

LOS ALAMOS FIRE DEPARTMENT
2015 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.

2015



Professionalism

Readiness

Involvement

Discipline

Excellence



Los Alamos County Fire Department

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"We Walk With Pride"

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MESSAGE FROM FIRE CHIEF TROY HUGHES



As the Los Alamos County Fire Chief, I am proud to present you with the 2015 Annual Report. We achieved great success in 2015 and continue to evaluate and improve our operations. These successes would not be possible without the effort of many within LAFD and many others outside of LAFD who continue to support our efforts to constantly improve our delivery of services.

The Commission on Fire Accreditation International awarded LAFD with an international accreditation designation in 2015. This was the fourth time LAFD was able to achieve this high standard. Los Alamos Fire Department is the only fire department in New Mexico that has been able to achieve international accreditation.

We are currently in the process of replacing our apparatus fleet. We received a new hazardous materials response truck and a new aerial ladder truck in 2015. Next year we will be replacing two rescue trucks, six staff support vehicles, and begin the process of replacing six engine companies. We do this work in cooperation with our partners at LANL and the DOE/NNSA Field Office. I cannot thank them enough for all of the support and cooperation we have been given in carrying out our vehicle replacement plan.

We continue to partner with our labor representatives to better our department. We conduct monthly labor/management meetings and work to resolve small concerns before they become large issues. This continued positive working relationship has resulted in the signing of a new collective bargaining agreement that will commence on February 1, 2016 and run until June 30, 2020.

We conducted a great deal of planning in 2015 related to the updating and repair of our fire stations. We will be fixing some long standing issues at Fire Station 3 in White Rock and updating the HVAC system at Fire Station 4 on Diamond Drive in 2016. Both of the LANL Fire Stations (St. 1 and St. 5) will also be receiving updates to the kitchens and bathrooms in 2016.

The health and wellness of our department is always a concern. We have partnered with LANL Occupational Medicine and LANL Wellness to continue to improve our health and safety programs. We will be working with our LANL health partners and our labor leadership to update our health and fitness program attached to our cadet training academy in 2016.

We will also be looking to improve our county wide ISO insurance rating in 2016. We are currently an ISO 2, which is the second highest, but we strongly believe we have made enough improvements to achieve the ISO 1 which can lower insurance rates for our property owners. This rating is generated by reviewing the capabilities of the fire department, public water distribution system, and emergency dispatching system.

It appears that our own favorite Deputy Chief Justin Grider will be retiring in 2016. This great man will be heavily missed upon his retirement. I cannot thank him enough for all that he has taught me in the more than four years I have had the privilege to work with him. His passion for LAFD has shown brightly in all of the great work he has done over his many years with LAFD. We will all miss his smile, laugh, and great wisdom. I wish him the best in the next chapter of his life. We will be working toward naming his replacement in 2016. This will be a difficult job, but we are fortunate to have some high quality candidates within our ranks that will be vying for the position.

As you read this year's annual report, I hope you are informed and gain an even greater appreciation for all that LAFD does to achieve operational excellence. If you have any questions or need clarification about anything in the report, please don't hesitate to contact me or one of my staff to provide you with the answer.

Los Alamos Fire Department Command Staff (Photograph's provided by Don Taylor, Eagle Wings Production and Louisa Martinez)



Troy Hughes
Fire Chief



Justin Grider
Deputy Fire Chief



Photo by Leslie Bucklin



Justin Cassel
Battalion Chief
B Shift



Joseph Candelaria
Division Chief
Training



Steven Dawald
Battalion Chief
A Shift



Ramon Garcia
Division Chief
Wildland Fire Services
Public Education



Paul Grano
Division Chief - LANL Training
Pre Incident Plan Program



Wendy Servey
Division Chief
Safety



Benjamin Stone
Division Chief
Emergency Medical Services



Jeff Wetteland
Fire Marshal
Division Chief
Fire & Life Safety

Administrative Management Staff



Donna McHenry
EMS Training
Coordinator



Sharyl Hofer
Safeguards/Security
Labor Relations Manager



Norma Jean Valdez
Management Analyst/
Accreditation Manager



Heather Garcia
Management Analyst/
Finance & Budget



Beverly Purtymun
Management Analyst/
Business Operations

Administrative Services Staff



Marisha Griego
Senior Office Specialist
Emergency Medical
Services



Ana Martinez
Senior Office Specialist
Training



Bernadine Martinez
Senior Office Specialist
Operations, Safety,
Fire & Life Safety



Marisol Padilla
Senior Office Specialist
Payroll, Public Education
& Wildland Fire Services



Stephen Rinaldi
Fire & Life Safety
Coordinator



Louisa Martinez
Technology Specialist



On The Edge - Team Development Retreat

In July 2015, the members of LAFD Administration attended a two day High Performance Leadership and Teamwork training presented by Phil Bryson of On The Edge Productions at the Brush Ranch in Pecos on the first day and historic Fuller Lodge on the second day.

Day One was a fun-filled action packed day of classroom activities and challenge courses. Early in the experience, we all learned our social styles to help us to communicate more effectively with each other and to understand the differences in what drives us to succeed. The program was designed to encourage us to experience things that most of us never had. The first challenge involved climbing a 6 foot ladder and trusting our co-workers to catch us from a free-fall. Each participant was fitted with a harness for the second challenge; a walk along a cable suspended between two trees 60 feet above the ground. The group watched in amazement and pride as each member climbed those ladders and faced their fears as they inched out onto those cables so high above the ground. Fears were challenged, met and conquered through trust and support from the members of LAFD Administration.

Day Two included discussions to identify specific issues or challenges facing the organization – develop solutions & actions, and develop short term and long term planning and next steps moving forward.

As the two day course came to a close it was very evident that the participants had not only developed a stronger bond for those they work closely with but had been given the opportunity to take a closer look at themselves and their own strengths.

“The experience was awesome...I didn't realize I had the courage to believe in myself”

- Marisha Griego



Los Alamos County Councilors and County Manager



Kristin Henderson
Council Chair



David Izraelevitz
Council Vice-Chair



James Chrobocinski
Councilor



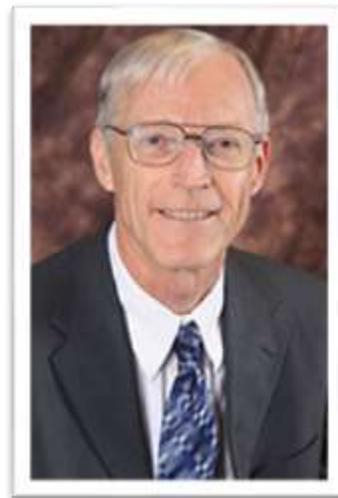
Steven Girrens
Councilor



Rick Reiss
Councilor



Susan O'Leary
Councilor

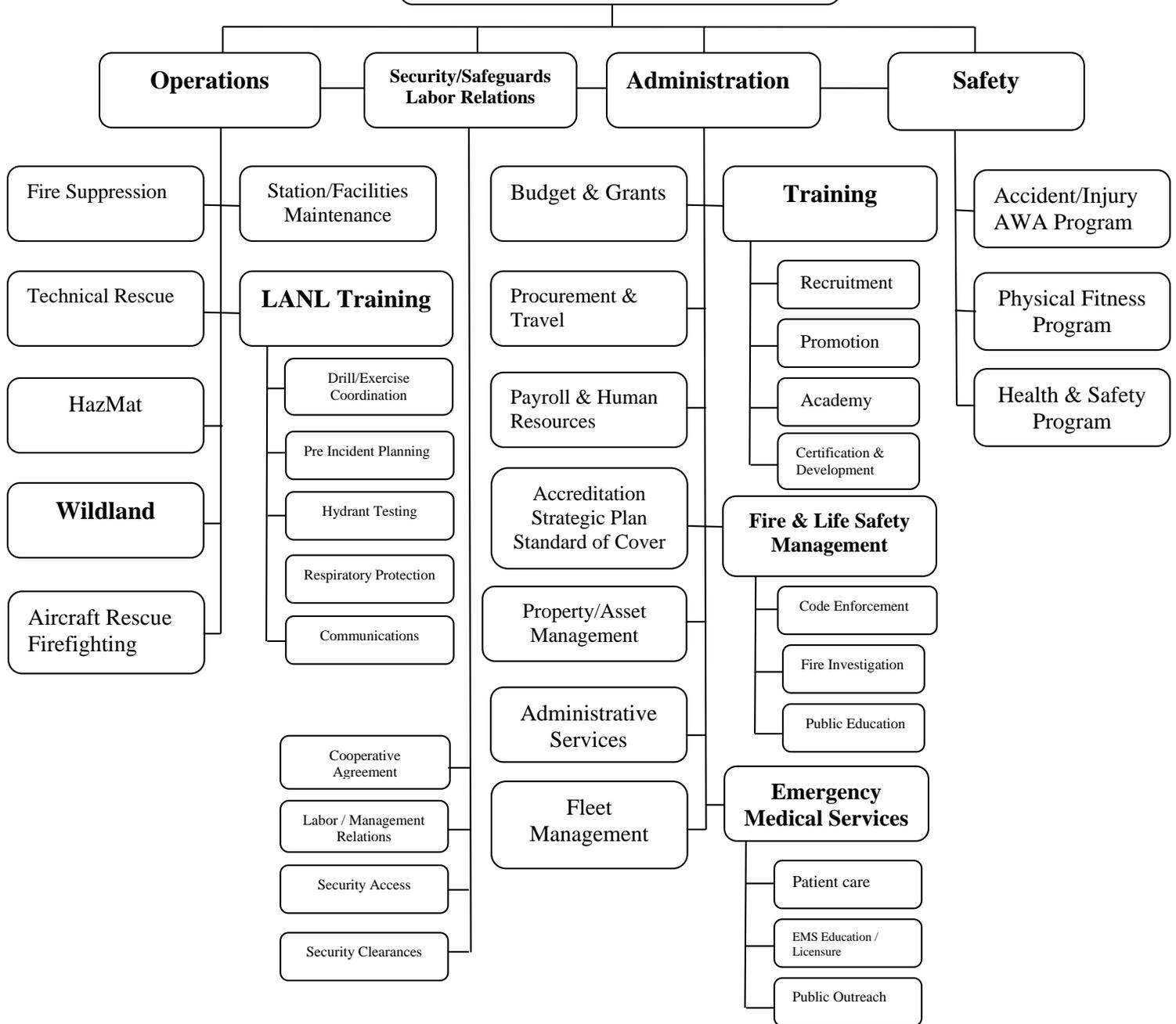


Pete Sheehey
Councilor

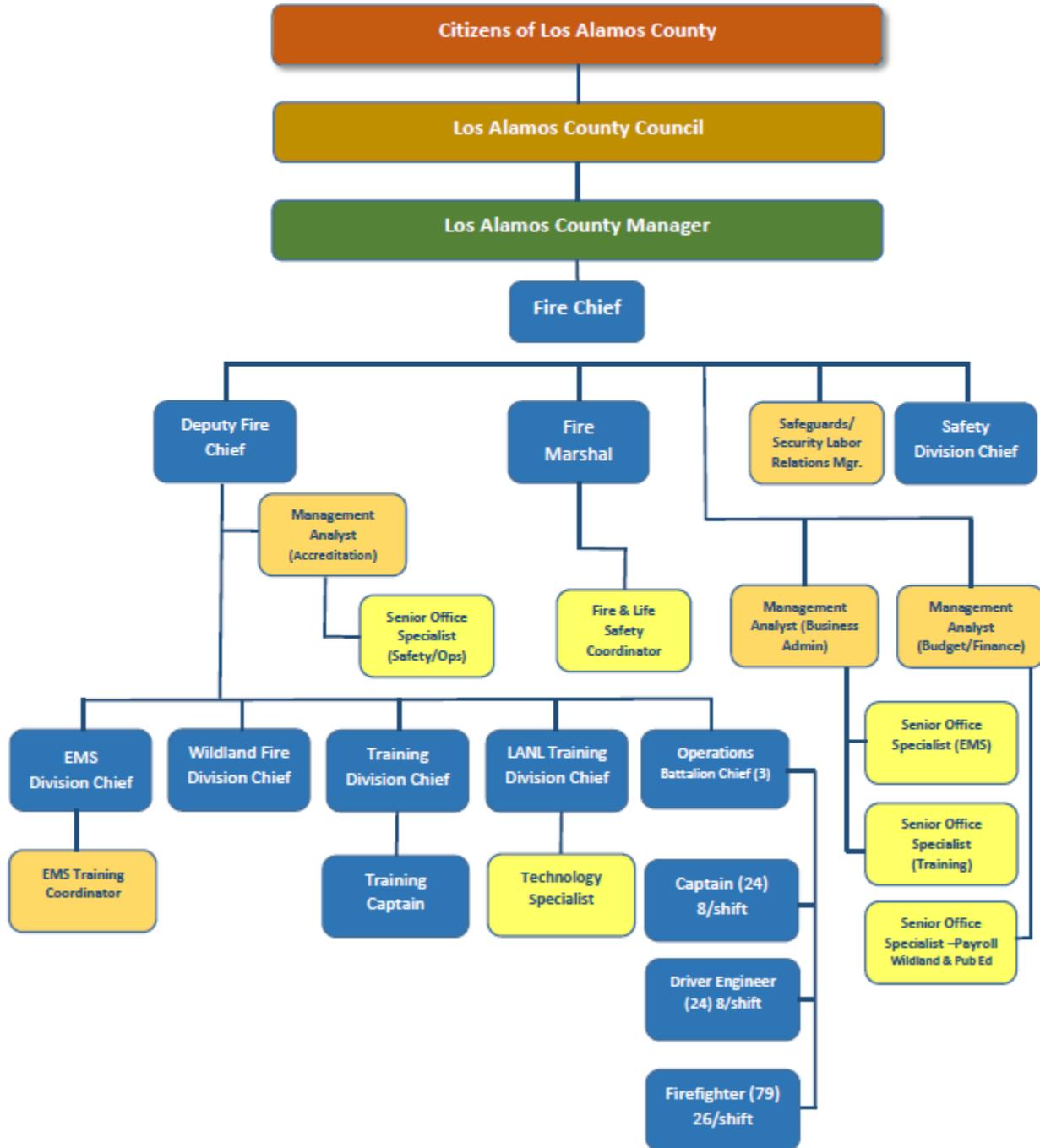


Harry Burgess
County Manager

LAFD Programmatic Structure



Los Alamos County Fire Department Organizational Structure



Los Alamos County Fire Department Achieves International Accreditation for the Fourth Time



Accreditation—it's not just a plaque on the wall. It's a journey.

Someone once said that athletic activities would be a big waste of time if they didn't keep score. No one really wants to watch a lot of physical effort between two groups of individuals unless they can determine who did the best job of playing the game. In our industry, the two opposite sides are the fire service effort as waged against the problem or accident. In the context of the accreditation concept, the CFAI has adopted the use of two different ways of keeping score. They are called baselines and benchmarks.

- A **baseline** is defined as a database from which something can be judged. It also refers to current and historical performance.
- A **benchmark** is defined as a standard from which something can be judged. It refers to future performance goals. Searching for industry best practice will help define superior or benchmark performance for which an organization can strive to meet.

What is Accreditation?

Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery.

CPSE's Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI), allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community-specific Standards of Cover.
- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

LAFD Core Values

Professionalism

We embrace service through dedication to our profession.

Readiness

We strive to maintain operational readiness through training, knowledge, and skills development.

Involvement

We embrace the free exchange of ideas to build partnerships with the community we serve.

Discipline

We maintain high standards and hold ourselves accountable at all times.

Excellence

We are committed to continuous improvement in all aspects of our service.

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

The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services.

Community Driven Strategic Plan

If we want to improve in our continuous drive for excellence, we must determine the organizational direction for excellence and develop a strategy for getting there. A properly developed strategic plan steers an organization from “business as usual” towards attainment of excellence by tackling areas needing improvement.

Community Risk Assessment—Standard of Cover

Matching resources to the risk by identifying community hazards and risks, fire station distribution, population densities and service demand.

Fire & Emergency Services Self-Assessment Manual

Internal self-evaluation is to determine the current, or baseline performance of each of our services and programs. The second is to determine industry best practices and local expectations for the services and programs resulting in the development of plans for improvement. The final reason is to provide a process by which to evaluate our services and programs in relation to improving the quality of the department and increasing the safety, effectiveness and efficiency of the agency.

The Los Alamos County Fire Department was among the first five original departments to be accredited on August 25, 1997. Others include departments from Lincoln, NE; Greensboro, NC; Tempe, AZ; and Naperville, IL.

Of the over 35,000 fire departments in the country, Los Alamos was one of only 68 accredited departments in 2002; 148 in 2010; and 218 in 2015. We are currently the only CFAI accredited fire department in New Mexico.

Quick Facts	
Total number of CFAI Accredited Agencies in 2015	218
Accredited Fire Departments in the United States	158
Accredited Fire Departments in Canada	7
Accredited Department of Defense Fire Departments	53



The members of the Los Alamos Fire Department (LAFD) work diligently every day to deliver a high level of service to the citizens and visitors of Los Alamos County through a commitment to continuous improvement. Utilizing the Center for Public Safety Technical Advisor Program (TAP) to develop the Community Driven Strategic Plan, the Community Risk Assessment Standard of Cover, and the Commission on Fire Accreditation International self-assessment model, the department once again conducted a very thorough evaluation of all aspects of the department. The evaluation confirmed that the LAFD is exceeding customer expectations in many service areas as well as revealed opportunities for improvement in others.

During the week of April 16, 2015, a team of four fire industry peer assessors visited LAFD to verify and validate the Department's service delivery against industry best practice and performance benchmarks. The team recognized the continuous improvement efforts of the Department. They offered 9 specific and 13 strategic recommendations and rendered an affirmative recommendation to the Commission on Fire Accreditation International (CFAI).

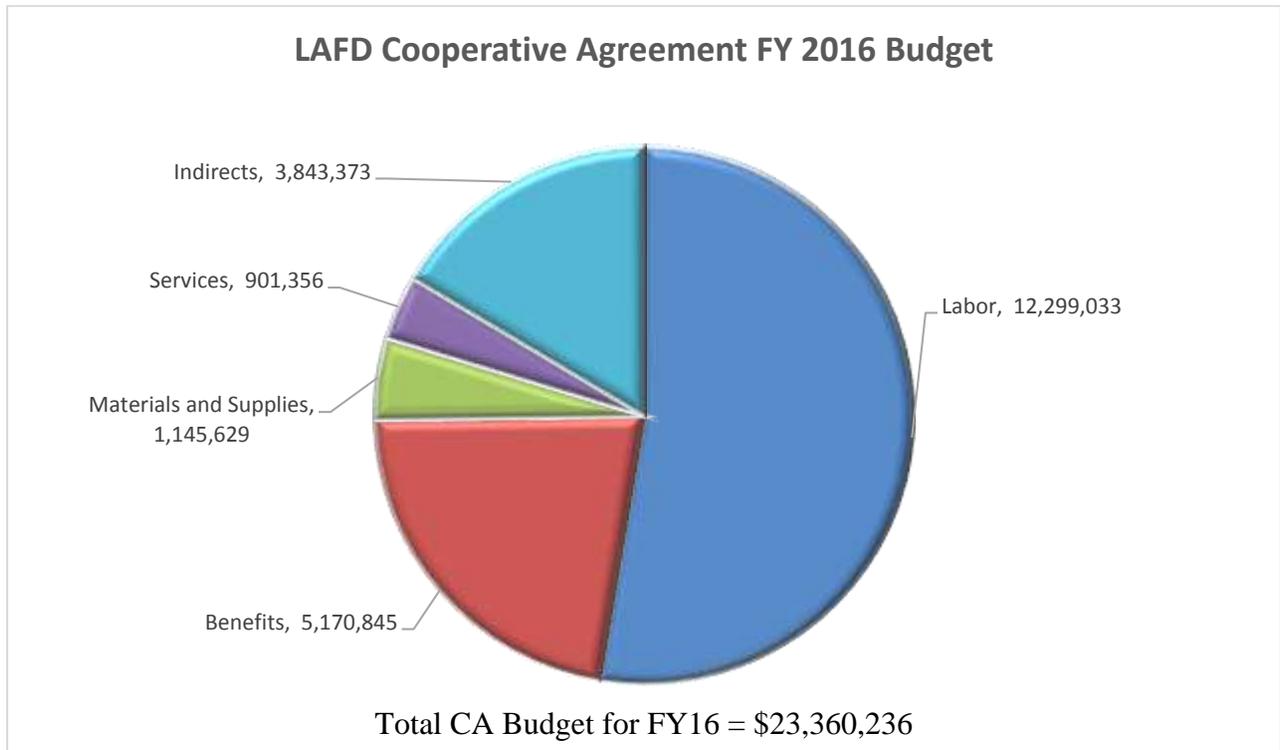
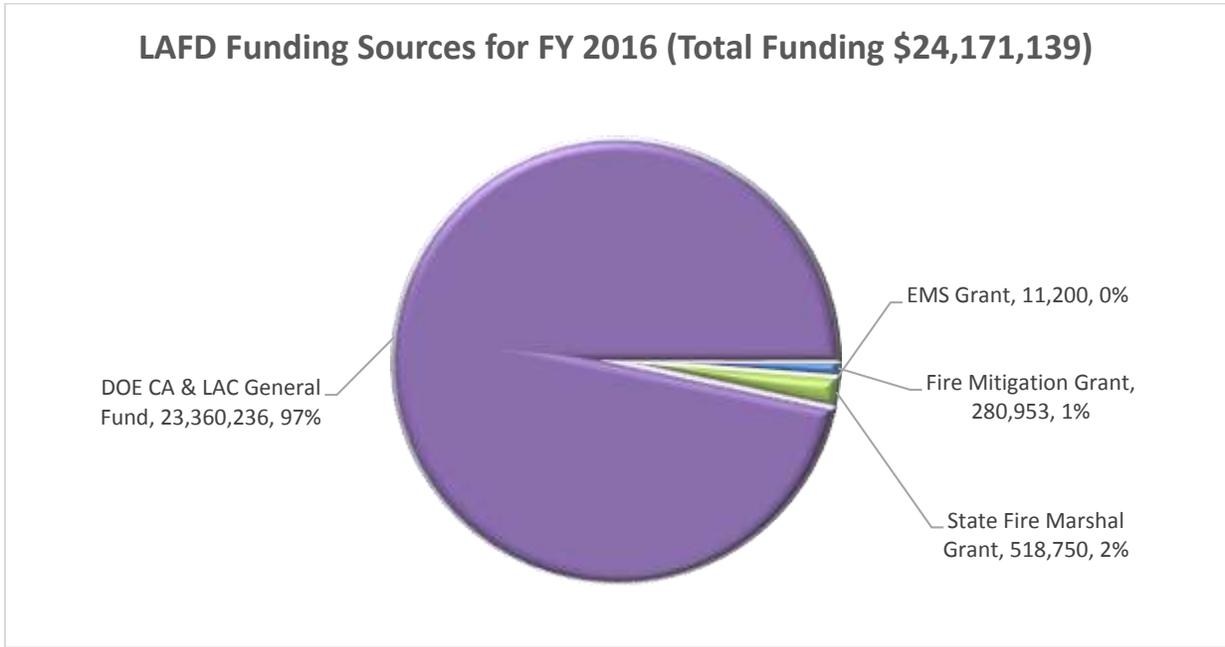
On Thursday, August 27, 2015, Los Alamos County Manager Harry Burgess, Fire Chief Troy Hughes, Deputy Fire Chief Justin Grider, Division Chief Benjamin Stone and IAFF Local President Bertram Quintana appeared before the CFAI seeking Accreditation for the fourth time. After asking a few clarifying questions, the 11-member Commission voted unanimously to approve the Department for accreditation for a five-year period.

What this means to Los Alamos County is that a third party has validated that the LAFD operates under high community specific standards of coverage and employ a methodology for achieving continuous organizational improvement.

The leadership of the LAFD has embraced the CFAI model. Chief Troy Hughes received the Chief Fire Officer designation by the Commission on Professional Credentialing in 2013 and EMS Division Chief Benjamin Stone received the Chief EMS Officer designation in August. Deputy Fire Chief Justin Grider was honored as the New Mexico Fire Officer of the Year at the 4th Annual NM Fire and EMS Expo demonstrating his commitment to organizational excellence. Several LAFD Chief Officers are exploring their own pursuit of CFO, FO, FMO or EFO Professional Credentialing.



Financials



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

Safeguards and Security

To provide consistency throughout Los Alamos Fire Department (LAFD), the current Cooperative Agreement (CA) identified 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 third 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. All Fire Recruits in Academy #26 completed this prior to their assignment to shift. The Recruits also completed the annual requirements during their application process for a Q Clearance.

The **Beryllium: General Employee Overview** is required of all new LAFD personnel as well as all LAFD personnel on a biennial basis. This on-line LANL course was completed by all Fire Recruits in Academy #26 as well as the one new civilian employee.

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 sponsors a “Security Blitz” prior to the expiration of all LANL Badges. During a 30-day period, starting mid-August, 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.

DOE added an annual training requirement during the end of 2015. The **Department of Energy Insider Threat Awareness** course was completed by all personnel that currently hold a Q clearance. In the future, this course will be completed during the “Security Blitz”.

The communication of **Security Tidbits** 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 Supervisors** was conducted for all LAFD supervisors and managers. Personnel were required to attend either the County sponsored or LAFD sponsored training. 100% of the staff received this mandatory training.

Additional Security and Safeguards Data:

- 1 new LANL badge was requested;
- 5 LANL badges were turned in due to retirements and terminations;
- 1 Q clearance application was initiated;

- 3 Q clearances were granted;
- 32 five-year Q clearance reinvestigations were initiated;
- No security incidents/ notifications occurred.
- The FY'15 Federal Inventory was completed in November of 2015.

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 2015, 9 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 which went through arbitration for resolution to the issue. There are no pending labor related legal issues at this time.

The current Collective Bargaining Agreement (CBA) ends February 4, 2016. Therefore, negotiations began in September with the Union for a new CBA. Management and Labor agreed to utilize the Interest Based Bargaining (IBB) process for a second time. The process began with a joint training in the IBB process which was held in May.

Service/Action Plan for 2016

In addition to the Annual 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"
 - Beryllium: General Employee Overview, and
 - New topics as they become available through LANL Training.
- Instructor-led trainings to include:
 - Discrimination/Harassment Training for all Employees and
 - Training on the new CBA for Command Staff.

The FY'16 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

Negotiations for a New Collective Bargaining Agreement

Los Alamos County (LAC) and the Los Alamos Firefighters' Association Local 3279 (Union) entered into negotiations in September for the purpose of developing a new Collective Bargaining Agreement (CBA) as the current Agreement was to expire on February 4, 2016. Negotiations began after the two parties participated in a joint training on the Interest Based Bargaining (IBB) procedures. After the two-day training with a representative from the Federal Mediation and Conciliation Services (FMCS), each party identified a team consisting of five to eight members, including alternates. The parties agreed to utilize the IBB process which takes longer than the traditional process; however, the parties agreed that the IBB process and time are well worth it as the total process is more cordial and transparent. Although the majority of the negotiations occurred in 2015, LAC and the Union are pleased to announce that agreement was reached on a new CBA for the period of February 5, 2016 through June 30, 2020.



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 muscular dystrophy.

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 deliver exceptional 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 medication anytime. In 2014, the division worked with the New Mexico Drug Enforcement Administration (DEA) and our contracted pharmacist and obtained approval to add controlled narcotics to the machine. 24-hour access to medications has allowed the department to reduce par levels and lower costs. The machine also allows the department to run reports that monitor medication usage. The EMS Division staff have reviewed the 2015 reports and with input from the Medical Director, will consider reducing or eliminating medications that are not used and not required by the Public Regulation Commission to be on the ambulances.

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 initiates patient contact, retrieves data, and supplies LAFD with feedback that will be analyzed and utilized to develop performance enhancement initiatives. The Patient Satisfaction Survey program started in July 2015 and has yielded positive feedback with a cumulative patient satisfaction score of 89%. The department will continue to monitor patient satisfaction scores and plans to expand the program in 2016 by recognizing exemplary performance by EMS providers.



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.

Los Alamos Fire Department High Quality CPR Initiative

LAFD has introduced an Innovative Competency Based Training Program for high quality CPR and improved patient outcomes. Many healthcare providers do not perform CPR as a normal part of their daily practice, and some may rarely perform CPR after their biennial training. As CPR compression and ventilation skills degrade from lack of use and practice, so does the overall effectiveness of CPR. As the quality of CPR degrades, this can literally become a matter of life and death for patients.



The department started 2015 by utilizing CPR feedback mannequins to test each EMS provider as they performed CPR. This allowed us to have a baseline skill level for every provider. These results were shared with providers by shift and station. The department's trainers then began a rigorous training regimen to correct any deficiencies that were identified during the testing process. The trainers retested EMS providers at the six month period. **The six month testing showed a 40% overall increase in CPR effectiveness across the department.**

In a review of research on the use of CPR feedback devices, Yeung et al. (2009) found that real-time feedback during training improves learning and retention of CPR skills, and most importantly, improves performance during actual resuscitations. Evidence suggests CPR performance in actual resuscitations by in-hospital and pre-hospital providers, alike, improves when using real-time feedback during training as guidance (Abella et al., 2007, Kramer-Johansen, 2006). Bobrow, et al. (2013) showed that scenario-based training with real-time feedback and use of real-time feedback during actual resuscitations was correlated with dramatic increases in CPR quality and survival.

With this current research as a basis for our program, LAFD purchased mannequins for each station that are able to provide real-time CPR feedback to utilize in training. In addition, we purchased a program that is able to provide feedback from our cardiac monitors, giving our personnel post event feedback from actual events, giving our cardiac arrest patients the best possible chances for survival. This has equated to an over 50% Return of Spontaneous Circulation (ROSC) on our arrest patients by hospital arrival. We are working on a process to obtain survival to discharge information from the local hospitals in order to analyze that data as well following the Utstein reporting process.

Paramedic Students Graduate



In July 2015, five EMT Intermediates (Robert Fuselier, Andres Madueno, Allen Quintana, Eric Gonzales and Daniel Gandara) completed paramedic school at Santa Fe Community College (SFCC) increasing the total number of paramedics to 43 (in the field) or 33% of our total response team. We are proud that one of our paramedic graduates, Robert Fuselier, was the valedictorian of his class.



Two EMT Intermediates, David Apodaca and Robert Sanchez, are currently attending Paramedic school at Santa Fe Community College. When they graduate, they will increase the number of paramedics to 45, or 34% of our response force. The increased number of paramedics has allowed for a staffing change, giving every district a paramedic on duty every day. LAFD is proud to respond to all ALS calls with 100% paramedic coverage.

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 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, EMS 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 Director Consortium. An annual review of the protocols will allow the department to implement the latest best practices in EMS. In addition, every month a meeting is scheduled that allows EMS providers to work with EMS Administration to review and revise EMS Fire Chief Directives.



New EMS equipment is frequently demonstrated and discussed at the Medical Advisory Committee for consideration of future implementation.

EMS Strategic Goal: Maximize EMS Community Outreach Programs

The EMS Division Community Outreach programs reached over 800 people in 2015 providing CPR, Heart saver CPR/AED, Project Heart Start Hands Only Community CPR, commercials at the local movie theatre, participation in local and state committees, conference and other speaking engagements, and providing education opportunities for allied agencies. Our personnel also provided medical support to the Los Alamos County Fourth of July celebration. The division also posts periodic medical prevention articles in the local paper and the Los Alamos Senior Center's monthly news magazine.



LAFD Bicycle Response Team



The Los Alamos Fire Department has launched its Bike Response Program to strengthen its community healthcare commitment and provide additional EMT presence in specific locations.

The team will also provide an opportunity to interact with the community during special events.

Our Bike Patrol Team will be deployed during special events such as Special event Runs/Walks, 4th of July and Halloween celebrations, festivals, parades and other community events.

The Los Alamos Fire Departments Bike Patrol Units have been equipped with the most up-to-date cycling equipment, while the unit's responders have been qualified to safely operate and patrol on these bikes through a national certification program.

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. In addition, our Medical Director, EMS Education Coordinator, and one of our paramedics provided specialized training for the Los Alamos Police Department teaching critical trauma care and certifying all attendees in Healthcare Provider CPR. Our goal is to increase cardiac arrest survival in LA County through the increased bystander/police CPR. In 2015 50% of our cardiac arrest patients had CPR prior to LAFD arrival.



Emergency Medical Dispatch

The EMS Training Coordinator is a certified Emergency Medical Dispatch (EMD) instructor through the International Academy of Emergency Dispatchers (IAED). Emergency Medical Dispatchers are trained to offer pre-arrival instructions to help to 911 callers with medical emergencies. This allows our citizens to receive lifesaving pre-arrival instructions to assist themselves or their loved ones even before responders arrive.

Project Heartstart

The EMS Training Coordinator organized a New Mexico Project Heartstart Community CPR event on June 20th at Fuller Lodge. Fifty community members were taught hands only CPR and AED; 16 additional people were trained at sessions taught for Los Alamos Public Schools and Los Alamos County Administration.

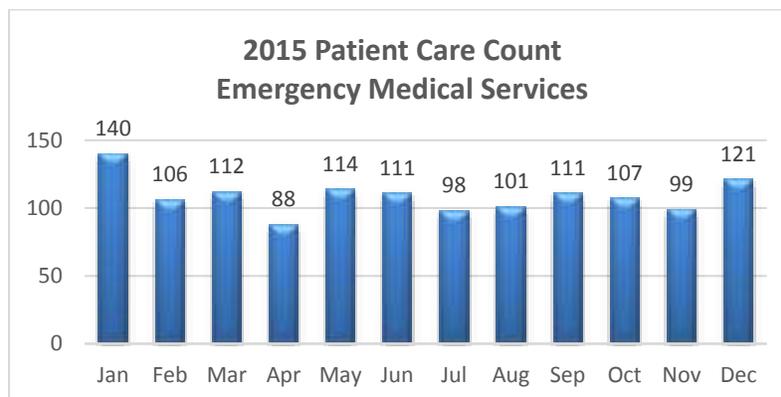
Vial of Life Health Fair



On September 26th, 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 1308 EMS Patient Care Reports created in 2015. 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.



Average Response Time

5 minutes 8 seconds

12/31/2014 to 12/29/2015



Minutes	Number	Pct
<=5	673	66 %
6-10	288	28 %
11-20	58	6 %
21-30	0	0 %
31-60	3	0 %
61-90	0	0 %
91-120	0	0 %
>120	0	0 %
Undefined	0	0 %

Other Community Events



The EMS Division represented LAFD at Career Days, county events, and several EMS Education conferences in 2015, such as our recruitment efforts at the Central New Mexico University Career Day in Albuquerque, the instruction participation at the Enchanted Circle EMS Conference in Red River, New Mexico, the Region 1 State EMS Conference in Albuquerque, and the New Mexico EMS Educator's Association Conference in Ruidoso.

Electronic Patient Care Reporting

The electronic Patient Care Reporting (ePCR) 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, such as the monthly LAFD Dashboard, the annual appraisal for accreditation and to help support funding. It is also used to identify training and educational needs through our quality assurance program, by identifying the changes to CPR and moving to the high quality model, development of documentation training to lower mistakes. The new platform provides a robust data mining and compliance reporting system.

Quality Assurance Program

The EMS Training Coordinator is also the EMS Quality Manager. She reviews every EMS call for quality patient care. 77% of all calls reviewed were rated good or above. The Quality FCD was updated in 2015 to reflect changes developed to enhance patient care. EMS providers are given feedback and when necessary, the EMS Division Chief and Medical Director are involved in the Quality Improvement actions. Since the most common QA concern found is minor documentation errors, documentation training was assigned to all EMS providers in 2015.

Fire Chief Directives

The EMS Division, with the assistance of field providers, reviews FCDs every other month following the Medical Advisory Committee meetings. The group updates every FCD to reflect current and best practices. In 2015, nearly all EMS related directives were updated.

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

As discussed elsewhere, accreditation was a big part of 2015. Many hours were dedicated over the course of the year from many of the operational shift personnel. This is a main driver in looking at our Response Plans and how we can improve deployment of resources to the emergency. Sending the right equipment, apparatus and personnel for the severity of call will assist in better customer service. This has driven our business model on what we purchase and why. The addition of Truck 3 in White Rock gives us the flexibility and the ability to respond and reinforce our total effective response force for fire calls. Using this model, we are replacing Rescue units this year with one heavy rescue unit and one light rescue unit. The specifications have been written and currently are in the bidding process. 2015 was a busy year and we will see the fruits of our labor in 2016!

Fire Suppression

The LAFD is an Insurance Services Office (ISO) Class 2/9 Fire Department and a relative Class 1 that currently operates a response fleet consisting of 12 structural suppression vehicles, 10 wildland/urban interface suppression vehicles, 3 rescue vehicles, 6 ambulances, 1 crash/fire/rescue vehicle and 1 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.



Photos courtesy of Leslie Bucklin

A Shift Highlights & Accomplishments

2105 was a good year for A-Shift and the LAFD. Three A-Shifters were promoted to the rank of Driver Engineer: Adam Martinez, Bertram Quintana, and Daniel Garcia. Bert and Daniel were assigned to different shifts and A-Shift acquired newly promoted Driver Engineer Luke Washburn. Daniel Gandara, Allen Quintana, and Eric Gonzales all became paramedics and David Apodaca began his training to become one in 2016. All of the Captains and DEs that weren't already Blue Card Command certified received the training. This training proved valuable, especially on November 18th, when crews responded to a working structure fire on Ridgeway. Blue Card Command principles were put in place which allowed for smooth communications and a seamless transfer of command. It was refreshing to see that a change in operational procedures was worth the effort by those that conducted and completed the training. A-Shifters took advantage of the burn building and TRT props at Station 2 to hone their fire and rescue skills.

2015 also saw the strengthening of the LAFD HazMat team as more members were trained to the Technician level and the department took delivery of a new HazMat response truck. A-Shift continued the role of taking the lead on ladder and SCBA fit testing. The addition of newly promoted Captain Larry Roybal has been a great fit for A-Shift. All-in-all, 2015 was a year filled with great teamwork and camaraderie. I see a continuing trend for 2016.



House Fire on Ridgeway - 11/18/15



Station 1 A Shift Crew for the Movember Campaign

B Shift Highlights & Accomplishments

B Shift had a busy year in 2015 as well. Numerous emergency calls, drills and exercises and countless hours of training and preparing personnel for their next step of promotions. Driver Engineer Jason Block and Captain Ernest Agnew designed and implemented a CFR training drill for the department to demonstrate the trucks water curtain abilities for rescue scenarios. This training would not have been successful without coordination and teamwork with the Airport Manager and staff. All personnel completed the class and have a more comfortable working knowledge of the CFR and its capabilities.

Attached photos show B Shift in action and showing off that they are tough enough to wear pink for breast cancer awareness.



C Shift Highlights & Accomplishments



2015 was an interesting year for C-shift. The main topic of the year was who the Battalion Chief was going to be. C-shift went through a total of four Battalion Chiefs. Adam Muller retired early in the year, an exciting part of our careers that we all are working towards. Good luck to him in his future endeavors. Joseph Candelaria took over as Acting BC until his promotion in May. He was soon moved to the Training Division.

The rest of the year was filled by Captain Raul Manzanares (pictured on right) and Captain Steve Saiz (pictured on left) in acting capacities.

An always exciting time is promotions. A lot of blood, sweat and tears is put into studying and participating in the process. The positive outcome always outweighs the negatives. Joseph Candelaria was promoted to Battalion Chief, Ray Gandara was promoted to Captain, and Adrian Carabajal, Michael Cayton and Bert Quintana were all promoted to Driver Engineer. Congratulations!

A new round of paramedics returned from school and were successfully licensed. C-shift had the honor of welcoming back F/F Andres Madueno, and F/F Robert Fuselier as paramedics. Academy Class 26 graduated on January 16 and immediately began life on shift. Fire Cadets Michael Garcia, Taylor Garcia-Anaya and Jeremy Patton were assigned to C-shift. These cadets hit the ground running and have been honing the skills they learned in the academy. All three Cadets also successfully passed their Firefighter I probationary testing. Good luck gentlemen in your careers.

One of the notable calls that occurred on C-shift was the structure fire on Cheyenne. LAPD rescued a victim from the structure before fire crews arrived. Crews also responded to an electrical incident at LANL. The same day as the electrical incident, there was also a grinder fire at the Eco Station, a snag fire and a structure fire in White Rock. A concrete truck also rolled over on State Road 4 later in the year. The driver survived but the truck was a total loss.



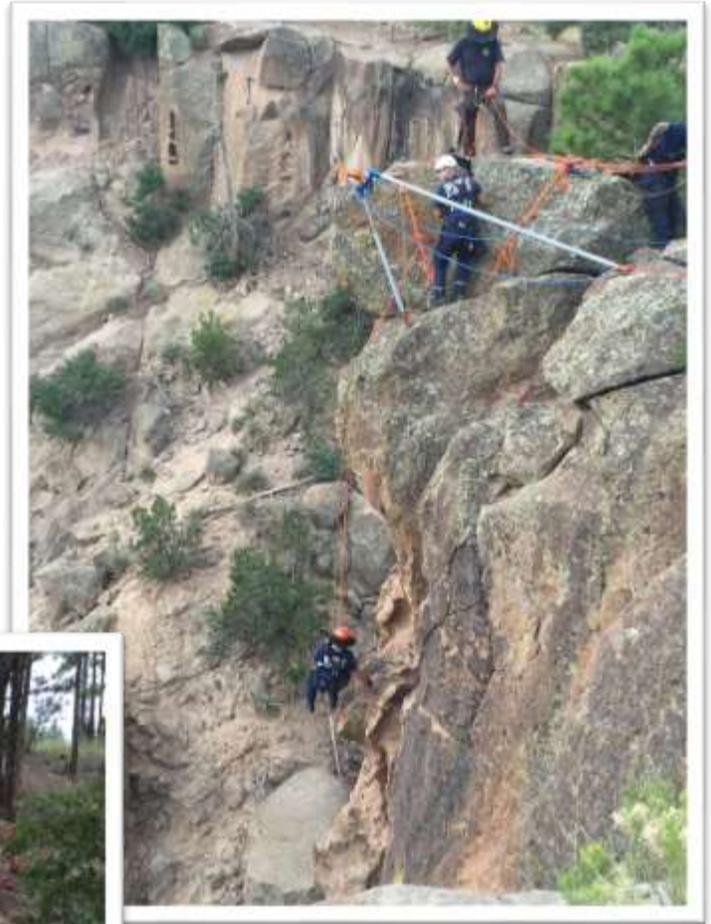
Rescue/Technical Rescue

In 2015 the Technical Rescue Team was called out to five high angle rescues. The department also ran over twenty motor vehicle accidents at least eight of which were rollovers, several elevator emergency calls and numerous other rescue related calls.

The team was restructured to have an overall team lead and identified subject matter experts (SME) in each of the disciplines that we practice. The disciplines are high/low angle rescue, confined space/elevator emergencies, vehicle/heavy extrication, and structural collapse/trench rescue. The SME will have four instructors and are in charge of training requirements and equipment within their respective discipline.

Our team had been in the process of joining forces with the New Mexico Federal Emergency Management Association (FEMA) Taskforce 1 since 2014. We had finalized the memorandum of understanding with the NM Taskforce. We had the opportunity to reap the benefits of sending some of our team members to some search and rescue drills as well as breaking and breaching concrete training. Our hope was to continue building our relationship with the NM Taskforce and eventually have a Los Alamos branch of the NM Taskforce Team. Unfortunately this year the NM FEMA Taskforce 1 lost FEMA sponsorship and is transitioning into a state response team. The hope in the future is to still be an active part of the state response team.

Throughout the year the team trained on confined space emergencies to include elevator emergencies, high angle rescue to include artificial high directionals, Vehicle extrication to include advanced techniques used for upside down vehicles, and structural collapse training to include breaching and breaking of concrete. The team offered its first 80 hour rescue technician course that included a rope rescue II IFSAC certification. Reed Thorne from ropes that rescue came back to Los Alamos to build upon the foundation of high directional knowledge that we received two years back. The department was able to send members to attend the Santa Fe auto-x that teaches advanced vehicle extrication techniques.



Hazardous Materials

2015 was a productive year for the LAFD Hazardous Materials Team. After the delivery of our new response vehicle, Hazmat 1, late in 2014, members of the team spent the 1st quarter of 2015 purchasing equipment and outfitting the truck. Other members organized the decontamination and the fuel spill mitigation equipment and placed them on the Support 2 trailer renaming it Decon 1. With recent equipment purchases, staffing and training, the LAFD Hazmat Team meets the intent of a FEMA Type 1 Hazmat Entry Team and is ready to be deployed to hazardous materials emergencies in our own community as well as helping out in Northern New Mexico.

Response

In 2015, LAFD responded to 48 hazardous condition calls as coded in Firehouse. Most were odor checks, gas leaks, carbon monoxide alarms and small fuel spills that were almost all handled by the response of an engine company, medic and rescue. With the number of Hazmat Technicians trained in the department, it was a rare occasion when there wasn't a team member on scene to help with the response decision making.

The Hazmat Team assisted the LANL Hazmat team at several responses on LANL property and continues to work effectively with the LANL Hazmat team.



In August of 2015, the state emergency manager requested assistance from the LAFD Hazmat Team to respond to Taos, New Mexico to assist with a major hazardous materials incident at Holy Cross Hospital. The team worked with teams from Rio Arriba County (Española Fire Department), the National Guard 64th CST, the Taos Fire Department, Facility representatives and the New Mexico State Police to make entry into two incident

scenes, mitigate the hazards, preserve evidence and deem the scene safe for clean-up operations. This made it possible for the Hospital to open the Emergency Department to accept patients, taking the pressure off of the Emergency Medical Transport systems in Northern New Mexico who were transporting patients to Santa Fe and Albuquerque. Our team and our sophisticated monitoring equipment proved to be a valuable resource during this response.



Training and Education

Team members prepared the team's quarterly training which consisted of "Radiation Response, After Action Review, and Advanced Monitor Operation" in January, "TA-49 Field Day-Level A Suit Proficiencies" in May, "Technical Decon" in September and "Hazmat Technician Mini-academy with Suit Proficiencies" in December. In May, four personnel attended the IAFC International Hazardous Materials Teams Conference in Baltimore MD which provided an excellent opportunity for team members to network with team members from all over the world along with numerous training sessions. One team member attended the "Hot Zone" Conference in Houston, which provides hands-on training along with classroom training, also providing excellent networking opportunities.

The Annual New Mexico Hazmat Challenge was held at TA-49 during the last week of July and had more than 50% of the LAFD Hazmat Team participating in either a teaching capacity, proctoring scenarios or being part of the two competing teams from LAFD. Although no trophies were won, everyone learned a great deal and had a good time which is always the case with the Hazmat Challenge.

Three members of the team renewed their certifications as RAE systems technicians enabling them to repair and calibrate the department's multi-gas detectors.

In December, three members took the initiative to attend the Center of Domestic Preparedness (CDP) Hazardous Materials Technician for CBRNE Incidents in Anniston, AL. This class, as quoted by one of the participants, is “a demanding five-day course that challenges the hazardous materials technician with an extensive hands-on training experience.” Classes offered by the CDP are federally funded and incur no cost to the department other than personnel cost. The three team members that attended this training have now committed to helping teach the February Hazmat Team Quarterly Training and will educate the team members on how to take advantage of this unique and valuable training.

In November, Hazmat Team Members delivered the Hazmat Operations refresher to all responding personnel in the department. The refresher consisted of a review of response at the operations level using the “8 step process” which is an organizational tool to use during response and a practical scenario with included an ammonia leak with a victim that needed emergency decontamination and medical treatment. A total of 94 hazmat classes were conducted and a total of 319 hours of training were provided to the department under the hazmat category.

The LAFD Hazmat Team is committed to protecting the public from hazardous materials incidents and will continue to hone our skills and take advantage of training opportunities to ensure the team is ready to respond to incidents at LANL, in our community and all of New Mexico. We will continue to upgrade equipment and educate the Department on Hazmat response.



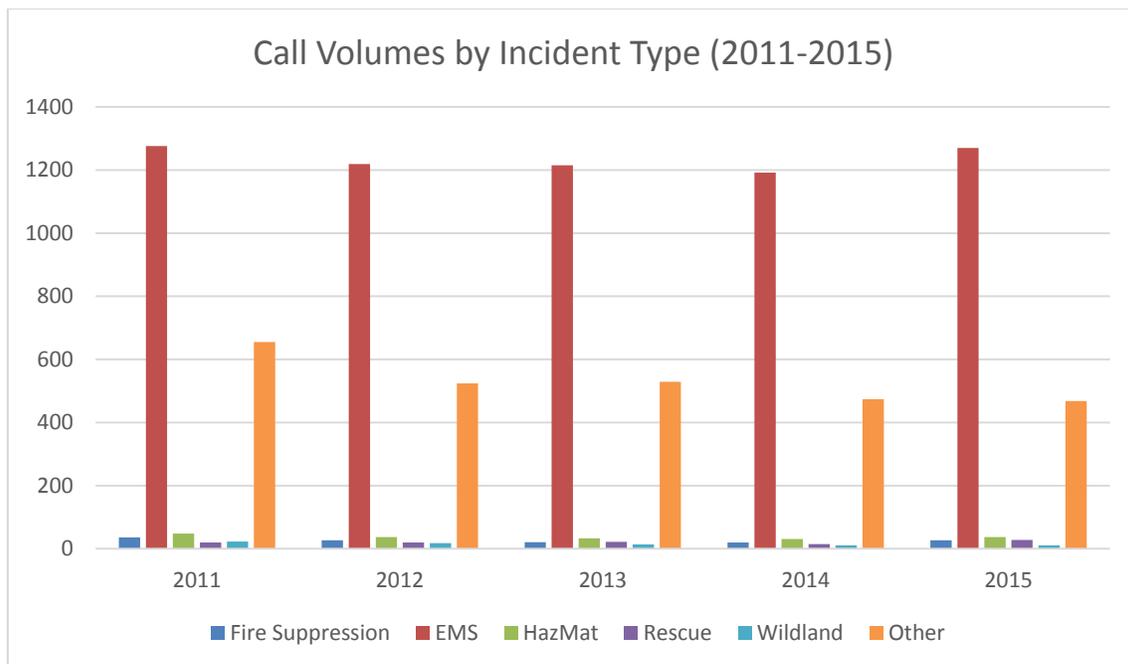
Performance Measures

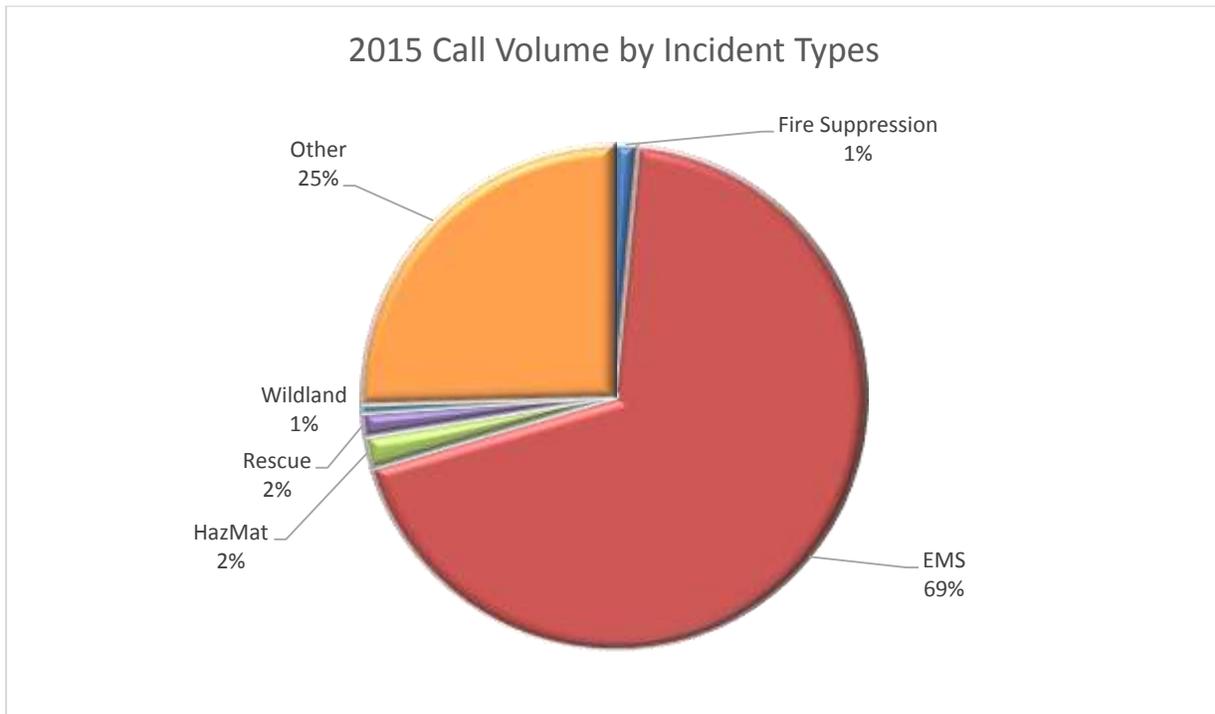
The department publishes a monthly performance report called the LAFD Dashboard accessible on the Intranet site to all personnel to evaluate program performance emergency and non-emergency service delivery. In 2015 there were 1,841 calls, 591 of those were non-emergency calls, and the remaining 1,250 were emergency.



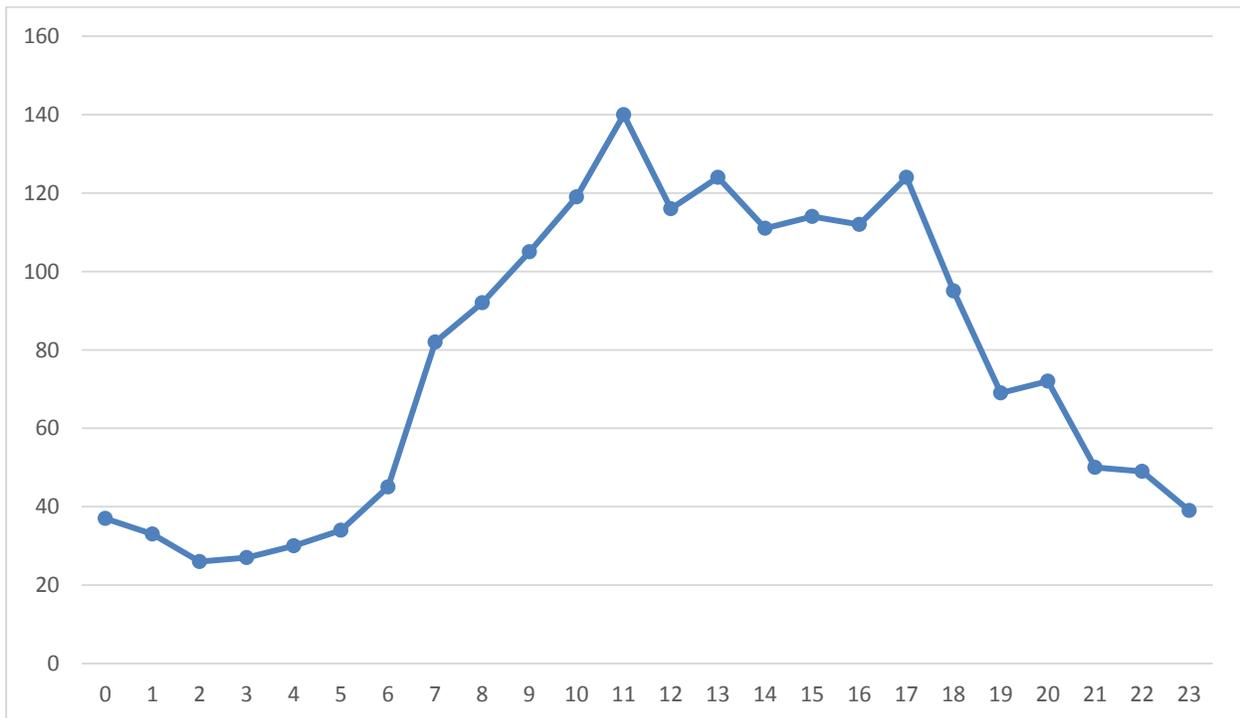
Responses by Call Type comparison 2011-2015 (Emergency Response)

	2011		2012		2013		2014		2015	
	Incidents	Units								
Fire Suppression	36	182	27	93	21	91	20	71	27	187
EMS	1276	2672	1219	2440	1215	2469	1192	2402	1270	2831
HazMat	48	110	37	102	33	84	31	82	37	113
Rescue	20	35	20	43	22	48	15	34	28	59
Wildland	23	77	18	69	14	55	11	41	11	51
Other	655	1842	524	1484	529	1474	474	1393	468	1750
Total	2058	4918	1845	4231	1834	4221	1743	4023	1841	4991

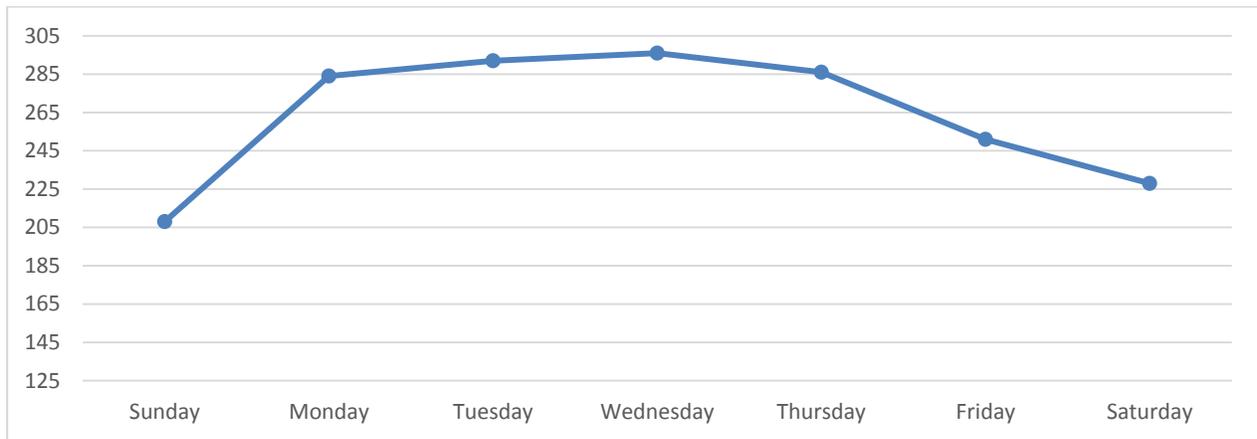




Incident Volume by Time of Day (2011-2015, includes Emergency and Non-Emergency responses).



Incident Volume by Day of the Week (2011-2015, includes Emergency and Non-Emergency responses).



Hour of the Day	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Grand Total
0	2	2	8	7	6	4	8	37
1	3	6	6	5	1	4	8	33
2	3	6	5	3	4	3	2	26
3	3	2	3	5	7	4	3	27
4	5	5	2	3	8	3	6	32
5	6	8	7	4	3	2	4	34
6	5	4	5	11	4	7	8	44
7	10	16	13	12	13	7	12	83
8	8	19	16	12	11	11	14	91
9	11	14	24	17	17	12	10	105
10	13	14	20	25	18	23	6	119
11	17	18	30	23	24	15	12	139
12	8	21	13	17	14	26	15	114
13	20	27	19	13	21	14	12	126
14	12	14	23	12	19	17	12	109
15	10	17	16	25	22	15	9	114
16	19	16	16	22	15	10	12	110
17	16	22	17	20	16	17	15	123
18	13	15	11	10	14	18	14	95
19	2	11	12	16	8	10	10	69
20	8	10	9	10	17	8	10	72
21	7	5	6	13	7	6	7	51
22	7	6	5	4	9	8	10	49
23	2	4	3	8	6	7	9	39
Grand Total	210	282	289	297	284	251	228	1841

Call types categorized as "Other" by National Fire Incident Reporting System (NFIRS) Code (2011-2015)

NFIRS Code	Incident Type Description	2011	2012	2013	2014	2015
20	Overpressure rupture, explosion, overheating, other	2				1
21	Overpressure rupture from steam (no ensuing fire)		1			1
22	Overpressure rupture from air or gas (no fire)	2	1	3	1	
24	Explosion (no fire)	1			2	
25	Excessive heat, scorch burns with no ignition	3	3	1		
37	Electrical rescue		1			
44	Electrical wiring/equipment problem	6	29	16	12	11
50	Service call, other	54	39	44	20	33
51	Person in distress	7	9	4	7	7
52	Water problem	40	7	13	6	12
53	Smoke, odor problem	10	4	8	8	10
54	Animal problem or rescue				1	3
55	Public service assistance	54	20	30	23	38
56	Unauthorized burning	1	7	1	7	2
57	Cover assignment, standby at fire station, move-up	100	111	96	96	53
61	Dispatched and canceled en route	4	2		2	5
62	Wrong location, no emergency found	11	9	13	17	17
63	Controlled burning	1	6	2	2	15
64	Vicinity Alarm	1	1			1
65	Steam, other gas mistaken for smoke	15	24	26	17	24
66	EMS call where party has been transported		1			
67	HazMat release investigation w/no HazMat	3	2		3	
70	False alarm and false call, other		2	1		1
71	Malicious, mischievous false alarm	4	1	2	4	1
72	Bomb scare	1	1	1	1	4
73	System or detector malfunction	140	65	108	78	77
74	Unintentional system/detector operation (no fire)	181	162	147	162	147
80	Severe weather & natural disaster - other	2	1	1	1	
81	Severe weather & natural disaster - Specified	2		10		1
90	Special type of incident, other	9	14	2	3	3
91	Citizen complaint	1	1		1	1
Totals		655	524	529	474	468

Call Volumes by Population Density for 2015

Population Density	Emergency	Non-Emergency	Grand Total
Suburban	525	395	920
Rural	666	181	847
Wilderness	56	10	66
OUT	3	5	8
Grand Total	1250	591	1841

Training

The Training Division provides 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.

In 2015 the Training Division Chief Francisco Martinez retired after serving LAFD from January 4, 1999 to May 31, 2015 - nearly 17 years of honorable service. His dedication to LAFD training and education were instrumental in the success of the Training Division. In addition to Chief Martinez retiring from LAFD, Captain Brittelle transitioned into a new role from the Training Captain to an Operations Captain. Captain Brittelle had a significant role in the successes of the Training Division. We would like to congratulate and thank both Chief Martinez and Captain Brittelle for their service in the Training Division.

Division Chief Joseph Candelaria and Captain Grace-Meyer assumed the responsibility of the Training Division. The first training division priority was to do an internal Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The SWOT Analysis identified key areas of improvement for the training division. The Training Division set short-term and long-term goals as outlined below.

Identify instructional programs needed at LAFD to support the Cooperative Agreement with LANL and our mission. In addition to identifying programs, the division is currently looking for instructors to support each discipline. The ultimate goal is to establish clear oversight and program management for all fire specific training.

- Develop and initiate a quality matters program of evaluations for all decentralized courses. Quality matters evaluation programs are designed to improve courses taught here at LAFD. The program keeps both the course and instructor accountable for what we say we are teaching and what the students are learning.
- Implement a program that addresses NFPA 1403 Standard on Live Fire Training Evolutions compliance. The goal is to have a minimum of two live fire training instructors per shift. This will allow for better utilization of the training tower for live fire training evolutions. Look for an updated FCD and procedure for use in the near future.
- Blue Card training will be 100% complete for the ranks of DE and above in early August. There has been overwhelming positive feedback for this course. We understand that the online portion can at times can be tedious and redundant, however the overall experience with this course has been widely accepted. It is now our goal to make the training objectives learned in Blue Card applicable to our department. We will soon be implementing a training plan for the communication block for all firefighters.



- Better utilize Target Solutions as a training resource for delivery of training, records management, ISO training compliance and special program training management. The immediate goal is to use this system to track real time training data and minimize the use of paper rosters as our tracking system.
- Plan a 2016 Recruit Academy to address the current and projected vacancies in calendar year 2016. This will be in accordance to our minimum manning and CA requirements at LAFD.

The LAFD Training Division facilitates 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 the Insurance Service Office (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 five-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.

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, steps have also been taken to 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

In 2015, LAFD completed training for all personnel in the rank of Driver Engineer and above in the Blue Card Incident Command training program. 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. Our personnel completed a 50-hour online prerequisite class and a 24-hour initial Blue Card Simulator Lab. This course was instructed by LAFD instructors who are required to complete a 16-hour Train-the-Trainer Simulator Lab prior to instruction. LAFD currently has six instructors who are certified to instruct Blue Card. They include Deputy Chief Justin Grider, Battalion Chief Joseph Candelaria, Battalion Chief Steven Dawald, Battalion Chief Paul Grano, Battalion Chief Benjamin Stone and Captain Micah Britelle. Our goal for 2016 is to develop and implement a Blue Card Incident Command Communications training for all sworn LAFD personnel.

Military Veteran GI Bill Program

LAFD is an approved on-the-job (OJT) 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.

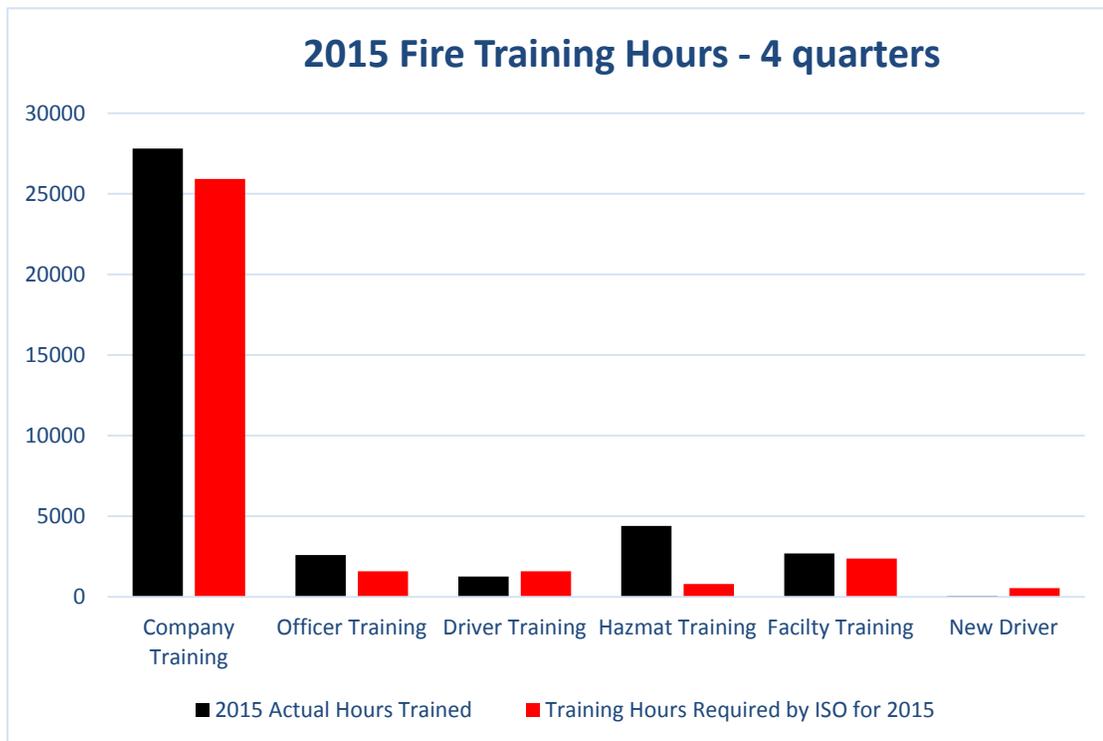
Additional 2015 Training Highlights

- Jan 2015 - LAFD Fire Recruit Academy #26 Graduation – 9 Cadets
- Jan 2015 - REACTS Training Completed
- Jan 2015 - IFSAC Fire Service Instructor I Course at LAFD
- Feb 2015 - IFSAC Fire Officer I Course at LAFD
- April 2015 - US Forestry Wildland S290 Course at LAFD
- May & June 2015 - Incident Command – Blue Card class with SIM LAB at LAFD
- May 2015 - LAFD Training Division participated in the 9th Metro Public Safety Recruitment Day in Rio Rancho

- June / July 2015 - Fire Investigator Training at LAFD
- July 2015 - Incident Command – Blue Card class with SIM LAB at LAFD
- July 2015 – LANL HAZMAT Challenge
- August through September 2015 – ARFF Training
- August 2015 – SLICERS Training
- September / October 2015 – IFSAC Fire Instructor I Course at LAFD
- September / October 2015 – LAFD Promotional Process for Driver Engineer, Fire Captain, and Battalion Chief
- October 2015 – IFSAC Fire Investigator I Course at LAFD
- LAFD Program Records and Information Management Excellence (PRIME) Team – Training Data Collection Component

Training Hours

Training Hours are categorized utilizing the ISO model. Hours are monitored and retrieved utilizing Firehouse as the home-of-records database. In 2016, the Training Division will transition to Target Solutions as the primary records management system. This transition will be a joint effort of all LAFD personnel and the Program Records and Information Management Excellence (PRIME) Team. The graphs below illustrate 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.



ISO Criterion	Training Hours in 2015
Company Training	817
Driver's Training	48
Fire Officer Training	48
HazMat Training	322
Multi-Company Drills	106
Night Drills	18

2015 Promotions

- Joseph Candelaria promoted from Captain to Battalion Chief
- Ray Gandara promoted from Driver Engineer to Fire Captain
- Adrian Carabajal promoted from Firefighter to Driver Engineer
- Michael Cayton promoted from Firefighter to Driver Engineer
- Daniel Garcia promoted from Firefighter to Driver Engineer
- Adam Martinez promoted from Firefighter to Driver Engineer
- Luke Washburn promoted from Firefighter to Driver Engineer



On May 1, Deputy Chief Justin Grider addresses family and friends at Los Alamos County Council Chambers during the Promotional Ceremony for Adrian Carabajal, Daniel Garcia and Luke Washburn promoted to Driver Engineer; Joseph Wayne Sanchez promoted to Captain; and Ramon Garcia and Joseph Candelaria promoted to Battalion Chief.

On the right, Carabajal's children pin his Driver Engineer badge on him.

LANL Training and Pre Incident Planning

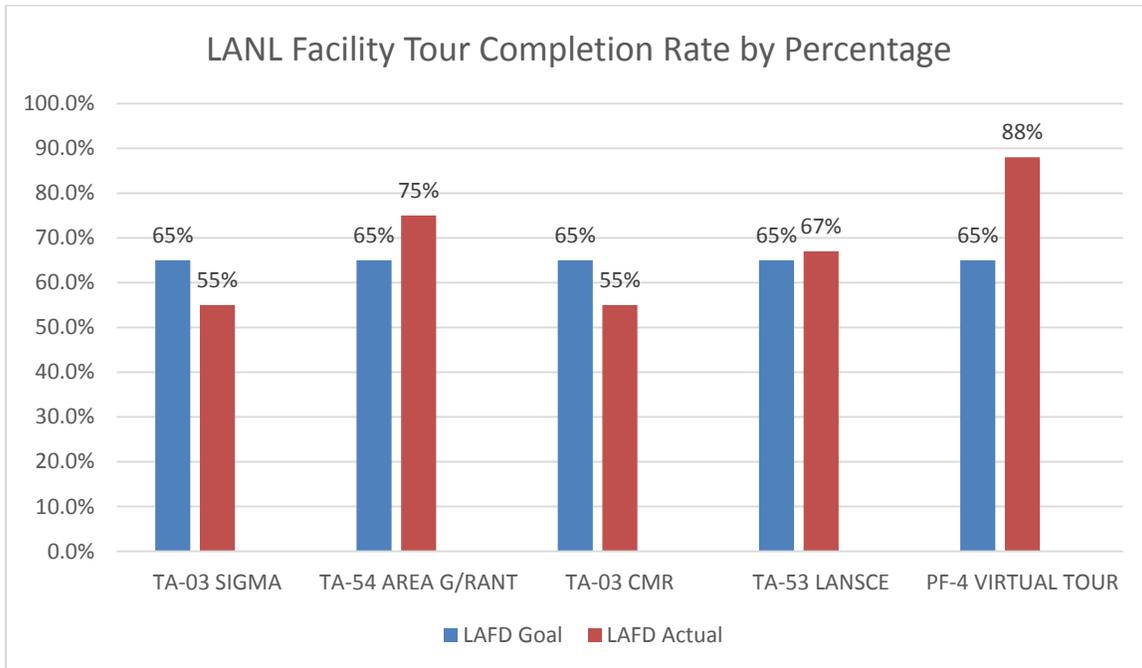
Division Chief Paul Grano has managed the LANL Training and PIP Division since December, 2013.

Training Exercises at Los Alamos National Laboratory (LANL)

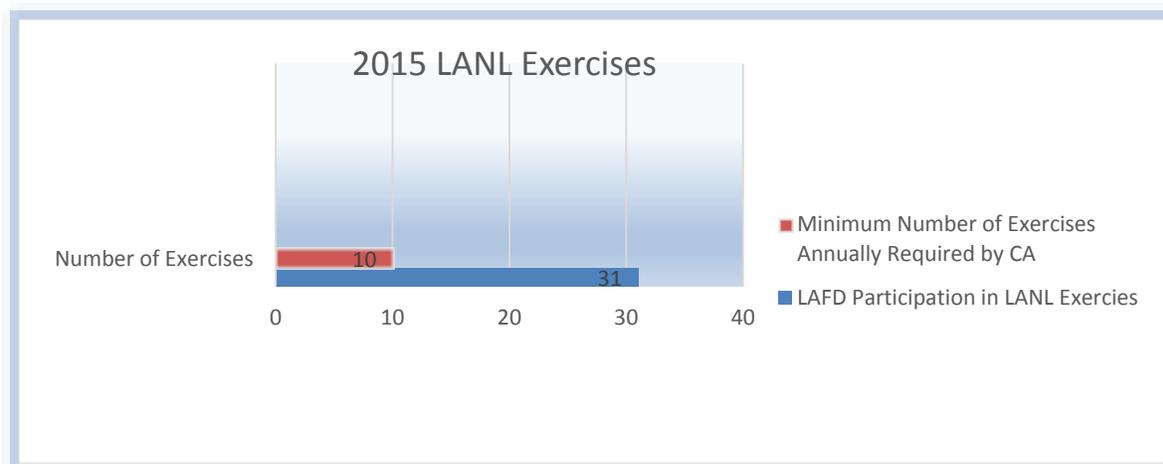
2015 continues to be a busy and productive year for LANL training and exercises. LAFD participated in 27 LANL Exercises in 2015. These included various tabletop, functional, and field play exercises throughout LANL. These exercises encompass numerous components including: Incident Command, EMS, Fire, CBRNE, HazMat, 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.

LANL Facility Tours

In addition to exercise participation, LAFD continues to participate in various LANL facility tours and other LANL related training. Since 2012, LAFD has been partnering with LANL to implement a Virtual Reality Based Training Program for our firefighters. This program utilizes a virtual reality or “gaming” software to deliver realistic training to our personnel. Prior to this year, only the DARHT module was available. In 2015, work was completed on part of the TA-55 module. This module consisted of two components. The first module was completed and was the Virtual Reality tour of PF-4 in which 88% of all LAFD firefighters completed. This allowed our firefighters to do a realistic virtual reality tour of PF-4 while at the fire station without having to go through the necessary security and safety requirements in accessing this facility when doing a physical tour of this site. For the second module, two small groups of firefighters were selected to test and participate in various table topped emergency scenarios that could occur within PF-4. These firefighters used virtual reality to respond to and mitigate events within PF-4. This module is still being developed and is not fully available to LAFD personnel at this time. Training modules for various other high hazard LANL facilities are also being developed at this time.



Facility Tours Scheduled for 2015 per CA	Target of 65% of LAFD personnel or more	% Completed
TA-03 Sigma (Course #55259)	January- February	55%
TA-54 Area G/Rant (Course #51798)	March-April	75%
TA-03 CMR (Course # 51822)	May	55%
TA-53 LANSCE (Course # 50953)	June-July	67%
PF-4 Virtual Tour (Course # 31186)	Nov-Dec	88%



Pre-Incident Planning

Pre-Incident Planning (PIP) continues to play a strong role in our operations. Training is currently being developed to train all Captains how to enter PIP data directly into Firehouse. The benefits of having Captains enter all of the PIP information they collect into the database include: reduced overtime costs as personnel will no longer be needed to enter PIP data on their off-duty days, Captains will have increased ownership of their PIP's as they will be entirely responsible for collecting and entering the information into Firehouse, and increased familiarity with the buildings within their response district and throughout Los Alamos County.

Communications Program

Management of LAFD's Communications Program continues to reside within this division. LAFD currently has four 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. In October 2015, LAFD fully transitioned from the old analog EDACS system over to the digital, P25 radio system. All of LAFD's old portable, mobile, and base radios were replaced or reprogrammed to work with the P25 system. Most of the old radios that were replaced were over 15 years old and had reached the end of their useful service life. All of LAFD's radios are currently 1-3 years old and will not need to be replaced for another 10-15 years.

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, and the results of these tests are being entered into the LAFD database. LAFD is currently working on purchasing some new hydrant testing equipment and software which once implemented will eliminate the need for hydrant testing data to be manually entered into the database. The new hydrant testing system will automatically capture data and run all calculations which can then be wirelessly uploaded into the database. This will reduce overtime costs as personnel will no longer be needed to manually enter hydrant testing data into the database on their off-duty days. In addition, hydrant testing data including the gallons per minute that is available from each hydrant will be readily available once the crews return to the station and upload the data into the database.

Wildland Division



2015 was a busy year for the Wildland Division. Great strides have been made in standing up this new division in its first full year. With that said, it could not have been done without the efforts and motivation of the members of the LAFD. Under this new division, the department has acquired over \$380K in grant funds for the purchase of two apparatus; a Type IV and Type V. The plan is to use this equipment for Wildland fires not only in Los

Alamos County but also throughout the region. Acquisition of this equipment will create opportunities for members of LAFD to gain valuable experience in the wildland fire arena - improving our wildland program for the future and for the community.

The department continues to mitigate the forests and also help Los Alamos National Laboratory (LANL) to mitigate forested areas within laboratory property to create defensible space. Fuels have been reduced by burning piles throughout Los Alamos County. In September of 2015 the LAFD, in collaboration with the US Forest Service conducted its first ever prescribed burn in the Los Alamos town site.



*Controlled Burn Operations Acid Canyon
September 2015*



*Controlled Burn Operations Acid
Canyon September 2015*

LAFD continues public education campaigns on FIREWISE, Ready-Set-Go and Defensible Space. The relationship with lab scientists in various Tech areas has been strengthened with weekly meetings on the use of our Wildland fire suppression techniques. Efforts will continue to progress our partnership with LANL scientists to aid in the deliverables LANL has to the Department of Energy.

The Community Wildfire Protection Plan (CWPP) was completed in 2015 in draft form. The goal for 2016 is to showcase the CWPP to community and various organizations and complete the document. The CWPP will be a working document over the next five years and guide the Wildland Division and the LAFD to meet the needs of the community and its stakeholders.

The LAFD acknowledges that wildland is a part of the landscape of Los Alamos. The County is 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, through caring for people, property and the environment to include our neighbors through careful stewardship and education.

Public Education/Community Outreach

Major accomplishments in Community Outreach has were made in 2015. The mission of LAFD's Public Education/Community Outreach 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. The department continues to use the mobile classroom regularly at the schools and events all over Northern New Mexico. A few of the marquee events this year were Wildfire Day 2015, 4th of July activities in observance of Independence Day and the Public Safety sponsored Movie in the Park. 2015 saw the start of an LAFD Facebook page (<https://www.facebook.com/Los-Alamos-County-Fire-Department-1682968448597994>). This page has been utilized to share various fire safety tips throughout the year as well as share with the community some of the events and activities going on with LAFD. During 2015, LAFD provided public education to over 13,000 people.



Wildfire Day 2015

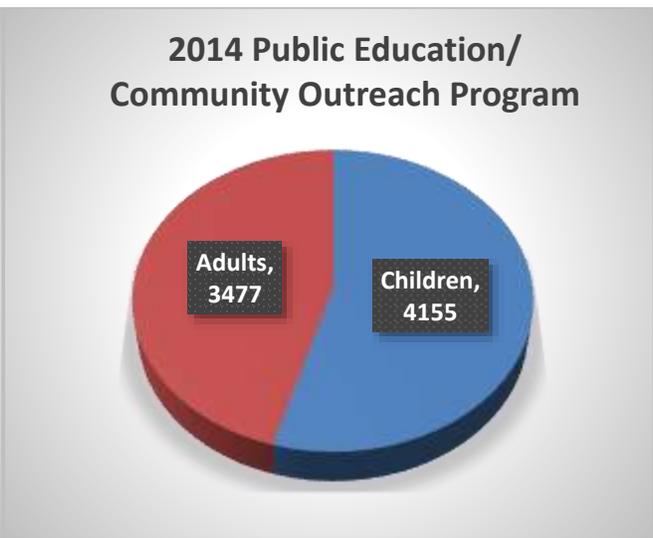
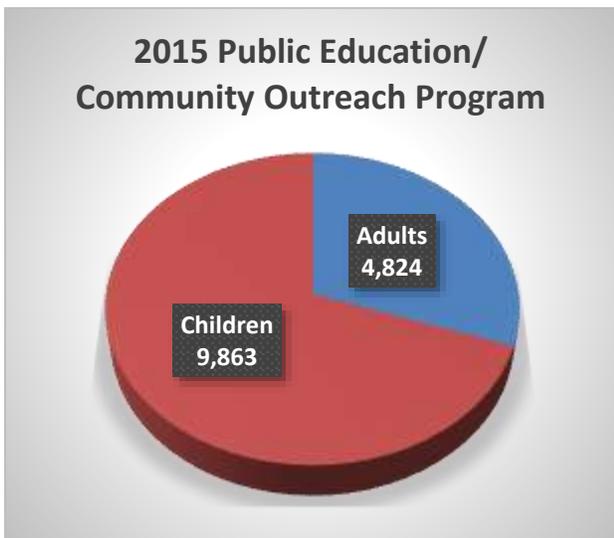
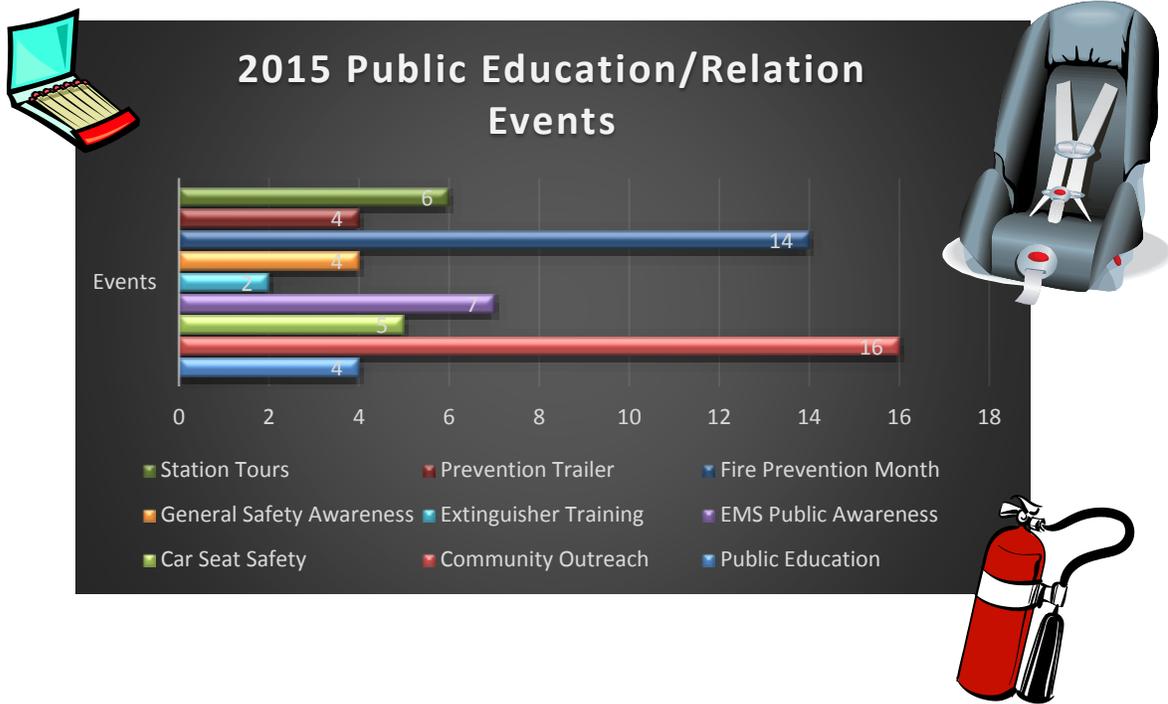


LAFD & LAHS DECA PSA Filming: Drinking & Driving

In 2015, LAFD released two public service announcements (PSAs) which have aired at the Reel Deal movie theater. The first was in the early part of the year and focused on EMS services and the ability to provide lifesaving care in-route to the hospital. The second was a partnership with the Los Alamos High School DECA club (Developmental Educational Clubs of America). Students came up with a public relations campaign geared towards the dangers of drinking and driving. Students, along with the assistance of LAFD staff, came up with a PSA about the dangers of drinking and driving. Students also assisted with a campaign on fall safety and prevention aimed towards the elderly in the community. LAFD assisted DECA students with

fund raising efforts for a young boy battling leukemia. Students will utilize their experience and efforts with these events to compete in their regional competitions. One of the goals for 2016 is to engage more with the seniors in the community and start fall prevention education. According to the NM Department of Health Indicator Based Information System (NM-IBIS) for the years of 2010 through 2014, Los Alamos County ranked as one of the top five counties with fall-related deaths among adults 65 and over (<http://ibis.heath.state.nm.us>). For the year 2015, our public relations program has focused work to improve relations with our seniors, high school students, and internal customers. Goals for 2015 were based on feedback from external stakeholders during the development of the Strategic Plan. In addition, based on previous years for public education and community outreach, there was a need to have more educational programs for middle and high school students.

Fire Prevention is the key to saving lives and property. Educating the public on fire prevention is the most important step in our department’s commitment to protecting the county of Los Alamos. We look forward to another great year in 2016 by partnering with neighboring agencies to introduce a fall prevention program and enhance the public education/community outreach experience.



In response to the department’s Strategic Goal to enhance public relations, the Public Education Program has expanded and the department has seen a substantial increase in participation of outreach events.

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 Fire Marshal is diverse in nature and addresses a number of department and community programs. In addition to Fire Marshal Jeff Wetteland and Fire and Life Safety Coordinator Stephen Rinaldi, other LAFD personnel assist in meeting the division goals by serving on the Fire Investigation Team. These members are specially trained in fire investigation practices.

The addition of Stephen to the FLSM division has brought a wealth of experience and wisdom to fire prevention practices in the county. Stephen has over 20 years of experience in fire prevention to include: plans review, fire safety inspections, code enforcement, permitting processes, fire prevention program management, and the like. With his help, FLSM has improved its process with new form work, improved processes, and many other topics within his area of expertise.

The FLSM Division has worked towards adopting an updated fire code (2015 NFPA 101 and 2015 NFPA 1) and hopes to have the code adopted and in place early in 2016.

Fire Inspections

Bringing the fire inspection program from the fire companies that were not specifically trained in inspection practices back to the FLSM office was a huge success for 2015. The division now only inspects using personnel trained in inspection practices. 228 fire and life safety inspections were performed in 2015.

Plan Review

Plan reviews are completed for all commercial construction to include: new building construction, fire alarm systems, hood systems, sprinkler systems, tenant improvements, and the like to keep buildings and occupants safe while allowing for the expansion and improvement of Los Alamos County. Many new buildings were constructed, remodeled, and received change of occupancy in 2015. 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 2015, 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. Late in 2015, the entire IDRC met to brainstorm and improve its processes and efficiency. Changes are currently being evaluated for implementation.

Fire Investigation Team

The Fire Investigation Team members (12) attended various trainings throughout 2015 and performed several fire investigations throughout the year. The team met quarterly to share training experiences and tighten the organization of the team. Fire and Life Safety Coordinator Stephen Rinaldi was named Team Leader and has been instrumental in providing training opportunities and reviewing/altering the processes and policies of the team. In October, LAFD hosted the New Mexico Firefighter Academies' instructors and certified nine members as IFSAC Fire Inspector I. Earlier in the year another class was brought to all member of the Fire Investigation Team where they learned details of electrical fires. Positive feedback was provided to the Fire Marshal's Office regarding all trainings provided as well as outside trainings attended.

Fire Marshal

Fire Marshal Jeff Wetteland attended the 2015 NFPA 13 (Standard for the Installation of Fire Sprinklers) class in Denver Colorado. This was a big help in his understanding of fire suppression systems and how to inspect, review plans, and build such systems. Throughout 2015, the Fire Marshal attended various trainings to make him proficient in the new Energov permitting software that will provide a transparent computer based permitting process that is viewable to the permit applicants. He also attended the Fire Investigator 1 class for certification in Los Alamos. Jeff also networked with other fire marshals in the state to improve the processes of LAFD's FLSM Division.

Fire and Life Safety Coordinator

Fire and Life Safety Coordinator Stephen Rinaldi attended the Fire Investigator I class in Los Alamos. He also went to Florida with other administrative staff for training on LAFD's record management system (RMS) software, Firehouse, in order to better utilize the RMS. He attended many Energov classes as well.

Fire & Life Safety Activity by Type	Count
Inspections	252
Pre Incident Plans	231
Plans Review	36
Systems Tests	17
Other	5
Grand Total	541

Firefighter Health and Safety

The 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 and Fitness Committees as well as overseeing the Respiratory Protection, Clothing, and Safety Management Programs. Bernadine Martinez, Senior Office Specialist provides administrative assistance to Safety and Operations Divisions. Assigned Captains assist in the day to day operations of programs that reside under the safety umbrella.

Occupational Health and Safety Committee (OHSC)

The Occupational Health and Safety committee (OHSC) meets three times a year for each respective shift. In 2016, appointed shift members will 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. In 2015, 9 OHSC Committee Meetings were held with a total of 45 attendees.

Accident Reviews

The Occupational Health and Safety committee assists 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 a change in procedure. In 2015, there were seven minor vehicle accident reviews.

Injury Profile

The breakdown of injury categories in 2015 include: 11 minor on-the-job injuries (non-requiring hospitalization) – two were during training activity, one during emergency response, eight during station duties. Four off-the-job injuries occurred, and no reported exposures for the year. 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. A built-in promotional requirement for all Captains is to be certified as an Incident Safety Officer. This allows Captains to serve in that role as incident complexity dictates. To support field operations, Chief Servey responded to five incidents in 2015.



After the Incident

Post Incident Analysis (PIA): LAFD utilizes this process as an internal assessment tool for complex incidents or those that require multiple unit responses such as structure fires, high-angle rescues, hazmat-incidents. At LAFD, we welcome self-review and regularly ask what was planned, what happened, what went well, what we can improve on. In 2015, there were three incidents that required PIAs.

Health/Wellness/Fitness

Every year each uniformed member is required to participate in medical exams, a Micro Fit 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 2015, Stations 3 and 4 received new Woodway treadmills. In 2016, the Fitness Committee and future fitness coordinators will be tasked with inventory, equipment managing and maintenance coordination.

Health and Wellness Education

LANL Wellness staff is available to our firefighting workforce to assist in their fitness goals. In 2015, LANL Wellness staff delivered fitness and educational wellness topics to the firefighters. Topics are developed through field requests, and through fitness and OHSC suggestion as well as LANL Wellness recommendations. Yearly, (3) 1-hour sessions are dedicated to each member (3) times a year for specialized education.

Fitness Committee

The LAFD Fitness Committee consists of LANL Wellness partners, firefighters trained as fitness coordinators, and all interested members of the department who care about not only fitness but the goal of wellness of the firefighter throughout their career and beyond. Committee recommendations and decisions with consensus basis

creates a fitness conscious work environment from new hire to near retirement. The committee plans to meet quarterly in 2016 and began meeting in October 2015 with attendance of 20-25 members.

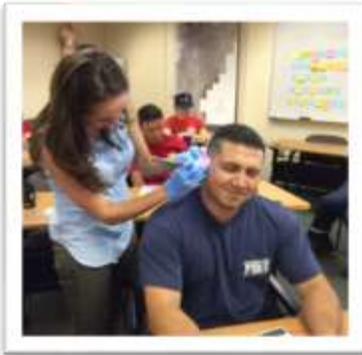


Scott Firefighter Combat Challenge

In September, an LAFD team went to Carlsbad to compete in the Scott Safety Combat Challenge course that showcases firefighter fitness. The timed obstacle course consists of firefighter skills where departments/teams are competing against the clock and each other to be ranked nationally. LAFD brought home two awards. 2015 LAFD team included Fire Chief Troy Hughes, Firefighters John Bialy, Daniel Martinez, David Apodaca and Aron Williams.

OSHA

In December, all Fire Stations received an OSHA inspection in conjunction with the County of Los Alamos. All violations accountable to the fire department itself were corrected before the required deadline.



Hearing Conservation

In 2015, 95% of the fire department elected to receive custom hearing protection molded for each individual firefighter. This ear protection will allow firefighters to hear on scene while still providing a safe level of hearing protection without impairing on-scene communication. Services were provided by Dr. Romero of Audiology Associates.

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 2015, four personnel participated in the program and all returned to full duty.

Continued Safety Division Goals for 2016

- Implement the Vulnerability Assessment Program (VAP) for our department developed by the National Fallen Firefighters Foundation.
- Seatbelt Pledge Completion, Courage to be Safe Program (CTBS) via National Fallen Firefighters

- Develop a system to capture and effectively track reported employee exposures from date of hire to retirement

Facilities

Station personnel are accountable to complete monthly safety checks that ensure safety / welfare while living in a home away from home. Building concerns that affect safety, response, and/or health conditions are reported and facility partners to rectify. Annual inspections of our stations are completed through the Fire and Life Safety Division. In 2015, an initiative to improve inventory management of fire equipment, clean and repair to include salvage of old equipment with re-organization of the current basement inventory was led by Station 4 Crews.

The Station 4 crews have done outstanding work to clean up and organize the basement equipment cages.



2014-2019 Strategic Performance Goals

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.

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

Honor Guard

The purpose of the Honor Guard is to provide honor, dignity, and respect to fallen brothers and sisters of the fire service and their families, to represent the flags with pride and integrity, and maintain a commitment to the traditions of the fire service. In addition, the Honor Guard posts colors at special events, and assists with special ceremonies honoring LAFD members.



In Memoriam

Since January 2015, the Honor Guard has represented LAFD for memorial services for the following former and retired members of LAFD.

Michael P. “Tiny” Lujan—February 8, 2015 - Michael retired from LAFD after 23 years of service.

Michael Jason Scutt—February 17, 2015 - Jason served LAFD from January 1999 to February 2008.

Tomas N.D. Montoya—July 5, 2015 - TND began his fire service career on June 23, 1975 and transferred with the department from DOE to Los Alamos County in 1989. He served until his retirement in 1997.

Jose “Benny” Lujan—July 21, 2015 - Benito served the Los Alamos Fire Department as a DOE firefighter, retiring as a Captain from Station 4 in the late ‘70s.



Arthur E. Gurule

Line of Duty Death – December 18, 1983

On the 32nd anniversary of his death, we remember and honor our fallen brother, He lived a life of service – a Corporal in the US Army, a member of the DOE Pro Force, and a Firefighter with the Los Alamos Fire Department.

Never Forget

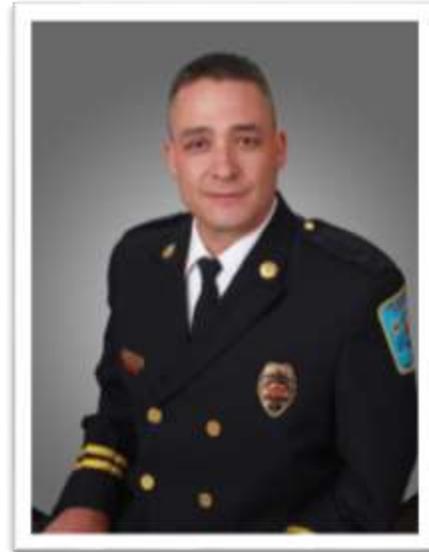
12-18-15



2015 Retirees



Francisco Martinez
Retired, Battalion Chief
Served LAFD from
January 4, 1999 to May 31, 2015



Adam Muller
Retired, Battalion Chief
Served LAFD from
December 11, 2000 to May 28, 2015



Jason Lopez
Retired, Captain
Served LAFD from
October 15, 1992 to May 31, 2015



Matthew Williams
Retired, Driver Engineer
Served LAFD from
July 9, 2001 to October 31, 2015

DOE/NNSA AND LANL PARTNERS

(Photography's provided by LANL Partners)



William Gentile
Emergency Program Manager at
Department of Energy/National
Nuclear Security
Administration



Kenneth Snyder
Contracting Officer at
Department of Energy/National
Nuclear Security
Administration



James Streit
Division Leader
Fire Protection Engineering
Manager at
Los Alamos National
Laboratory



Robert Farris
Group Leader
Fire Protection
Los Alamos National
Laboratory



Lyle Cary
Division Leader
Security and Emergency
Operations at
Los Alamos National
Laboratory

LAFD .vs LAPD Softball game July 4, 2015

(Photograph's provided by Commander Oliver Morris)



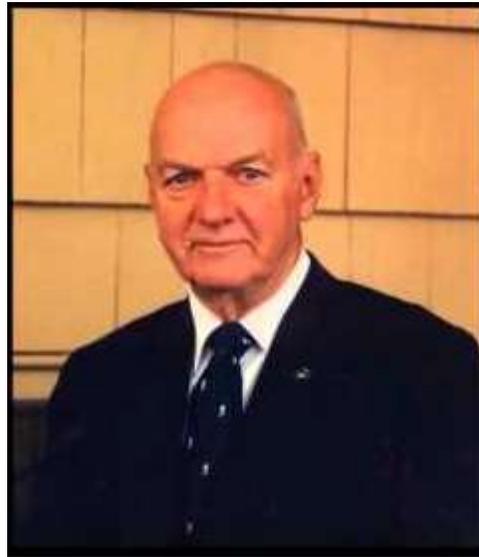
SAFETY TOWN



CLASSIC AIR PARTNERSHIP

(Photography's provided by Leslie Bucklin)



William “Bill” Hudson*Remembering a friend . . .*

Mr. William A. “Bill” Hudson was a great friend of the Los Alamos Fire Department.

Bill Hudson was born in New York City 90 years ago. He survived the streets and schools of the city for 18 years. Bill joined the US Marine Corps in 1943 and was awarded the Bronze Star and Purple Heart for action in Iwo Jima. After WWII he received BS and MA degrees in health and physical education from New York University. Bill taught in the Los Alamos schools for 33 years as a physical educator, swimming coach, and cross country coach. He competed at the local, state, and national level in Senior Olympics in swimming, track and field, triathlon, and weight lifting.

Bill was very active in numerous community activities including the Los Alamos Rotary Club. He organized the Los Alamos Triathlon 40 years ago, which is the oldest continuous triathlon in the US. Bill was chosen as a Los Alamos Living Treasure in 2005 and was recently inducted into the Los Alamos High School Athletic Hall of fame. He was the assistant to the director of the Los Alamos dementia group. He donated many books and materials to a small library in Abiquiu, New Mexico.

Bill spent time with LAFD recruit class #26 midway through the long academy giving them advice on how to overcome adversity, like he did while fighting for more than 30 days at Iwo Jima. Bill was also the keynote speaker for LAFD Academy #26 graduation.

Bill passed away on 9-11-15. He will be missed by many including his good friends at LAFD.

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



Professionalism ♦ Readiness ♦ Involvement
Discipline ♦ Excellence