instructors to be paid by the visiting user agency. Grants and/or other funding sources may be available from state and federal sources
- Training should include Homeland Security & Emergency Management based curricula specific for volunteer, combination, & paid fire personnel
- Training should encompass all basic and intermediate training needs for Fire, Rescue and EMS response that a volunteer firefighter or EMT would be expected to encounter 90% of the time
- Training should provide a general curriculum for Fire, EMS and Rescue-based operations that allow for multiple evolutions and venues (training props) per visit

Training Venues for Fire/Rescue/EMS

- Simulated Training Site (STS): Tower (4-5 stories, burn building, LPG props, confined space, hazardous materials, collapse rescue, high-angle, low-angle rescue, aircraft rescue
- Classrooms, Auditorium, Administrative Offices including Urban Search and Rescue (USAR) Housing
- USAR venues consistent with federally-required curricula such as building collapse screening, search, rescue techniques, confined space rescue, breeching and shoring
- Technical rescue training to compliment high angle, swift water, trench and other related areas
- Hazardous materials and WMD scenarios and simulations to provide practical, accurate scenario-based training
- Incident Management venues to dovetail with the above training to further improve on-scene command and control, inter-agency & Unified Command capabilities and further refine/develop the role of emergency operations center involvement and command for large scale events

SFC CLERK RECORDED 07/08/2004

5-YEAR TRAINING GOAL AND OBJECTIVES

Goals & Objectives

GOAL



Objectives:

Within the five-year planning period the Santa Fe County Fire Department will:

- Standardize training to ensure consistency between instructors and curricula
- Provide training to 100 new volunteer firefighters at FF-I level
- Provide training to 50 existing volunteer firefighters at FF-II level
- Provide fire officer training to 30 existing fire officers
- Provide training to 75 new volunteer EMT-Basics or First Responders
- Provide refresher training to 300 existing firefighters and EMTs
- Provide special operations (rescue) training to 50 new team members
- Provide training to 100 volunteer wildland firefighters
- Provide advanced wildland fire training to all 130 Wildland Strike Team members
- Secure 99 year lease of old State Penitentiary for Public Safety Training Facility
- Complete Master Plan of Public Safety Training Facility
- Secure Funding for Phase I of Public Safety Training Facility

In comparison without the additional funding and support described early in this document the department will struggle to maintain existing levels of volunteer personnel through this five-year planning period.

- Continue International Association of Fire Chiefs (IAFC) participation for chief officer levels-- This Association provides information on training programs specific to management and administration of fire personnel
- Conduct Consistent Wildland and Wildland-Urban Interface training (for fighting wild fires) -- Wildland training, an essential skill, has been conducted by the Santa Fe County fire districts. Most of the training is done on an individual fire district basis. It is important to standardize the wildland training techniques used by the districts
- Strive to receive State certification when appropriate for county based curriculum-- In lieu of this, set County standard for firefighter training so that it meets or exceeds State and Federal (NFPA, NWCG, CFR) requirements by continuing use of IFSTA's "Essentials to Firefighting." In an effort to alleviate the difficulty in getting State certification, the county should work cooperatively with other public safety agencies and educational institutions of higher learning to offer public safety specific curriculum including the development of Firefighter I and II course to be offered in the Fall of 1997. The City has extended an invitation to the ESD districts to participate. All who complete the course will be State certified.
- Ensure that all districts are using the same training curricula -- Since each department holds many of its own trainings, it is important to make sure that training objectives and methods are consistent.

SFC CLERK RECORDED 07/08/2004

7/23/2014

- Eliminate or lessen travel time for training by creating in-house training programs where appropriate
- Create a nationally recognized rescue program -- Strive to receive appropriate training and experience to create a state-of-the-art in-house rescue program.
- Improve the four existing training sites in Santa Fe County -- Each facility needs to be completed by adding pump training capabilities
- Work with the City to create a joint professional training site -- This site would employ the latest technology and building design to create a facility capable of training firefighters for various emergencies. A training facility of this sort would improve incident abatement and enhance firefighter and citizen safety. This training facility might be located at the proposed Emergency Services Building
- Utilize National Fire Academy training resources -- Whenever possible, the districts will strive to utilize existing resources in designing and conducting trainings
- Meet or exceed State requirements for medical training -- This can be accomplished by continued and expanded in-house medical courses
- Ensure that responders to Hazmat situations are trained to the Awareness Level (8 hour course) Officers and paid firefighters should be trained to the Operational Level (24 hour course)
- Continue to promote Swiftwater Rescuers in all fire districts
- Ensure the County, as a whole, always has a minimum of 12 firefighters trained in confined space rescue
- Conduct automatic and mutual aid trainings with other firefighting jurisdictions -- Joint training with other jurisdictions will help make management of emergency situations more efficient and will increase the safety of firefighters and Santa Fe County citizens

SFC CLERK RECORDED 07/08/2004

XV. CAPITAL INFRASTRUCTURE

History

Demand for new and upgraded fleet vehicles and structures is determined by the need to maintain present operational capabilities and accommodate new development without experiencing a decline in the provision of Minimum Level of Service (MLOS) to all residents.

The predecessor of the Santa Fe County Fire Department, the Santa Fe County Emergency Services Department, by 1997, had 28 fire stations and operated 122 vehicles, including:

- 35 fire engines
- 29 tankers
- 12 brush trucks
- 10 ambulances
- 15 rescue vehicles
- 1 aerial truck
- 9 specialty vehicles
- 11 utility and command vehicles

At that time, half of the fire fighting fleet (56 of 113 vehicles) was more than 15 years old and half of the ambulances (5 of 10 vehicles) were more than 5 years old. The county volunteers were often required to maintain these vehicles with their own resources and time.

GOAL



Objectives

- Continually replace Department fire apparatus older than fifteen years
- Continually replace Department medical apparatus older than five years
- Stagger replacement of all apparatus to ensure the fleet is always current and that the Department is not required to purchase many new vehicles at one time
- Upgrade existing stations and build new stations, as necessary, to continually improve the service being provided to the County's current residents, meet ISO standards, and ensure meeting MLOS for future residents of the County

SFC CLERK RECORDED 07/08/2004

2004 Apparatus Inventory (Earliest to Latest)

County Apparatus Inventory by Model Year			
	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

SFC CLERK RECORDED 07/08/2004

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

SFC CLERK RECORDED 07/08/2004

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

SFC CLERK RECORDED 07/08/2004

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

Population Growth-Based Needs Assessment

Land Use Assumptions By Fire District

Agua Fria is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 5,423 in 2001 to 6,423 in 2006. The estimated 2001 square footage of commercial space in the district totals 883,000. The square footage is projected to reach 1,100,000 by 2006.

Chimayo is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 419 in 2001 to 494 in 2006. The estimated 2001 square footage of commercial space in the district totals 163,000 and is projected to reach 172,000 by 2006.

Edgewood is an area of moderate growth outside the recently incorporated Town of Edgewood. The number of occupied housing units in the district is projected to grow from 2,182 in 2001 to 2,572 in 2006. The estimated 2001 square footage of commercial space in the district totals 227,000 and is projected to reach 294,000 by 2006.

Eldorado is an area that has experienced rapid growth, but water supply restrictions are expected to moderate future growth. The number of occupied housing units in the district is projected to grow from 2,798 in 2001 to 3,121 in 2006. The estimated 2001 square footage of commercial space in the district totals 105,000 and is projected to reach 180,000 by 2006.

Galisteo is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 186 in 2001 to 236 in 2006. The estimated 2001 square footage of commercial space in the district totals 17,000 and is projected to reach 19,000 by 2006.

Glorieta Pass is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 425 in 2001 to 570 in 2006. The estimated 2001 square footage of commercial space in the district, including the Glorieta Conference Center, totals 1,052,000 and is projected to reach 1,062,000 by 2006.

Hondo is an area of slow growth. The number of occupied housing units in the district is projected to grow from 1,917 in 2001 to 2,047 in 2006. The estimated 2001 square footage of commercial space in the district totals 55,000 and is projected to reach 70,000 by 2006.

La Cienega is an area of rapid growth. As the availability of regional water supplies is uncertain, our forecast assumes less than the maximum building potential. The number of occupied housing units in the district is projected to grow from 2,679 in 2001 to 3,929 in 2006. The estimated 2001 square footage of commercial space in the district, including the Community College and the National Guard Complex, totals 1,030,000 and is projected to reach 2,296,000 by 2006.

SFC CLERK RECORDED 07/08/2004

La Puebla is an area of moderate growth. The number of occupied housing units in the district is projected to increase from 1,133 in 2001 to 1,373 in 2006. The estimated 2001 square footage of commercial space in the district totals 125,000 and is projected to reach 150,000 by 2000.

Madrid is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 260 in 2001 to 340 in 2006. The estimated 2001 square footage of commercial space in the district totals 69,000 and is projected to reach 76,000 in 2006.

Pojoaque is an area of moderate growth. The number of occupied housing units in the district is projected to grow form 2,817 in 2001 to 3,177 in 2006. The estimated 2001 square footage of commercial space in the district totals 124,000 and is projected to reach 144,000 by 2006.

Stanley is an area of moderate growth. The number of occupied housing units in the district is projected to grow from 379 in 2001 to 454 in 2006. The estimated 2001 square footage of commercial space in the district totals 31,000 and is projected to reach 32,000 by 2006.

Tesuque is an area of slow growth. The number of occupied housing units in the district is projected to grow from 1,304 in 2001 to 1,389 in 2006. The estimated 2001 square footage of commercial space in the district totals 146,000 and is projected to reach 163,000 by 2006.

Turquoise Trail is an area of slow growth. The number of occupied housing units in the district is projected to grow from 1,147 in 2001 to 1,287 in 2006. The estimated 2001 square footage of commercial space in the district, excluding the State Corrections Department and Penitentiary, totals 199,000 and is expected to reach 209,000 by 2006.

Tables 5 through 7 show the needed upgrades, replacements, and additions to capital equipment and capital infrastructure that are required to serve the existing County population and future MLOS targets based on future County population growth.

SFC CLERK RECORDED 07/08/2004

Apparatus Upgrades, Replacements and Additions

Table 5 shows the number of each apparatus type – engines, tankers, brush trucks, ambulances, and rescues -- that are on a five-year replacement schedule due to be replaced in each fire district over the duration of this five-year plan.

5-Year Apparatus Replacement			
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

Exhibit 5 - Santa Fe County Fire Department 5-Year apparatus replacement schedule

SFC CLERK RECORDED 07/08/2004

Table 6 shows the number of each apparatus type – engines, tankers, brush trucks, ambulances, and rescues -- that are on a fifteen-year replacement schedule due to be replaced in each fire district over the duration of this five-year plan.

15-Year Apparatus Replacement			
Fire District	**Unit #**	**Apparatus Make**	**Chassis Year & Make**
Edgewood	Engine 3	3-D	1986 Ford
Edgewood	Engine 4	B&S	1982 Ford
Edgewood	Tanker 2		1984 Ford
Edgewood	Tanker 3		1964 Ford
El Dorado	Engine 1	B&S	1982 IHC
El Dorado	Engine 2		1987 GMC
Glorieta	Engine 2	FMC	1987 Ford
Hondo	Engine 1	E-One	1982 Mack
Hondo	Tanker 3		1979 GMC
La Cienega	Rescue 1		1989 Ford
La Puebla	Engine 3	FMC	1985 Ford
Pojoaque	Engine 5	Allegheny	1985 IHC
Stanley	Tanker		1975 Kenworth
Stanley	Tanker 1		1972 Chevy
State Pen	Engine 1		1985 Ford
Tesuque	Engine 1		1973 Ford
Tesuque	Engine 3		1985 IHC
Turquoise	Engine 2	LaFrance	1973 Ford
Turquoise	Tanker 6	Four Guys	1986 Ford
Turquoise	Tanker 8		1979 Chevy
Edgewood	Engine 2	Ferrara	1993 IHC
El Dorado	Tanker 1		1990 Chevy
Glorieta	Tanker 4	SF County	1991 Chevy
Pojoaque	Engine 6	Luverne	1993 Ford
Tesuque	Tanker 2		1993 GMC

Table 6 - Santa Fe County Fire Department 15-Year apparatus replacement schedule

In determining the cost of replacing obsolete and worn out apparatus between 2005 and the end of 2009, this plan uses the per-unit cost of different apparatus types that were calculated for the 2002 Infrastructure Capital Improvement Plan (ICIP). The ICIP calculated the average cost of an Engine at $200,000, the average cost of a Tanker at $105,000, the average cost of a Brush Truck at $67,000, the average cost of an Ambulance (Med Unit) at $130,000, and the average cost of a Rescue at $150,000.

In the 5-year replacement schedule there are 11 Ambulances due to be replaced, 4 Administration Vehicles, 3 Brush Trucks, 1 Rescue, and 1 specialized "Air Unit". The total cost of all the vehicles due to be replaced on the 5-year schedule is approximately $2 million, based on the ICIP values.

SFC CLERK RECORDED 07/08/2004

In the 15-year replacement schedule there are 14 Engines due to be replaced, 10 Tankers, and 1 Rescue vehicle. The total cost of all the vehicles due to be replaced on the 15-year schedule is approximately $4 million, based on the ICIP values.

The combined value of the apparatus due to be replaced during this 5-year Plan on both the 5-year and 15-year replacement schedules is $ 6 million.

Facility Upgrades and Expansions

Facilities			
District	**Station**	**Status**	**Square Footage**
Agua Fria	Station 1	In Service	7,200
	Station 2 - Las Campanas	In Service	2,540
	New substation	Planned for 2007	3,000
Chimayo	Station 1	In Service	3,600
	Station 2 - Cundiyo	In Service	1,200
Edgewood	Station 1	In Service	10,000
	Station 2 - Quail Trail	Out of Service - 2004	850
	Station 3 - Cedar Grove	In Service	2,400
	Station 4 - San Pedro	In Service	2,200
	Station 5 - Thunder Mountain	Planned for 2004	3,000
Eldorado	Station 1	In Service	5,400
	Station 2 - Ave Vista Grande	In Service	2,000
	Station 3 - NM 285 near Dump	In Service	2,000
	New substation	Planned for 2005	3,000
Galisteo	Station 1	In Service	2,400
Glorieta	Station 1	In Service	3,500
Hondo	Station 1	In Service	4,000
	Station 2 - Eastern Region Station	In Service	8000
	Station 2 - Existing	In Service	1,800
La Cienga	Station 1 - 14 Fire Place	In Service	2,400
	Station 2	In Service	3,000
	New main station	Planned for 2006	7,000
	New substation	Planned for 2009	3,000
La Puebla	Station 1	In Service	2,400
	Station 2	In Service	2,200
Madrid	Station 1	In Service	2,800

SFC CLERK RECORDED 07/08/2004

Pojoaque	Station 1	In Service	7,500
	Station 2 - NM 503	In Service	2,000
	New substation	Planned for 2007	3,000
Stanley	Station 1 - NM 472	In Service	5,000
	Station 2	In Service	1,500
Tesuque	Station 1	In Service	3,400
	Station 2 - NM 592	In Service	1,600
	Station 3 - Tesuque	In Service	2,400
Turquoise Trail	Station 1	In Service	1,800
	Station 2	In Service	2,250
	Station 3 - NM 14	In Service	7,700

Table 7 - Santa Fe County Fire Department current and proposed facilities by district

New regional stations are programmed at 9,000 square feet without accommodating "community" space, new district main stations are 7,000 square feet, and new substations are 3,000 square feet. The 2002 ICIP determined the total cost of constructing new stations was $110 per square foot. Due to an increase in material costs since 2002, the price per square foot for new construction has increased to $130 per square foot. The new stations and substations that will be built during this 5-year Plan will cost approximately $2.86 million.

The combined cost of replacing and upgrading the vehicle fleet (apparatus) and upgrading and expanding the facilities in the fire districts is $ 8.86 million.

Vehicles	$ 6,000,000
Stations	$ 2,860,000
Total	**$ 8,860,000**

SFC CLERK RECORDED 07/08/2004

XVI. FINANCE

History

For a number of years the Fire Districts worked with little or no assistance from the County in developing and managing their budgets. Later, with the creation of the County Fire Marshal's office, the County began to offer some assistance but with a limited staff it was insufficient when compared with the need. Today, with the Finance Division within Fire Administration, a number of services are offered for department volunteers, including purchasing, receivables, deliverables, contract management and oversight, assistance with budget preparation and management, budget oversight, ambulance billing and collectables, etc.

Goals and Objectives

GOAL



The goal associated with finance reflects the Santa Fe County Fire Department's commitment to adequately fund the services provided to the community we serve, and to be fiscally responsible with the funds the department receives. The Santa Fe County Fire Department is committed to providing financial and accounting services in a professional, courteous and service-oriented manner, while safeguarding the County's assets through prudent stewardship. Over $4.4 million is collected annually from various sources including State Fire Fund Distribution, State EMS Allotment, County Fire Excise Tax (1/4%), Ambulance revenues, and EMS-Health Care Fund. Finance oversees the expenditure of these funds through the annual budget process. Financial functions also include accounts payable, accounts receivable, and purchasing goods and services.

Accounts Payable

The accounts payable section handles all disbursements and payments on behalf of the Fire Department. This would include audit and payment of invoices for goods and services received, leases and recurring payments, employee reimbursements for travel and training, and payment of insurance premiums. The Fire Department will continue to seek ways to increase efficiency, improve processes, and drive down operational costs and save time.

Overall Objectives

- Provide accounts payable employees the opportunity to attend training and workshops to improve application/technology skills
- Supplement the existing accounts payable technician by hiring an additional technician

Accounts payable Objectives

- Implement a department wide travel system that makes maximum use of electronic means and identifies new opportunities for further streamlining the travel process

Purchasing

SFC CLERK RECORDED 07/08/2004

7/23/2014

The purchasing section handles procurement and secures materials, supplies, equipment and services required by the department, including contracts for all non-inventory items, construction contracts, and consulting services. The section also oversees the Fire Department's insurance and risk management requirements. In addition, department personnel develop all specifications for contracts that are exclusively used by the fire department. The goal is to vastly improve procurement processes leading to decrease processing times and increased quality of services.

Purchasing Objectives

- Decrease the processing time for all procurement transactions
- Improve management of Fire Department resources by securing goods and services in the most effective, efficient and economical manner
- Ensure consistent compliance with all policies and procedures of the County of Santa Fe and the State of New Mexico
- Increase the number of services and supplies that are available through contracts
- Increase the education and certification credentials of the employees in the procurement area
- Optimize department resources through strategic procurement of goods and services
- 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

Accounts Receivable

The accounts receivable section is responsible for the billing and collection of all receipts on behalf of the Fire Department. This would include ambulance billing, fire code enforcement and inspection fees, forest fire reimbursements, State Fire Fund Distributions, State EMS Act Fund Allotments and all other state grants. It's impossible to overstate the importance of collecting money from customers in a timely and efficient manner. The primary objective of the accounts receivable section is to collect monies due and to assist in meeting cash flow requirements.

Accounts Receivable Objectives

- Continue to make significant progress in the collection and receivable management activities
- Increase payment of outstanding delinquent debts
- Continue aggressive collection efforts to meet department goals
- Increase the effectiveness of billing and collection of development and permit fees
- Outline the requirements for the write-off or cancellation of uncollectible accounts receivable
- Implement Digital Data Scanning and Storage capability for fire administrative support services
- Supplement the existing accounts receivable technician by hiring an additional technician. Each technician could then split responsibilities down the middle in order to help manage the ever-increasing accounts receivable functions
- Improve current IT systems to provide for the electronic submission and filing of the following:
    - EMS Grants
    - State Fire Fund
    - Emergency Management Grants
    - Wildland Grants
    - Hazmat Grants

Budgets and Accounting

The budgets and accounting section is responsible for the preparation, implementation and monitoring multiple departmental budgets. This section's focus is to administer these processes to meet the needs of the community served by the department. In addition, this section is responsible

SFC CLERK RECORDED 07/08/2004

for designing and implementing adequate financial controls for the department's accounting functions, thereby ensuring the integrity of all financial transactions.

Budget and Accounting Objectives

- 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
- Prepare an annual operating budget that addresses the Fire Department's needs
- Increase the knowledge and expertise of the budget and accounting staff through continuing professional education
- Improve the availability of financial and budget information to better support management decisions at all levels
- Develop a comprehensive set of financial policies to provide accountability for the assets and resources entrusted to the Fire Department. This will ensure department resources are used in accordance with its mission and are protected from waste, fraud, and mismanagement. It is necessary to develop written policies for the following:
  - Procurement of goods and services
  - Procurement document limits
  - Travel for training/per diem
  - Emergency purchase orders
  - Indefinite quantity (open) purchase orders
  - Annual encumbrances
  - Inventory
  - Professional Service Agreements (PSAs)
  - Budget preparation
  - Budget adjustment requests
  - Ambulance receipt billing and collection
  - Collection and appropriate use of impact fees
  - Forest fire reimbursement process
  - 501 (c)(3) guidelines

Once these policies are established, the department will continue to monitor and update these processes to form a strong organizational structure and assist in the fulfillment of the department's mission and goals.

- Develop and present written training manuals related to departmental funding and fiscal responsibility to District Chiefs/Finance Officers. This will provide districts the tools and expertise needed for each to fulfill its mission. The manuals should include training information on:
  - EMS and Fire cost centers
  - Expenditure line items
  - Proper procurement documentation
  - Annual encumbrances
  - Vehicle insurance
  - Fireman accident insurance
  - Budget preparation and timelines
  - Appropriate use of Fire and EMS Funds
  - Appropriate use of Impact Fees
  - Reimbursement and travel

SFC CLERK RECORDED 07/08/2004

Objectives

- Hire a grant writer.
- Fire Administration AS 400 access to AP module for purchase reqs
- Fire Districts AS 400 access to AP module for purchase reqs
- Prepare 2007 impact fee review for 2008 renewal
- Prepare 2007 quarter percent review for 2008 renewal
- FY04 revenue bond
- Solicit RFP for Medical Direction
- Solicit RFP for Consulting Pharmacist.
- Solicit RFP for Volunteer Insurance Coverage
- FY05 General Obligation Bond

District Budgets & Financial Management

Each district should develop annual financial goals -- Even if the goal is simply to stay in the black for the year, a financial goal is a useful tool in basic financial management.

Districts should find key auxiliary volunteers to help with the financial side of running a district -- These would be volunteers who are bankers, financial analysts, accountants, etc.

Districts must have tight spending rules to control expenditures and personnel who spend district funds -- Tight control is crucial to proper management of funds.

Objectives

- Work with individual District Chiefs to prepare annual budgets for EMS and Fire Protection
- Monitor expenditures throughout the year to insure compliance with budget, procurement, and State FMO and EMS Bureau requirements
- Define types and sources of funds
- Estimated annual projections

The Fire Department's Budget

Based on an analysis of data from the previous three fiscal years, we estimate that the Fire Department has an average annual operational budget of $4.4 million.

Revenues

We estimate that the $4.4 million comes from the following sources:

Revenues	Percent of Total	Estimated Revenue
EMS-Health Care Fund	39%	$ 1,759,000
Fire Excise Tax (1/4%)	31%	1,361,000
State Fire Fund	17%	748,000
Ambulance Revenues	8%	371,000
Edgewood JPA	3%	115,000
State EMS Fund	2%	107,000

SFC CLERK RECORDED 07/08/2004

	100%	**$ 4,461,000**

Totals

Table 8 -- Santa Fe County Fire Department revenue sources and average revenue over three years ending in 2003.

EMS-Health Care Fund – In 1998 the Santa Fe County Fire Department spearheaded the movement to redirect the third 1/8th gross receipts tax to fund Emergency Medical Services and other Health Care Needs. A referendum was presented to the voters of Santa Fe County who overwhelmingly supported this effort. Money from this fund is used to pay administrative costs to run the County Fire Administration offices including the funding of the regional paramedic program. All paid personnel in the County Fire and Medical services are paid out of the EMS-Health Care Fund.

Fire Excise Tax (1/4%) – Funded through gross receipts taxes, the moneys derived are used for the purpose of financing the operational, capital outlay, and ambulance expenses of the regional crews and fire districts within Santa Fe County.

State Fire Fund – Three percent of homeowners and auto insurance premiums in the State of New Mexico are paid into the State General Fund specifically for the purpose of funding fire protection. Only a portion of this money is distributed into the State Fire Fund and then distributed to all the fire districts in the State. Approximately 49% of the tax paid remains in the state General Fund and is allocated for state legislator initiated non-fire related projects. Each fire district receives a portion of the fire fund based on their ISO rating.

Ambulance Revenues – The Fire Department is reimbursed for ambulance services through billings to the patients being transported.

Edgewood JPA – The Town of Edgewood enacted a quarter percent gross receipts tax for the specific purpose of funding the Fire/Rescue/EMS services provided to the Town by the Santa Fe County Fire Department, Edgewood Fire District for the residents of the Town of Edgewood. All fire protection funds fees collected for this purpose are distributed to the Santa Fe County Fire Department.

State EMS Fund – The state EMS Fund provides grant assistance to all qualified fire department and emergency medical service agencies in the state. The state general fund provides 100% of the funding.

Expenses

We estimate that the $4.4 million in revenues is spent on the following expenditure categories:

SFC CLERK RECORDED 07/08/2004

Expenses	Percent of Total	Estimated Expense
Salaries & Wages	38%	$ 1,700,000
Capital Outlay	30%	1,341,000
Employee Benefits	13%	600,000
Supplies	7%	299,000
Other Operating Costs	4%	200,000
Maintenance	4%	176,000
Contractual Services	2%	76,000
Travel	2%	69,000
Totals	**100%**	**$ 4,461,000**

Table 9 -- Estimated percentage of total revenues spent by the Santa Fe County Fire Department by major category.

Salaries & Wages – This includes salaries and wages for all paid personnel at the Santa Fe County Fire Department.

Capital Outlay – This expense category covers such things as buildings, structures, equipment, vehicles, furniture, fixtures, land acquisitions, and lease purchases.

Employee Benefits – This covers benefits for all paid personnel at the Santa Fe County Fire Department.

Supplies – This expense category includes all office, field, educational, safety, pharmaceutical, and other supplies.

Other Operating Costs – This expense category includes all miscellaneous expenses incurred by the Santa Fe County Fire Department and the fire districts (e.g. insurance, utilities).

Maintenance – This expense category covers all costs for maintenance of structures, vehicles, and equipment.

Contractual Services – This expense category includes all services purchased by the Santa Fe County Fire Department such as audit contracts, medical director services, consulting pharmacist services, and other professional services.

Travel – This expense category covers all costs for travel, including meals and lodging, mileage, gas and oil.

Projected Deficiencies

- Deficiencies as determined by the CIP

Alternate Funding Sources

- GO Bonds
- Grants
- Revenue bonds
- Fee for service (enterprise funds)

SFC CLERK RECORDED 07/08/2004

- 501 (c)(3) for Fire Districts fund raising

Future Funding

Existing funds for personnel are insufficient to meet the growing demand of services expected of the fire department by the public. Significant growth in department personnel is needed to meet these expectations. While volunteer firefighters and EMT's do an outstanding job providing service to the public, it is becoming more and more difficult to recruit new volunteers who are willing to give back to their community. Society today demands that many of the breadwinners have two or more jobs to make enough money to afford a given lifestyle. In the lives of many of our citizens they simply do not have any time to volunteer after working two jobs and taking care of their family. Additionally, many of our most dedicated volunteers are ageing; the majority of them were raised in the community and feel a sincere desire to give back. Unfortunately many of our newer volunteers are transient, moving into and out of our community within a 2-4 year time period. This fact, when coupled with the national trend of decreasing volunteerism, will require the county hire more paid firefighters and EMT's.

It will certainly not be possible within this 5-year plan, or the next, to totally replace the dedicated volunteers in our communities with paid personnel. However, what is factually known cannot be disputed; volunteerism is down, our older, most dedicated volunteers are retiring, and insufficient replacement are see on the horizon. We must be prepared to implement a combined funding program that does the following:

- Provide some form of IRS/FLSA approved monetary reimbursement or reward that will help offset the expense of being a volunteer and perhaps decrease their need to work a second job thereby increasing their availability for volunteer work
- Provide some form of system that rewards our existing volunteers through educational and training opportunities above and beyond that which is currently offered
- Establish a system that provides medical and retirement benefits

While the state does currently offer a volunteer firefighter retirement program it is extremely limited, $100 per month after 10 years of service. We must work together with other like-minded and similarly situated fire departments and our legislators to improve the existing retirement program and explore the possibility of offering medical and dental benefits as well.

SFC CLERK RECORDED 07/08/2004

GLOSSARY OF TERMS

A&E – Architecture and Engineering
ALS – Advanced Life Support
AQUA License -- Dispatch quality assurance program
AVL -- Automated Vehicle Locator

BCC – Board of County Commissioners
Brush Truck – Type 6 wildland fire engine

CAD – Computer Aided Drawing or Computer Aided Design
CAFS -- Compressed Air Foam System
CE -- Continuing education
CEVO – Certified Emergency Vehicle Operator
CFR – Code of Federal Regulation
CIP – Capital Improvement Plan
CQI – Continuous Quality Improvement
CSTI – California Safety Training Institute

DHS – Department of Human Services
DOE – Department of Energy
DOI – Department of Interior
DOJ – Department of Justice
DOT – Department of Transportation

EAS Program – Emergency Alert System program
ECIA – El Dorado Community Improvement Association
EKG – Electrocardiogram
EMS – Emergency Medical Services
EMSCOMM --
EMT – Emergency Medical Technician (EMT-Basic, EMT-Intermediate, EMT-Paramedic)
Engine -- Fire apparatus that carries and delivers water also referred to as a pumper
ENMU – Eastern New Mexico University
EOC -- Emergency Operations Center
ESD – Emergency Services Division, the predecessor of the Santa Fe County Fire Department.

FEMA – Federal Emergency Management Agency
FF-I and FF-II – Firefighter level one and Firefighter level two
FMO -- Fire Marshal Office

GENIE – Artificial Intelligence Geographical Information System software
GPS – Global Positioning System satellite-based geographical location system
GRT – Gross Receipts Tax

Hazmat – Hazardous materials
HIPPA – Health Information Privacy Protection Act

ICIP – Infrastructure Capital Improvement Plan

SFC CLERK RECORDED 07/08/2004

IAFC – International Association of Fire Chiefs
ICS – Incident Command System
IFSTA – International Fire Safety Training Association
ISO – Insurance Service Organization
IT – Information Technology

JPA – Joint Powers Agreement typically between two governmental entities

LANL – Los Alamos National Laboratory
LEPC – Local Emergency Planning Committee
LiDAR – Light Detection and Ranging

MCI – Multi-Casualty Incident
MED – Medical unit or ambulance
MLOS – Minimum Level Of Service
MOU – Memorandum of Understanding

NASA – National Aeronautics & Space Administration
NFA – National Fire Academy
NFPA – National Fire Protection Association
NOAA Program – National Oceanic and Atmospheric Administration
NWCG – National Wildfire Coordinating Group

OEC – Office of Emergency Management

PASS – Personal Accountability Safety System
PDA – Personal Digital Assistant computerized electronic organizer
PERA – Public Employee Retirement Association
PRO-QA License – Dispatch quality assurance program
PSA – Professional Service Agreement

Quint – An aerial fire apparatus that hauls water, pumps water, and carries rescue equipment and ladders

RECC – Regional Emergency Communications Center
RFP – Request for Proposal
RSI -- Rapid Sequence Intubation

SCBA – Self-Contained Breathing Apparatus
SEAT -- Single Engine Air Tanker
SFC – Santa Fe County
SFCFD – Santa Fe County Fire Department
SOP – Standard Operating Procedure
START – Simple Triage and Rapid Treatment
STS – Simulated Training Site

Tanker – Fire apparatus that hauls water

UNM – University of New Mexico
USAR – Urban Search and Rescue

SFC CLERK RECORDED 07/08/2004

USFS – United States Forest Service

Trunking System – radio system that allows multiple independent transmissions on multiple frequencies

WAN – Wide Area Network computer network
WIPP – Waste Isolation Pilot Plant underground radiological materials depository in southern New Mexico
WMD – Weapons of Mass Destruction

SFC CLERK RECORDED 07/08/2004