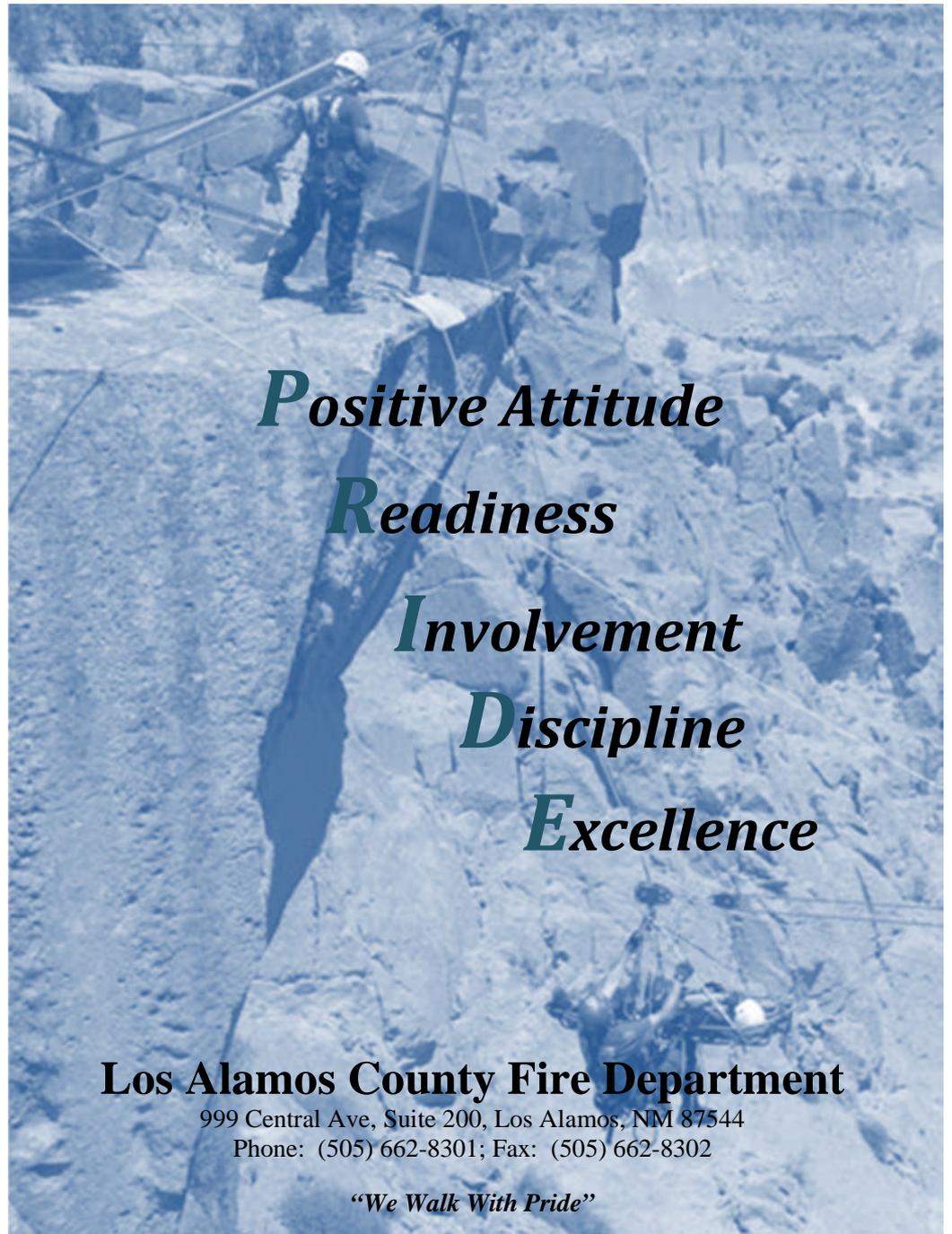


LOS ALAMOS FIRE DEPARTMENT  
2014 ANNUAL REPORT

*The Los Alamos Fire Department is proud to be entrusted with the safety and welfare of our community. We are honored to provide exceptional services for the preservation of life, the environment, and property.*



*Positive Attitude  
Readiness  
Involvement  
Discipline  
Excellence*

**Los Alamos County Fire Department**

999 Central Ave, Suite 200, Los Alamos, NM 87544  
Phone: (505) 662-8301; Fax: (505) 662-8302

*“We Walk With Pride”*

## MESSAGE FROM FIRE CHIEF TROY HUGHES



LAFD continued on a path toward operational excellence in 2014. Great effort was put forth in maintaining our Commission on Fire Accreditation International (CFAI) Accreditation for 2015. Literally, thousands of staff hours have gone towards this continuous improvement process. Even though a great amount of strain was put forth, the value we gained in return for this effort far outweighed the costs. We truly believe and live the continuous improvement process that results in CFAI accreditation. The United States has approximately 35,000 fire departments. LAFD is one of only 207 worldwide fire departments that has achieved accredited status.

Our improvement efforts included improvements in our training, exercises, and tours of Los Alamos National Laboratory (LANL) high hazard facilities. We have developed a great relationship with our partners at LANL who consistently offer their technical expertise in improving all that we do to protect our nation's critical infrastructure located at LANL. We conduct monthly meetings with LANL and Department of Energy (DOE) representatives to identify and overcome challenges. We work together to strategically plan operational improvements that ready us for current and future challenges.

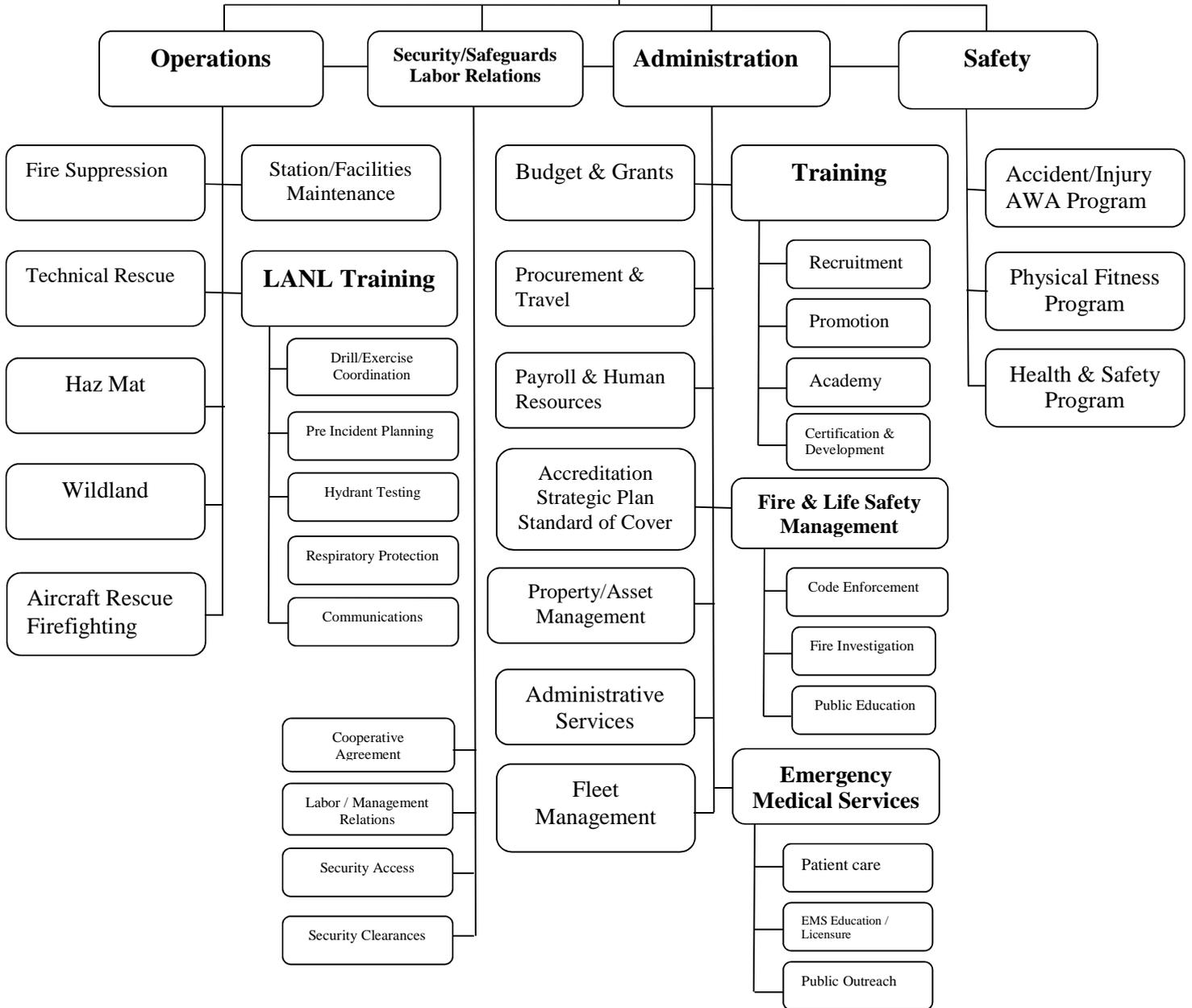
We adjusted our organizational structure to put a greater emphasis on protecting our community from wildfire threat. We eliminated our Administrative Deputy Chief position and established a Wildfire Division Chief position. This new division oversees all activities related to wildfire and public education. Chief Ramon Garcia was appointed to this position and has this division moving in a very positive direction. A great deal of wildfire mitigation was done this year and many relationships were built to insure LAFD is prepared to positively impact wildfire incidents now and in the future. We were also very fortunate to hire an experienced LANL budget analyst to shore up our budget oversight that was previously conducted by our Administrative Deputy Chief. We think this change in organizational structure will deliver great results to our community.

We continue to work closely with our labor representatives from the International Association of Firefighters (IAFF) Local 3279. We have partnered in several fundraising activities and continue to meet at least monthly to sort our issues when they arise. This positive relationship has resulted in a partnership that focuses on how to make improvements within the department and our community and has almost eliminated grievances, arbitrations, and lawsuits.

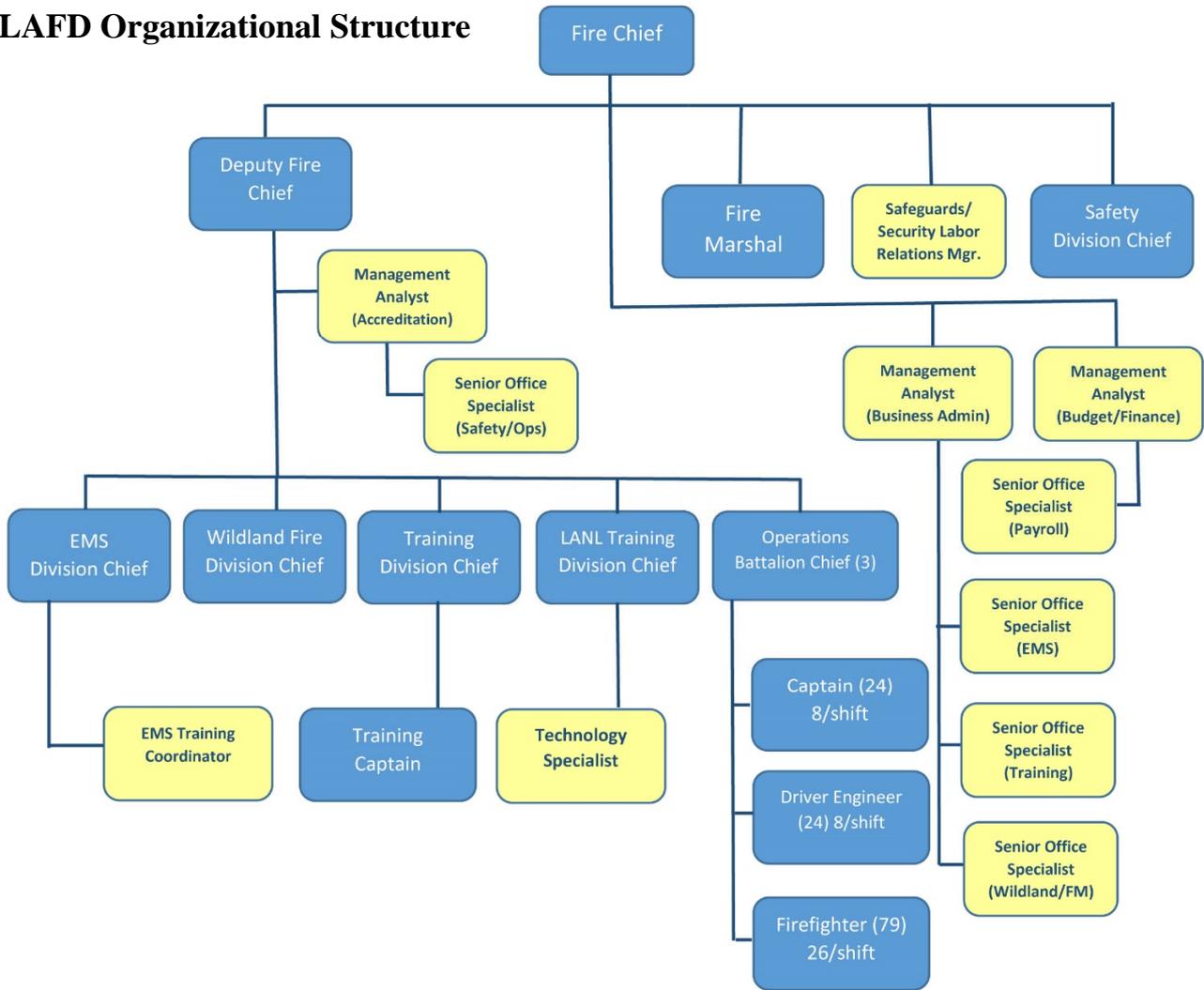
Our accreditation process forced us to look deeply into what we do and how we do it. We discovered some areas in need of improvement in our Fire Marshal Division. We were fortunate to be able to promote Jeff Wetteland as our new Fire Marshal. Jeff immediately made improvements to the operations of this division. We have reorganized this division to put more emphasis on the direct delivery of service to our customers and have moved the administrative duties to other LAFD administrative support staff. This reorganization will culminate with the hiring of a Fire and Life Safety Coordinator who will be a backup to the Fire Marshal and primarily interact with our customers in the field. We are working with our County Human Resources staff and hope to have this person hired in the spring of 2015.

LAFD must continue to improve. We owe it to our community to use our allotted resources wisely and deliver great service. LAFD likely faces more evaluations from outside agencies than any other fire department in the United States. During 2014, we saw inspectors evaluate our operations from the Defense Nuclear Facilities Safety Board (DNFSB), DOE Inspector's General Office, Center for Public Safety Excellence Technical Advisors, Insurance Services Office, and the New Mexico Public Regulation Commission. This constant evaluation of our operational effectiveness keeps us on our toes. LAFD cannot afford to become complacent. Good enough is never good enough for LAFD!

**LAFD Programmatic Structure**



**LAFD Organizational Structure**





The Los Alamos Fire Department is a three-time internationally accredited agency through the Commission for Fire Accreditation International; a process of self-assessment and the development of a five-year community based strategic plan and standards of cover for the communities we serve.

The benefits of accreditation provide for practical, day-to-day organizational improvement, and include the promotion of excellence; fostering pride; and a mechanism for evaluating the services we provide to our community while demonstrating the department's core values with P.R.I.D.E. (Professionalism, Readiness, Integrity, Discipline, and Excellence).

In 2015, the LAFD will once again seek re-accreditation through the CFAI.





Strategic Plan Internal Stakeholders

### Vision of the Los Alamos Fire Department

#### We Walk With P.R.I.D.E.

It is the vision of the Los Alamos County Fire Department to be renowned for its **PRIDE** and consistent demonstration of best practices and active department values in mission execution that exceeds the needs and expectations of our community.

**Professionalism** will be the foundation of our overall culture and, enhanced through our commitment to public relations and external communications initiatives, ensuring an enhanced interaction with the community we are honored to serve.



**Readiness** will be demonstrated by continued improvements to the community's emergency communications system supported by contemporary technology solutions and a complete range of updated physical resources.



**Involvement** will be clearly established in the internal communications processes that when institutionalized, will support our members and work toward greater accountability and development.

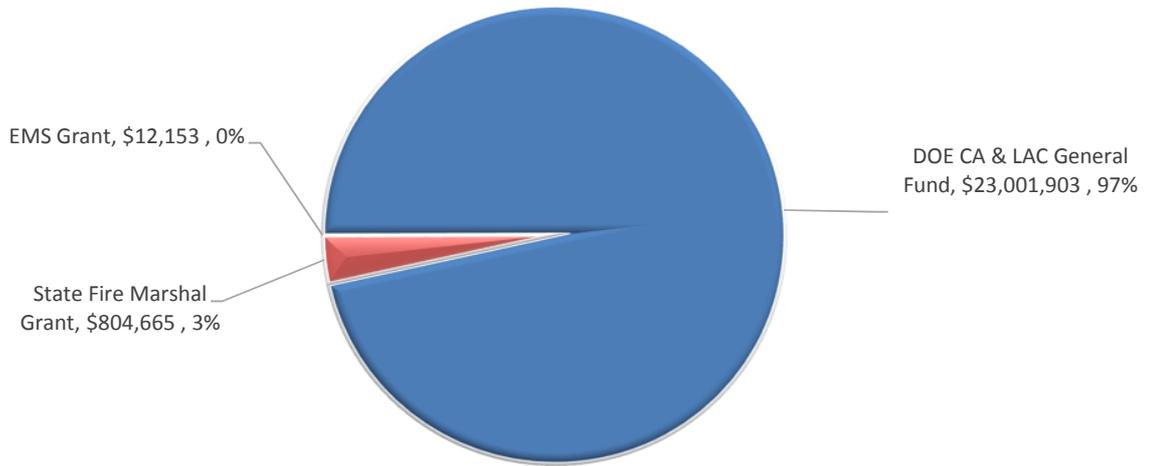


**Discipline** will be demonstrated as we hold one another accountable for fulfilling our mission and actively demonstrating our values through our empathic awareness of others, as we develop better quality human resource management practices.

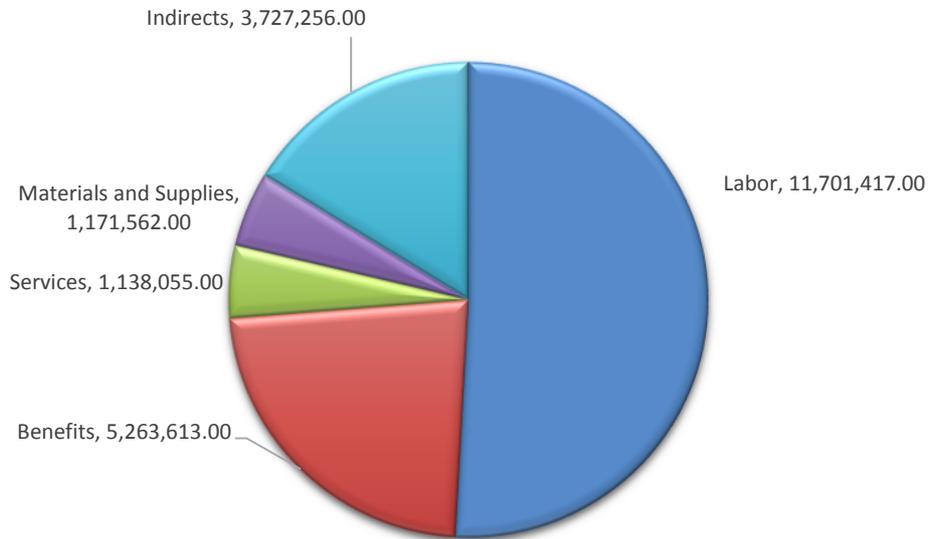


**Excellence** is at the heart of our individual and department goals, recognized by steadfast efforts to be continuously known as an internationally accredited fire service agency, recognizing we are entrusted with the safety and welfare of our community which drives us to ensure this vision becomes reality.

**LAFD Funding Sources for FY 2015 (Total Funding \$23,818,721)**



**LAFD CA FY 2015 Budget**



Total CA Budget for FY15 = \$23,001,903

*\*Cooperative Agreement (CA) with Department of Energy and National Nuclear Security Administration (DOE/NNSA) and Los Alamos County (LAC)*

## Safeguards and Security

The current Cooperative Agreement (CA) identifies security and safeguard requirements that are to be met by the department. The responsibility of overseeing these requirements was assigned to the Labor Relations Manager. This program is in the second year of implementation with the major focus being:

- Identification of annual security training opportunities for department personnel;
- Facilitation of the annual security trainings and badge renewals for department personnel;
- Facilitation of the Q Clearance process, including initial investigation and five-year reinvestigations;
- Address any security infractions identified by the Los Alamos National Laboratory (LANL);
- Facilitation of technology needs and/or improvements for the department; and
- Management of Asset Management program of County and Federal property.

The **Initial Information Security Briefing** is required of all LAFD personnel. In the future, this requirement will be completed during the Recruit Academy.

The **Annual Security Refresher** and **Annual Information Security Refresher** are courses that are an annual mandatory requirement. If these are not completed, LANL access may be denied. In order to address this department-wide, LAFD identified September as the “Security Blitz”. During the month, all LAFD personnel were required to complete the two mandatory annual LANL courses as well as to renew their LANL badge for the next year. This was completed by 98.6% of the personnel with the remaining completed upon return from leave.

The communication of **Security Tidbits** that are disseminated on a monthly basis, or as appropriate. These are disseminated through e-mails to all LAFD personnel regarding various security topics. The topics are determined by either recent incidents and/or points from the trainings.

A **Discrimination/Harassment Training for Employees and Security Training** was conducted for all LAFD personnel. 100% of the staff attended this training which was more fire-specific and is in addition to the required training per County Policy.

### Additional Security and Safeguards Data:

- 12 Q clearances were initiated;
- 13 five-year Q clearance reinvestigations were initiated;
- No security incidents/ notifications occurred.
- The FY’14 Federal Inventory was completed in November of 2014.

## Labor Relations Services

The Collective Bargaining Agreement (CBA) requires quarterly **Labor Management Committee (LMC)** meetings. The purpose of the LMC is not to alter the CBA but to provide for clarification and implementation and address issues that arise outside of the CBA. The LMC discusses and develops solutions to any items that are discussed. With the intent of building and strengthening strong labor management relations, the committee attempts to meet monthly. During 2014, 10 regular meetings were held with 6 special meetings.

The LMC has developed promotional plans, revised job descriptions, and reviewed Fire Chief's Directives as well as clarified numerous questions from the field.

One grievance was filed by Labor; however, this was resolved at Step 2 which is the Fire Chief level. There are no pending labor related legal issues at this time.

### **Service/Action Plan for 2015**

In addition to the September Security Blitz and continued Security Tidbits, additional trainings will be conducted in the following areas:

- Online trainings to include:
  - Workplace Violence Awareness Briefing "Last Angry Word";
  - New topics as they become available through LANL Training;
  - Discrimination/Harassment Training for Managers and Supervisors and
  - Interest Based Bargaining Training for Management and Labor.

The current Collective Bargaining Agreement (CBA) between Los Alamos County and the Los Alamos Firefighters' Association Local 3279 expires in February of 2016. Negotiations will begin late summer for a new CBA.

The FY' 15 Federal Inventory will begin in May with the submittal of the Inventory Plan. The inventory will be completed after the site visit from the federal office.

### **IAFF Local 3279 Leadership**



**Bertram Quintana**  
President



**Daniel Archuleta**  
Vice-President



**Kevin Kamplain**  
Treasurer



**Allen Quintana**  
Secretary

The department has partnered with the IAFF Local Union 3279 on charity campaigns such as Breast Cancer Awareness in October by allowing all members to purchase and wear a pink tee-shirt to help support the cause and heighten awareness, the St. Baldrick's Foundation campaign to conquer childhood cancers in March, as many members shave their heads in solidarity with those undergoing treatment and wear tee-shirts to show support, and the MDA Fill the Boot campaign supporting research to find a cure for multiple sclerosis.



## Emergency Medical Services

*The mission of the LAFD EMS Division is to provide the highest level of care achievable to our community. The EMS Division will address the concerns of our internal and external customers in order to achieve the best outcomes in patient survival and quality of life.*

*The vision of the LAFD EMS Division is to achieve and maintain the highest level of patient care in the state of New Mexico and to be the recognized leader in the progressive field of EMS.*



The Los Alamos Fire Department EMS Division is committed to the pursuit of excellence through the process of training, education and providing our team with the tools they need to provide the highest level of care to our customers.

### **EMS Strategic Goal: Improve Medication Access and Reduce Expenses**

The EMS Division purchased and installed a medication vending machine in 2014 that is accessed via biometric scanner and employee ID number. The machine allows EMS providers to access medications anytime. In 2014 the division worked with the New Mexico DEA and our contracted pharmacist to obtain approval to add controlled narcotics to the machine. We hope to finalize the approval process in early 2015 and have all medications available in the machine. At the end of 2014 we changed the par levels of medications on all ambulances and updated inventory checklists to reflect the changes. We also removed extra medications from storage at the stations. These actions should result in reduced medication costs. The machine's tracking system will help us monitor drug usage and expenses.

### **EMS Strategic Goal: Create a Means to Evaluate Patient Satisfaction**

Patient satisfaction is integral to our goal of exemplary performance. To gain the perspective of our customers, LAFD has contracted with an outside agency to conduct patient satisfaction surveys. The company will initiate patient contact, retrieve data, and supply us with feedback that will be analyzed and utilized to develop performance enhancement initiatives. When appropriate, further correspondence or phone calls are utilized to insure that every aspect of the customer survey feedback has been addressed.

### **EMS Strategic Goal: Enhance Provider Proficiencies**

The EMS Division works to enhance provider proficiencies through a robust EMS Education program. In addition to offering monthly education classes, EMS providers are encouraged and supported in their efforts to obtain additional education and/or licensure.



### **Paramedic Students Graduate**

Nine EMT Intermediates completed paramedic school at UNM-LA increasing the total number of paramedics to 38 or 30% of our total response team.

Five EMT Intermediates are currently attending Paramedic school at Santa Fe Community College. When they graduate, they will increase the number of paramedics to 43, or 33% of our response force. The increased number of paramedics has allowed for a staffing change,

giving district four a paramedic on every call. This change has allowed LAFD to respond to all ALS calls with 100% paramedic coverage.

The EMS Training Coordinator taught an AHA Instructor course for BLS and ACLS. The class was open to both internal and external instructor candidates. Successful completion of the class has allowed the department to increase our instructor pool and served to enhance our relationship with allied agencies that sent instructor candidates.

UNM-LA offered an EMS Instructor Coordinator Class and five LAFD providers attended. This will increase our EMS training instructor cadre and reduce the need to hire outside instructors.

LAFD graduated a new recruit academy with seven new EMT- Basics, and two EMT- intermediates. The non-licensed recruits completed their EMT course and are working to complete the requirements to obtain their national and state EMT licenses.

### **Medical Director**

In June 2014, Dr. Justin Hazen became the department's Medical Director. Dr. Hazen has worked closely with the LAFD crews teaching monthly continuing education classes and attending the Medical Advisory Committee meetings. He has developed new treatment protocols and treatment guidelines based on best practices with the input of various schools of medicine at UNM. Dr. Hazen works with the Medical Advisory Committee, Division Chief, EMS Training Coordinator, and EMS personnel to appraise the effectiveness of the EMS program.



The department has updated the medical protocols to include the new scope of practice approved by the New Mexico EMS Bureau and state Medical Directions. The medic units have been equipped with Lifepak 15 cardiac monitors with the capability to transmit 12 lead EKG's to PCI capable facilities. The transmitting equipment was implemented in June with the goal of increasing survival and reducing first medical contact to needle time.

### **EMS Strategic Goal: Maximize EMS Community Outreach Programs**

The EMS Division Community outreach programs reached over 1800 people in 2014 providing CPR, Heart saver CPR/AED, project heart start hands only CPR, and conference speaking engagements. Our personnel also provided medical support to the Los Alamos County Fourth of July celebration. The division also posts a monthly medical prevention article in the local paper and the Los Alamos Senior Center's monthly news magazine.

### **Los Alamos County AHA Heartsaver CPR with AED**

The EMS Division worked with LA County Risk Management to develop a public access defibrillation program. Three Heartsaver CPR with AED classes were offered to employees of LA County and additional AEDs have been purchased and placed in the county. Our goal is to increase the chances of cardiac arrest survival in LA County.

### **Emergency Medical Dispatch**

The EMS Training Coordinator is a certified EMD instructor through the International Academy of Emergency Dispatchers. Emergency Medical Dispatchers are trained to offer pre-arrival instructions to help to 911 callers with medical emergencies. The instructions allow our citizens to have the benefit of assisting themselves or their loved ones and perhaps saving lives even before responders arrive.

The Training Coordinator taught an EMD Certification Course from June 16-18. In addition to LAPD dispatchers, the EMS Division Chief and Medical Director also attended the class and became certified Emergency Medical Dispatchers. We now have four members of the department and our Medical Director who have been trained in EMD. This education will allow us to have a better understanding of the dispatch protocols and enhance our ability to continue to improve the process.



### **Project Heartstart**

The EMS Training Coordinator organized a New Mexico Project Heartstart Community CPR event on February 14 at the Senior Center, June 14 at Fuller Lodge and September 24 for one of the local Boy Scout troops. 74 community members were taught hands only CPR and AED.

### **Vial of Life Health Fair**

On September 27 the EMS Division participated in the Los Alamos Health fair by offering Vial of Life kits to visitors. The Vial of Life project allows community members to keep a list of their medications, health history and emergency contacts in a location easily accessed by EMS providers in the event of an emergency. Over 150 kits were distributed.



### **Response data:**

There were 1809 EMS Calls in 2014. The national standard for EMS response is 8 minutes. LAFD average response time for EMS calls is just over 5 minutes for all emergency responses.

## Other Community Events



The EMS Division Chief and EMS Training Coordinator have represented LAFD at Career Days and EMS Education conferences in 2014, such as the Central New Mexico University Career Day, the Enchanted Circle EMS Conference, and the New Mexico EMS Educator's Association Conference.

### Electronic Patient Care Reporting

The electronic Patient Care Reporting platform has changed to ESO Solutions. This change has increased efficiency of reporting and improved the data collection process required for ambulance billing. In addition, data is collected and used for internal and external reporting to help support funding. It is also used to identify training and educational needs through our quality control program. The new platform provides a robust data mining and compliance reporting system.

### Fire Chief Directives

The EMS division has scheduled a bimonthly FCD review team. The group will review every FCD to reflect current and best practices. The team has discontinued the use of six outdated FCDs and has updated an additional six. The updated directives are: Civilian ride along, medical director protocols, STEMI bypass protocol, and training and recertification. The team is currently working to revise the EMS Introduction and Quality Assurance FCDs.



Fire Chief Troy Hughes, also serving as Rotary President, and Rotary members present a donation to the Horses for Heroes program.

## **Operational Services/Programs**

The focus of the Operations Division is to provide our customers with safe and efficient nuclear grade industrial fire suppression, fire prevention, advanced emergency medical services, rescue services, and hazardous material response services in the preservation of life, the environment and property.

### **Highlights & Accomplishments**

2014 was a busy year for the Los Alamos Fire Department. With the graduation of Class 26 from our fire academy, we are 100% staffed for the first time in many years. It is truly great to see so many young firefighters that are trained, dedicated, hardworking and willing to serve and learn under so many of our tenured Firefighters, Drivers and Captains. I am confident they will make LAFD and this community proud.

We received and placed in service a new 105' Smeal Ladder truck at Fire station #1 which replaced a 118' E-One Bronto. This new Truck is equipped with a new 1500 gpm Waterous pump with compressed air foam capability. It has a smaller footprint than our old ladder which allows this apparatus to get in areas where we previously could not. This news is only eclipsed by the acquisition of a second ladder truck which will be placed in service in April and will be housed out of Station #3 in White Rock. This is great news as this apparatus will not only back up District 1 it puts a primary truck in our Southern district protecting the community of White Rock and LANL.

Also acquired this year was a new Haz-Mat truck that is also housed at Station 3. It will be cross staffed with personnel from the aforementioned Truck and will respond to all Hazardous Materials releases in Los Alamos County to include our customer base at LANL. This has taken many years to acquire and many hours of training for our Haz-Mat Technicians and we now get to see the fruits of their labor. This is a great and necessary addition to our fleet!

### **Fire Suppression**

The LAFD is an Insurance Services Office (ISO) Class 2 Fire Department and currently operates a response fleet consisting of twelve structural suppression vehicles, ten wildland/urban interface suppression vehicles, three rescue vehicles, six ambulances, one crash/fire/rescue vehicle and one mobile operations center vehicle to protect LANL and the community of Los Alamos.

Authorized shift staffing is currently 139 combat fire personnel trained to within the NFPA standards for fire suppression, wildland firefighting, urban interface firefighting, technical rescue and hazardous materials/Weapons of Mass Destruction (WMD) and radiological emergency response.

The combat fire personnel respond out of five fire stations strategically placed throughout the County with one additional station used primarily for training with a training tower, practical learning center, confined space simulator and various training props.

### **Wildland**

Sitting on the eastern flank of the Jemez Mountains, LAC has one of the largest wildland urban interfaces in New Mexico. All combat firefighters are cross-trained for wildland firefighting. In 2014, the LAFD promoted Ramon Garcia to Division Chief of Wildland Fire and has taken on a renewed and invigorating focus in managing our open spaces and working with our folks in their training.

### Rescue/Technical Rescue

LAFD is well equipped to provide emergency rescue services and specialized equipment to incidents requiring technical rescue capability. LAFD currently has a Technical Rescue Team who is trained in such disciplines as High Angle Rescue, Confined Space, Trench Rescue, Extrication, Building Collapse and Elevator Rescue.

### Hazardous Materials

The Hazmat team currently has 53 members trained to the Hazmat Technician level and 1 member trained to the Specialist level. Plans are in the process to train more technicians to the specialist level. The department conducted recruitment in 2013 and trained additional personnel to the Hazmat Technician level. The team will be capable to respond at the level of a FEMA Type I Hazmat team by the end of the 2014 calendar year.

### Performance Measures

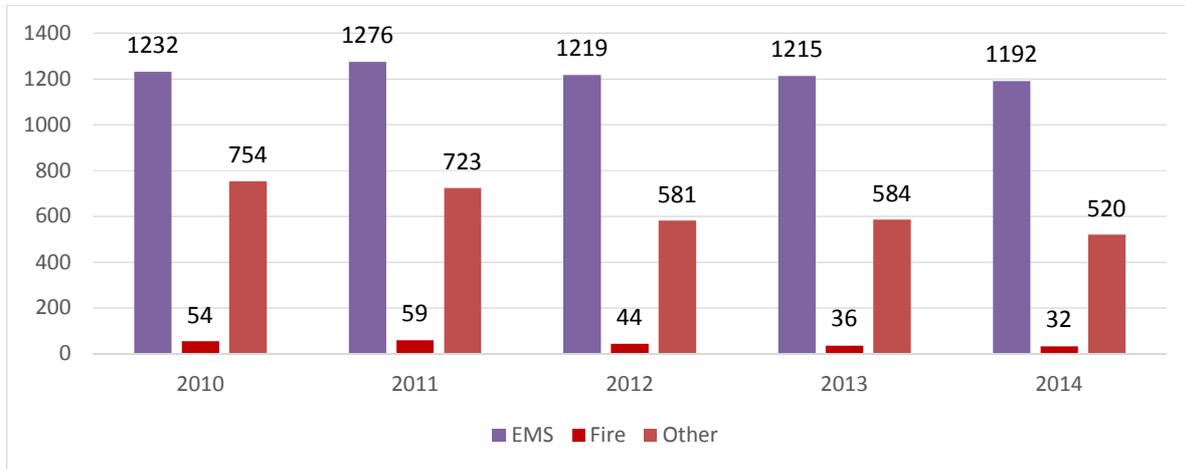
The department publishes a monthly performance report called the LAFD Dashboard accessible on the Intranet site to all personnel to evaluate program performance emergency and non-emergency service delivery.



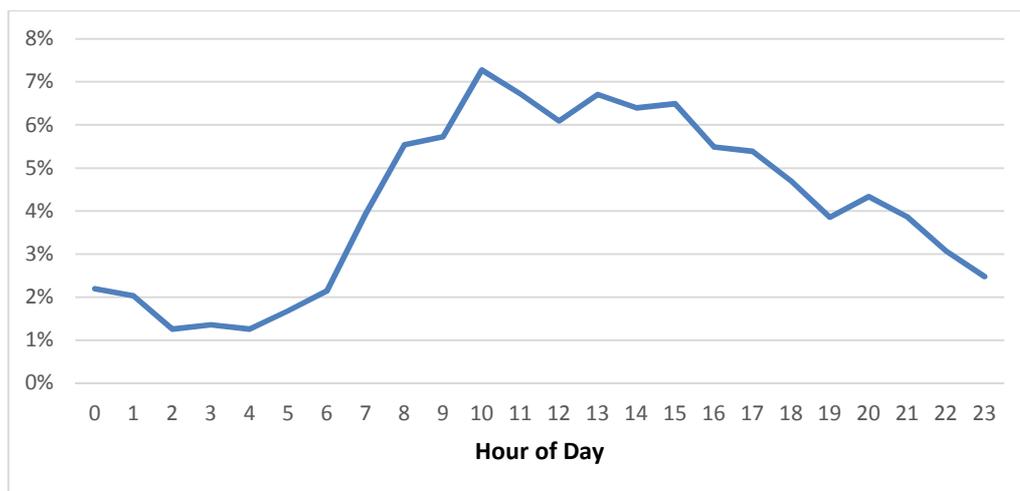
### Responses by Call Type comparison 2010-2014 (includes non-emergency data)

Incident Type 1	2010		2011		2012		2013		2014	
	Incidents	Units								
False Alarm & False Call	323	1552	327	1367	231	1040	259	1137	245	1176
Fire	54	322	61	336	45	197	37	203	35	164
Good Intent Call	54	162	35	85	45	129	41	105	41	130
Hazardous Condition (no Fire)	70	237	57	161	66	233	50	173	43	150
Overpressure Rupture, Explosion, Overheat (no fire)	2	10	8	27	5	19	4	17	3	7
Rescue & EMS Incident	1268	2804	1297	2975	1242	2704	1238	2714	1209	2649
Service Call	257	560	266	632	197	415	196	440	168	367
Severe Weather & Natural Disaster	5	9	4	12	1	3	11	31	1	4
Special Incident	17	57	10	41	15	46	2	5	4	11
<b>Grand Total</b>	<b>2050</b>	<b>5713</b>	<b>2065</b>	<b>5636</b>	<b>1847</b>	<b>4786</b>	<b>1838</b>	<b>4825</b>	<b>1749</b>	<b>4658</b>

**Call Volumes by Incident Type and Year (2010-2014)\*.**



**E.13 Percentage of Incidents by Time of Day (2010-2014)\*.**



**Training**

The focus of the Training Division is to provide over-sight and management for the development, delivery, evaluation, and improvement of all education and certification to ensure the safety, preparedness, effectiveness and career development of LAFD personnel.

The LAFD Training Division facilitates various trainings through several different formats. First, this division coordinates the LAFD Recruit Academy which is 22 weeks in length. Structural firefighting, emergency medical response, wildland firefighting, technical rope rescue, hazardous materials response, and other disciplines are instructed to new recruits. The Division also facilitates training for all operations personnel, tours of LANL facilities, exercise participation with LANL and Los Alamos County, outside training opportunities such as the State and National Fire Academies. The Training Division ensures that all Operations

personnel meet monthly training hour requirements which are set forth by the National Fire Protection Association (NFPA) and Insurance Service Organization (ISO). This training is mandated by local, state, and federal regulations and NFPA best practices. In addition, the LAFD Training Division submits an annual training plan to the Los Alamos National Laboratory (LANL) to maintain compliance set forth in the Cooperative Agreement between Los Alamos County and DOE/NNSA. Additional responsibilities of the Training Division include promotional testing and maintenance of personnel training records.

**Fire Academy #26 – August 11, 2014 through January 16, 2015**

LAFD has a structured method of training to the rank of firefighter. During the LAFD Academy, new-hire personnel are referred to as “Recruits”. The 22-week fire training academy includes a 5-week EMS program. Recruits receive formal classroom training up to the Fire Fighter II level. After one year of probation, an exam is administered and successful completion will allow advancement to Firefighter I (FFI). A FF I is mentored by senior firefighters while on probation, this probation is for an additional year. Training included in the LAFD recruit academy:

Discipline	Hours of Instruction
Essentials of Firefighting	560+
Hazardous Materials	40
IS 100 & 200	16
Wildland Firefighting	40
Technical Rescue Training	24
USTAR	32
EMT Basic	200+
Physical Fitness	3 ≥/week (apx. 165 hours)
LANL ERRT	42
HR Training	32
Glove Box and Unique Materials	8

The Training Division welcomed Michael Garcia, Taylor Anaya-Garcia, Michael Manzanares, Joe Martinez, Michael McEylea, Ryan McNiff, Jeremy Patton, Michael Paxson, and Aron Williams of Academy 26 to the crews in January 2015. The Training staff included Captain Manuel Pacheco, Captain Micah Brittelle and Firefighter Tom Roelfs.



**Continuing Education/Professional Development**

LAFD has partnered with multiple New Mexico Universities to offer degree programs to LAFD personnel. Degrees included are in Emergency Management, Fire Science, Wildland Fire Science and Emergency Medical Services.

LAFD continues to strive to improve in all respects. Not only has LAFD assumed the responsibility to certify all EMS responders to the national level, we have also taken the steps provide other certifications to the national level.

The NIMS courses that LAFD has committed to certify personnel in based on their rank are listed below:

- IS-100.a Introduction to Incident Command System (ICS)
- IS-200.a ICS for Single Resources in Initial Action Incidents
- ICS-300 Intermediate **ICS** for Expanding Incidents
- ICS-400 Advanced **Incident Command System**
- IS-700.a NIMS an Introduction
- IS-701.a NIMS Multiagency Coordination System (MACS)
- IS-702.a NIMS Public Information Systems
- IS-703.a NIMS Resource Management
- IS-704 NIMS Communication and Information Mgmt.
- IS-800.b National Response Framework, an Introduction
- IS-804 Emergency Support Function (ESF) #4 – Firefighting

**New Training**

LAFD is working on implementing the Blue Card Incident Command training program to all our members. Having a strong, visible Incident Command for all incidents is critical for our success, safety, and exceptional customer service. This program is an Incident Command certification program for Type IV and V incidents that will require all our sworn members to meet a standardized level of proficiency through initial training and continuous education. The goal is to have all personnel complete the 50 hour online prerequisite class, and 24 hour initial Blue Card Sim Lab. Instructors are required to complete a 16 hour Train-the-Trainer Sim Lab. LAFD currently has 6 instructors who are certified to instruct Blue Card. They include: DC Grider, BC Dawald, BC Martinez, BC Grano, BC Muller, and Capt. Brittelle. We certified 23 LAFD Captains in 2014. Our goal is to certify all Driver Engineers during the first half of 2015 and to work on certifying the remainder of our personnel by the close of 2015.

**Military Veteran GI Bill Program**

LAFD has become an approved on-the-job and apprenticeship training program employer. This program assists Veterans and their dependents by allowing them to learn a trade or skill through participation in a structured, supervised apprenticeship or OJT program rather than by solely attending classes. The Veteran enters into a training agreement with their employer for a specified period of time and at the end of the training period receives job certification or journeyman status. Education benefits supplement an entry-level salary. We currently have 2 LAFD personnel that are enrolled in our program.

### Additional 2014 Training Highlights

- SMEAL Ladder Training – all personnel received aerial ladder training on new aerial apparatus
- Waterous Pump Training- all personnel received pump training on new aerial apparatus.
- Firehouse Data Base and Pre-incident Planning Training
- Solar panel hazards in residential homes training
- HAZMAT Chemistry 40 hour course
- HAZMAT Technician 40 hour IFSAC certification course.
- Company Officer Incident Command Blue Card Training 50 hr. online training and 24 hr. Sim lab Certification training
- LAFD Crash, Fire, Rescue (CFR) Training all personnel
- LAFD Landing Zone Classes with PHI.
- Delivery of the LAFD 80-hour New Drivers Training Course which is in-line with the NM Firefighters' Training Academy Driver Operator IFSAC program
- Training Division- Monthly Training packet maintained electronic based trainings (initiated in 2012). Continuous evaluation of the training documentation program and implementation of a better quality processes continues to remain a high priority.



### Training Hours

Training Hours are categorized utilizing the ISO model. Hours are monitored and retrieved utilizing Firehouse as our home-of- records database. The list below includes the number of training hours that were offered per ISO category and does not include the numerous hours of EMS Training or the hours offered during the Fire Training Academy.

- Company Training- 705 hours
- Drivers Training –93 hours
- Fire Officer Training- 647 hours
- Haz-Mat Training- 525 hours
- Multi-company Drills- 377 hours
- Night Drills- 18 hours



Applicants Sit for Written Test

**Promotions**

Wendy Servey promoted to Battalion Chief assigned to Safety Division

Jeffrey Wetteland promoted to Battalion Chief/Fire Marshal assigned to Fire & Life Safety Management Division

Ramon Garcia promoted to Battalion Chief assigned to Wildland Fire Division

Ernest Agnew promoted to Fire Captain assigned to Fire Station 3

Jeff Saiz promoted to Fire Captain assigned to Fire Station 1

Wayne Sanchez promoted to Fire Captain assigned to Fire Station 6



*The Los Alamos Fire Department held a Promotion and Retirement Ceremony Thursday at Fire Station 3 in White Rock. Divisional Chief Richard Garcia retired and was honored at the event for his more than 20 years of dedicated service. He received a special escort as he left the station.*

**LANL Training**

Division Chief Paul Grano has managed the LANL Training and PIP Division since December, 2013. This position reports directly to the Deputy Chief.

2014 continues to be a busy and productive year for LANL training and exercises. LAFD participated in 27 LANL Exercises in 2014. These include various tabletop, functional, and field play exercises throughout LANL. These exercises encompass numerous components including: Incident Command, EMS, Fire, CBRNE, Haz-Mat, Technical Rescue, etc. Prior to each exercise, LAFD participates in numerous planning meetings to assist in exercise development and scheduling. After each exercise, LAFD also participates in “Hot Washes” and exercise critiques to reinforce positive performance and identify and implement ways to improve our customer service. Late in 2014, LAFD developed an internal “After-Action Report” (AAR) document to reinforce positive performance and lessons learned during these exercises. These AAR’s are posted onto the intranet so that all LAFD personnel can access this document and discuss LAFD performance in these exercises. The purpose of the AAR is to improve the internal communication process so that all LAFD personnel can learn from these exercises rather than just the crews who participated in the exercises. In addition to exercise participation, LAFD continues to participate in various LANL facility tours and other LANL related training.

**Pre-Incident Planning (PIP)**

Pre-Incident Planning (PIP) continues to play a strong role in our operations. PIP training was given to various LAFD personnel to enhance their knowledge of the PIP program and its technical aspects. One of the goals of this training was to improve the proficiency of our personnel’s ability to capture pertinent information for PIP data collection and to use this data to aid in their responses to emergencies. Through the accreditation process, some deficiencies in the PIP program have been identified and we are continuing to implement solutions to resolve these.

**Communications Program**

Management of LAFD’s Communications Program continues to reside within this division. LAFD currently has 4 communications technicians who continue to work diligently to ensure that all communications equipment work properly. The Communications Program works closely with the LANL radio shops to maintain and repair various types of communication equipment. This equipment includes portable, mobile, and base radios. LAFD is currently working with the LANL radio shops to upgrade or replace all radios so that they can tie into the P25 system by July, 2015. This is a digital system which will enhance the reliability and radio communications for LAFD. This has and continues to be a significant resource requirement for LAFD as most of the current LAFD radios need to be replaced and/or upgraded to comply with the P25 system. In addition, this division is working with the Consolidated Dispatch Center (CDC) to improve how we are dispatched to various types of emergencies. This includes evaluating, updating, and implementing new response plans to ensure that the best LAFD resources are dispatched upon initial dispatch and throughout the incident as more resources are needed. LAFD is also working with the CDC to replace their consoles and implement a new software program used to dispatch LAFD to various types of non-medical incidents. The goal is reduce response times and improve the overall dispatching process. Finally, LAFD has established an “Emergency” talk group onto all of its radios which will allow our responders to communicate directly by radio to various outside resources such as SOC, LANL Haz-Mat, and other LANL facilities which will aid us in our responses to various emergencies that may require these resources in addition to LAFD.

**Hydrant Testing**

The Hydrant Testing Program also resides within this division. LAFD currently tests on an annual basis approximately 1900 fire hydrants located throughout the county and LANL. Field crews finished hydrant testing in October, 2014 and the results of these tests have been entered into LAFD's records database. Hydrants that need maintenance or repair are documented. Utilities is then notified so that they can repair hydrants.

**VISIBLE - Virtual Simulation Baseline Experience**

LAFD continues to collaborate with Phil Hypes, Kelly Michel and the VISIBLE team to design a product that enables LAFD members to tour a facility without disruption to operations. The VISIBLE product will be used to supplement an actual facility tour – giving firefighters access to a facility that is not easily accessible, bringing bring realistic, virtual reality training to our personnel. The training will enable firefighters to virtually see the locations of all key access points, fire hydrants, post-indicator valves, utility controls, etc. In addition, firefighters will be able to exercise the mitigation of hazards without exposing personnel to the hazards.

Time and distance tools have been designed into the virtual training, allowing responders to evaluate and manage their SCBA air usage and equipment requirements based on facility scenarios dealing with fire, medical and hazmat emergencies. The DHART facility is complete and work is being done for the RULOB and TA 55/PF-4 facility modules.

**LAFD in 1947**

Many advances have been made since the early days of LAFD. LAFD is currently in the process of updating its entire apparatus fleet and re-educating our members about fire behavior due to recent NIST Fire Behavior studies.

**Wildland Division**

Los Alamos County Fire Department has recently added a Wildland Division to their Command Structure. Under this new division the Los Alamos County Fire Department plans to improve its wildland program for the Los Alamos County Fire Department. The program will include, public education, mitigation, maintenance of lands, and wildland fire suppression. This will be accomplished through caring for people, property and the environment in which we reside to include our neighbors through careful stewardship and education.

The Los Alamos County Fire Department acknowledges that wildland is a part of the landscape of Los Alamos. We are surrounded by forest and it is not possible to exclude fire in the future. However, with the proper preparation and collaborative partnerships we can be better prepared for the future. The mitigating lands will best allow us to fulfill our mission of protecting the health, safety, and welfare of the public and reducing the loss of lives, property while providing the safest situation possible for our firefighters. The introduction of FIREWISE methodologies to our citizens of Los Alamos County will aid greatly in our efforts to protect the health and safety of firefighters as well as enhance the safety and effectiveness of firefighting activities all the while building collaborative partnerships with-in our community.

We are 95% complete with the implementation of the first Community Wildfire Protection Plan (CWPP) objectives developed in 2009. In order to complete the 2009 CWPP we need to burn approximately 3000 piles. The burning of small piles gives managers a cost-effective alternative for reducing fuel loads. The Los Alamos County Fire Department along with the collaboration of the United States Forest Service has effectively and safely burned approximately 1600 of 3000 piles.

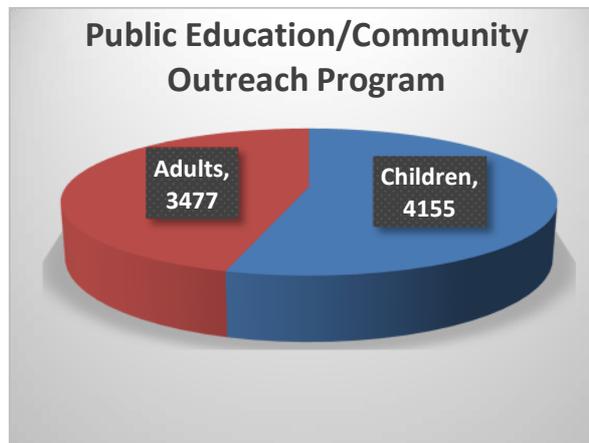
We are also currently working on the development of our second CWPP. With this new CWPP, we plan on enhancing our departments FIREWISE Public Education. Los Alamos plans on completing 500 home assessments per year.

In the future Los Alamos Fire Department Wildland Division will continue to dedicate efforts to provide for the safety and welfare of the citizens and visitors of the community, DOE, and the LANL through the preservation of life, environment and property.

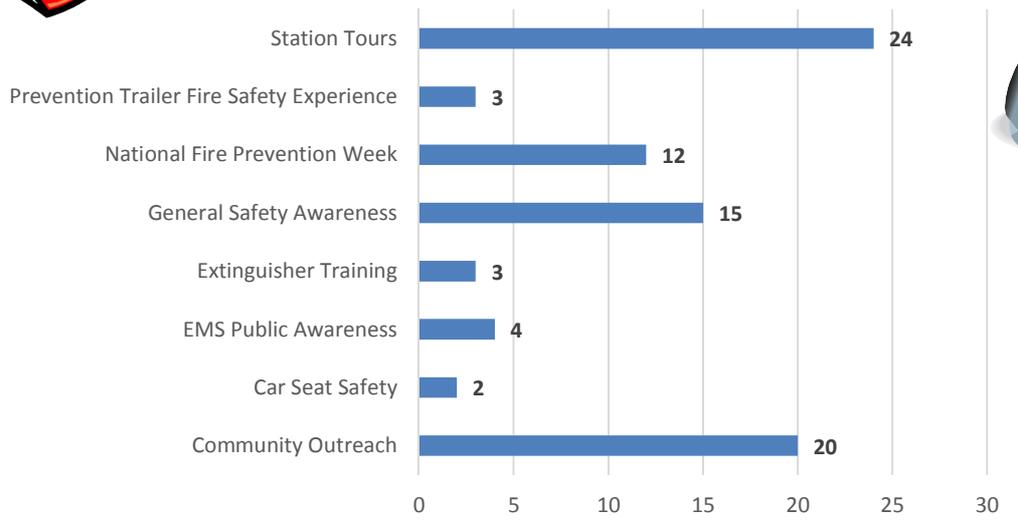


**Public Education/Community Outreach**

The mission of Los Alamos County Fire Departments Public Education program is to educate the public in Fire Prevention and Emergency Medical Safety Awareness thereby reducing the loss of life and property due to fire and medical emergencies in Los Alamos County and surrounding communities. Examples of activities include presentations to: car seat installment, extinguisher training, Firewise presentations, Cub Scouts, Boy Scouts, Girl Scouts organizations, adult fire prevention/presentations, students at local schools during Fire Prevention Month, schools throughout the year and career days. The Public Education Team utilizes the Safety Trailer for special events, including the New Mexico State Fair. During the year 2014 LAFD provided public education to 7632 people. Our public education program strives to customize programs to meet the needs of the community.



2014 Public Education/Relation Events





The theme for this year’s Fire Prevention Program was—BEEP! BEEP! BEEP! Smoke Alarms: A sound you can live with. Smoke alarms are an important first line of defense against fire. But they can’t protect you if they don’t work.



In order to continue meeting the needs of our community, LAFD has recently assembled a Public Relations team. With this new addition LAFD looks forward to the opportunities that will enhance our Public Education/Community Outreach program.

## **Fire & Life Safety Management**

The goal of the Fire and Life Safety Management Division is to prevent injury, loss of life or property through the creation, implementation and management of fire protection, prevention and public education programs.

The office of the FLSM Division is diverse in nature and addresses a number of department and community programs. In addition to the Fire Marshal, other LAFD personnel assist in meeting the division goals by serving on the Fire Investigation Team and Public Education/ Community Outreach Team. These members are specially trained in each discipline.

There were many changes and much progress made in 2014 in the FLSM Division. In August of 2014, Fire Marshal Brian Nickerson resigned and took the Fire Chief position in Moscow, Idaho. Chief Nickerson was replaced by new Fire Marshal Jeff Wetteland. In November 2014, Senior Office Specialist Yvette Vigil retired. Her position was not replaced, rather a new job description was developed for a Fire and Life Safety Coordinator that will be filled in 2015.

### **Fire Inspections**

In 2014, fire inspections of commercial occupancies were assigned to the fire companies at LAFD's five responding stations. The inspection process was new to the responding fire crews, and with their limited time available due to other obligations, they were still able to perform many inspections and remedy many unsafe conditions in the commercial occupancies of Los Alamos County.

### **Plan Review**

With the help of Los Alamos County Building Official Chris Williams, newly promoted Fire Marshal Jeff Wetteland was able to effectively review plans for building construction, fire alarm systems, hood systems, sprinkler systems, tenant improvements, and the like to keep business expansion and improvement alive for Los Alamos County. Many new buildings were constructed, remodeled, and received change of occupancy in 2014. Pre-application meetings were made available to prospective business owners and their contractors and architects to try to promote successful plan reviews before submittal by design professionals.

### **IDRC**

The Inter-Departmental Review Committee proved to be a useful tool for Los Alamos County in 2014, with the Fire Marshal as one of its integral members. The IDRC is comprised of representatives from many County departments. Staff acts as liaison to the Planning & Zoning Commission and the Board of Adjustment and issues local business licenses.

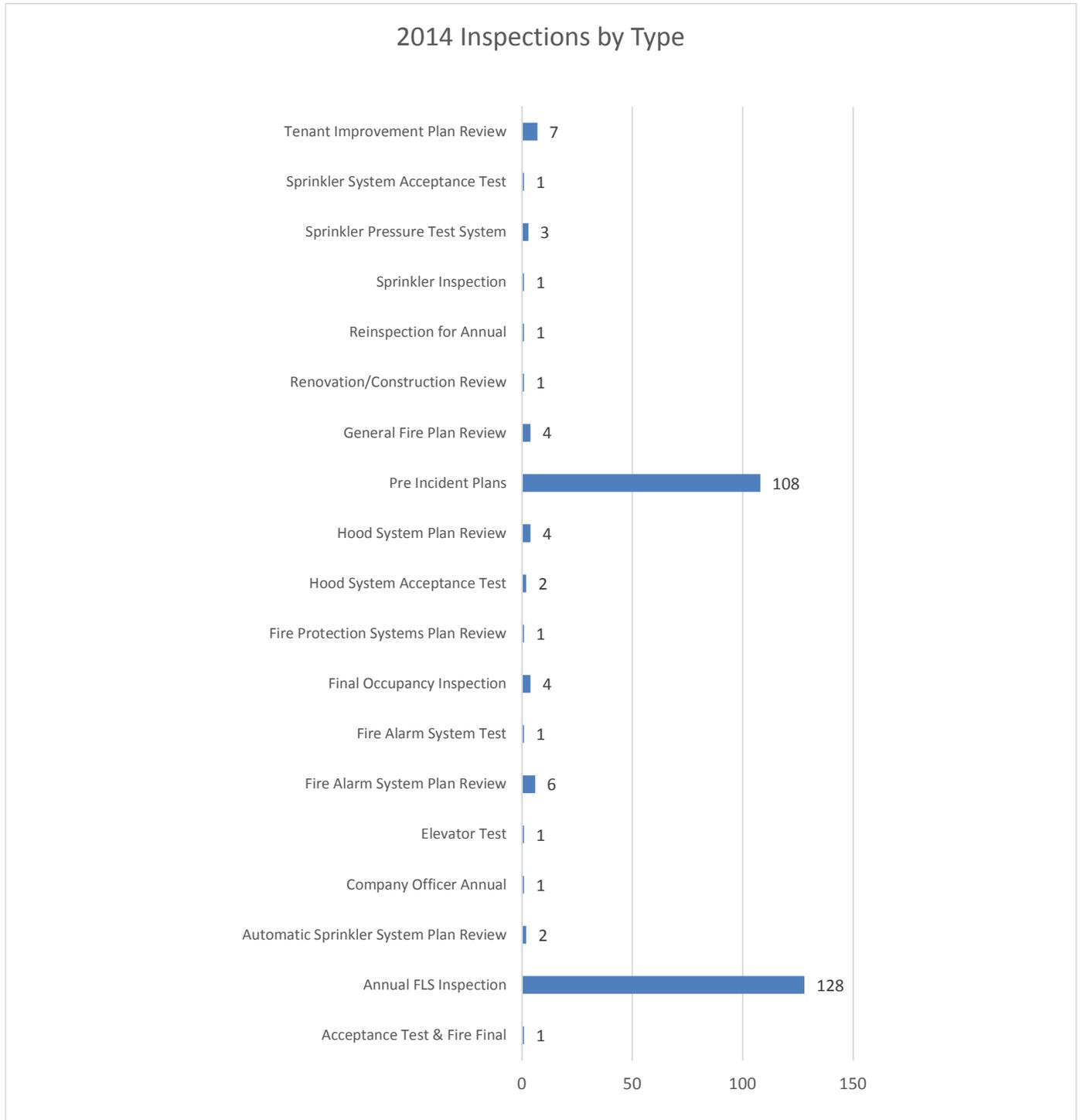
### **Fire Investigation Team**

The Fire Investigation Team members (9) attended various trainings throughout 2014 and performed several fire investigations throughout the year. The team met every other month to share training experiences and tighten the organization of the team. Driver/Engineer Matthew Williams was named Team Leader and has been instrumental in providing training opportunities and reviewing/altering the processes and policies of the team.

### **Fire Marshal**

Fire Marshal Jeff Wetteland attended two outside trainings in 2014. He attended the 2015 NFPA 101 (Los Alamos County adopted fire code) class in Milwaukee, Wisconsin. He also attended the Fire Inspector 1 class for

certification in Socorro, New Mexico at the New Mexico State Firefighters Training Academy. Jeff also networked with other fire marshals in the state to improve the processes of LAFD’s FLSM Division.



## Firefighter Health and Safety

The Los Alamos Fire Department (LAFD) Safety Division is responsible for the safety of all uniformed personnel who protect our citizens. The Division functions in an internal risk management capacity to ensure that safety remains a top priority while we deliver our services to the community.



The Safety Division is led by Division Chief Wendy Servey who chairs the Occupational Health and Safety Committee and oversees the Respiratory Protection Program, the Clothing Program, and the Safety Division Management Program. Bernadine Martinez, Senior Office Specialist is assigned to Safety as well as the Operations Division. The Safety Division works with operations Fire Captains who are assigned as managers to work with clothing and SCBA teams to accomplish respective program goals and annual requirements.

### Occupational Health and Safety Committee (OHSC)

The Occupational Health and Safety committee (OHSC) was re-organized in 2015 with appointed shift members to assist and evaluate safety in regards to: operational procedures, equipment, personal protective equipment, and clothing. The goal of the committee is to reduce or eliminate loss of life, injury, and health problems of department personnel. The members serve for one year. In 2014, five Safety Committee Meetings were held with a total of 25 attendees.

### Accident Reviews

The Occupational Health and Safety committee assists Division Chief Servey in conducting fair and consistent assessments of vehicle accidents that involve fire personnel. The committee considers all factors involved in the accident and recommends a course of action. Outcomes may include the development of training programs or on occasion, a more elaborate investigation may be recommended. In 2014 there were 8 accident reviews.

### Injury Profile

The breakdown of injury categories in 2014 include: Ten on-the-job injuries reported – Three were during an emergency response, six were off-the-job injuries, and seven were exposures. Injury reports are utilized to identify any trends and/or training needs.



### Incident Responses

The Incident Commander is ultimately responsible for the safety of personnel operating at an incident. However, the Incident Safety Officer serves as a valuable resource to the Incident Commander by providing another level of personnel safety at the scene. A promotional requirement for all Los Alamos Fire Department Captains is to be certified as an Incident Safety Officer. This allows the Captains to serve in that role as incident complexity dictates. Since May 2014, Division Chief Servey responded non-emergency to 14 incidents.

Traffic remains a threat to all public safety personnel including fire, police, highway traffic personnel and towing professionals. This year, Los Alamos Fire and Police Departments teamed up with county risk management to present national curriculum developed by the Federal Highway Safety Council. This course was designed to facilitate conversations between the different agencies to increase safety through promoting teamwork on all traffic scenes. The Traffic Incident Management (TIM) course will have additional offerings in 2015.



### **After the Incident**

**Post Incident Analysis (PIA):** LAFD utilizes Post Incident Analysis as an internal assessment of events with the goal of improving operations. It is also an opportunity to highlight effective and excellent service our department provides to the community and visitors. Smaller tailboard talks are conducted by crews in-house as needed and for less complex incidents. In 2014: There were five incidents that required PIAs. In 2015 FCD 700.4 will be reviewed for updates and will be re-classified to an 800 series and when approved, the Safety Division will have oversight.

**Critical Incident Stress Management (CISM)** is a process by which professional intervention may be obtained immediately after major incidents to minimize stress-related reactions of involved fire department personnel. In 2014: One incident required CISM. In 2015, work will continue on revising the guiding Fire Chief Directive (FCD) 200.6 that incorporates new CISM terms.



### **Health/Wellness/Fitness**

**Fitness:** Every year each uniformed member is required to participate in medical exams, a MicroFit and other fitness assessments. These annual exams and assessments are designed to ensure the safety of our firefighters by maintaining a fit and healthy force ready to perform the essential job tasks of firefighting at a moment's notice. The Criterion Task Test (CTT) is our annual combat challenge consisting of timed firefighting activities that a member must complete under a time limit to retain their job.

**New Fitness Equipment:** In 2014, Stations 1 and 5 received new Woodway treadmills. In 2015, a site survey will be completed for county stations by the vendor providing maintenance to our fitness equipment. The objective will be to standardize equipment between Stations 3, 4 and 5 and to prioritize replacement needs.

**Health and Wellness Education:** LANL Wellness staff is available to our firefighting workforce to assist in their fitness goals. In 2015, the Safety Division along with LANL Wellness staff began working to develop educational wellness and health related courses to the firefighters. The course topics are developed through field requests and examination of injury trends found in past injury data as explained in the injury profile section of this document.

The first Health and Wellness Class introduced the Functional Movement Screen (FMS) that identifies muscle tightness, muscle imbalances, left/right asymmetries, and movement limitations. Additional topics and classes are scheduled June and November.

Health: LANL Occupational Medicine will begin administering Tuberculosis tests in March of 2105 through blood work vs. skin test. This change requires an additional blood draw during medical exam time. This modification was made to facilitate logistics for both the providers and the field operations. This alteration is expected to increase our annual NFPA compliance rate. In 2014, our compliance was estimated to be around 55%.



Facilities: The safety division and station Captains work to insure the safety and welfare of personnel while living at their Station home. Building concerns that affect safety, response, and/or health conditions are reported and facility partners are notified to rectify. Annual inspections of our stations are completed through the Fire and Life Safety Division.



**Station “Safety Station” Contest:** In the fall of 2014 an internal design contest between stations was held. The goal of the contest was to provide central locations in each fire station for OSHA and safety monthly deliverables, SDS books, and safety notifications. The competition will be judged in February 2015. A dinner with the main course cooked by Chiefs will be arranged for the winners.



**Alternative Work Assignment**

The Alternative Work Assignment (AWA) program is initiated and managed under the direction of Los Alamos County Administrative Policy 1147 Workers Compensation guidelines for Occupational Injuries/Illnesses and Return to Work for Non-Occupational Injuries. Assignments to the AWA program are temporary and determined on a case-by-case basis with approval of the Fire Chief. In 2014: Four firefighters participated in the program – one left the department to pursue another career and the three other firefighters have returned back to full duty.

**Training**

Training for the safety division relates to the goals and services listed below. Also, related training is provided for fire department members involved in the safety programs of respiratory, clothing and CTT/fitness coordinators.

**Upcoming Safety Division Goals for 2015+**

- Implement the Vulnerability Assessment Program (VAP) for our department developed by the National Fallen Firefighters Foundation.
- Begin to incorporate national firefighter life safety programs into our department to include: 16 Life Safety Initiatives; Courage to be Safe Program (CTBS) etc...
- Develop a system to capture and effectively track reported employee exposures for their entire career



The Safety Division provides many other services to the Department including:

- Responding to internal safety related complaints and inquires
- Compiling information for Departmental Post Incident Analysis
- Safety program development and policy review
- Issuance of safety notices and bulletins
- Equipment review and specification development
- In-service training that enhances firefighter operational safety

As LAFD advances into the future, the Safety Division will continue to evaluate and monitor the activities of its members and the equipment we utilize to ensure the path we take is the safest possible.



**Los Alamos Fire Department Command Staff**



**Troy Hughes**  
Fire Chief



**Justin Grider**  
Deputy Fire Chief



**Ramon Garcia**  
Div. Chief - Wildland



**Jeff Wetteland**  
Div. Chief - FLSM



**Wendy Servey**  
Div. Chief - Safety



**Benjamin Stone**  
Div. Chief - EMS



**Francisco Martinez**  
Div. Chief - Training



**Paul Grano**  
Div. Chief - LANL Trng



**Steven Dawald**  
Battalion Chief - A Shift



**Justin Cassel**  
Battalion Chief - B Shift



**Adam Muller**  
Battalion Chief - C Shift



**Donna McHenry**  
EMS Training  
Coordinator



**Sharyl Hofer**  
Safeguards/Security  
Labor Relations



**Norma Jean Valdez**  
Management Analyst/  
Accreditation



**Heather Garcia**  
Management Analyst/  
Finance & Budget



**Beverly Purtymun**  
Management Analyst/  
Business Operations

**Administrative Staff**



**Marisha Griego**  
SOS - EMS



**Ana Martinez**  
SOS - Training



**Bernadine Martinez**  
SOS – Ops, Safety, FLSM



**Louisa Martinez**  
Technology Specialist



**Marisol Padilla**  
SOS – Payroll, Pub Ed &  
Wildland

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**2014 Retirees**



**Glenn Trehern**  
Deputy Chief - Operations



**Richard Garcia**  
Division Chief - Safety



**Vivian Medina**  
Management Analyst



**Yvette Vigil**  
Senior Office Specialist

**More than 100 years of experience was lost with the retirement of these four long-time LAFD members. We wish them good luck and good health in their retirement.**

### **2014-2019 Strategic Performance Goals**

In order to achieve the mission of the LAFD, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide individual members with clear direction, and address the concerns of the community. During the development of the five year Community Driven Strategic Plan, the internal stakeholders met for several hours to complete this critical phase of the planning process.

The internal stakeholders set timelines for completion of objectives supporting the goals. Leadership of the LAFD have established work groups to meet periodically to review progress toward these goals and objectives and adjust timelines as needs and the environment change.

The goals and objectives now become the focus of the efforts of the LAFD.

<b>Goal 1</b>	<b>Develop an enhanced internal communication system to meet our mission.</b>
<b>Goal 2</b>	<b>Develop enhanced public relations to meet the department's mission.</b>
<b>Goal 3</b>	<b>Use applicable technology to meet our mission.</b>
<b>Goal 4</b>	<b>Enhance external communications systems to meet the LAFD mission.</b>
<b>Goal 5</b>	<b>Establish internal personnel practices that are fair, consistent and support the department's mission.</b>
<b>Goal 6</b>	<b>Enhance emergency communications to improve the safety of all department members.</b>

**2014 LAFD vs. LAPD Charity Basketball Game - LAFD won!**



*The Los Alamos Fire Department is proud to be entrusted with the safety and welfare of our community. We are honored to provide exceptional services for the preservation of life, the environment, and property.*

***We Walk With PRIDE!***

***Professionalism, Readiness, Integrity, Discipline, Excellence***

*Credits:*

*Staff photos taken by Eagle Wings Productions*