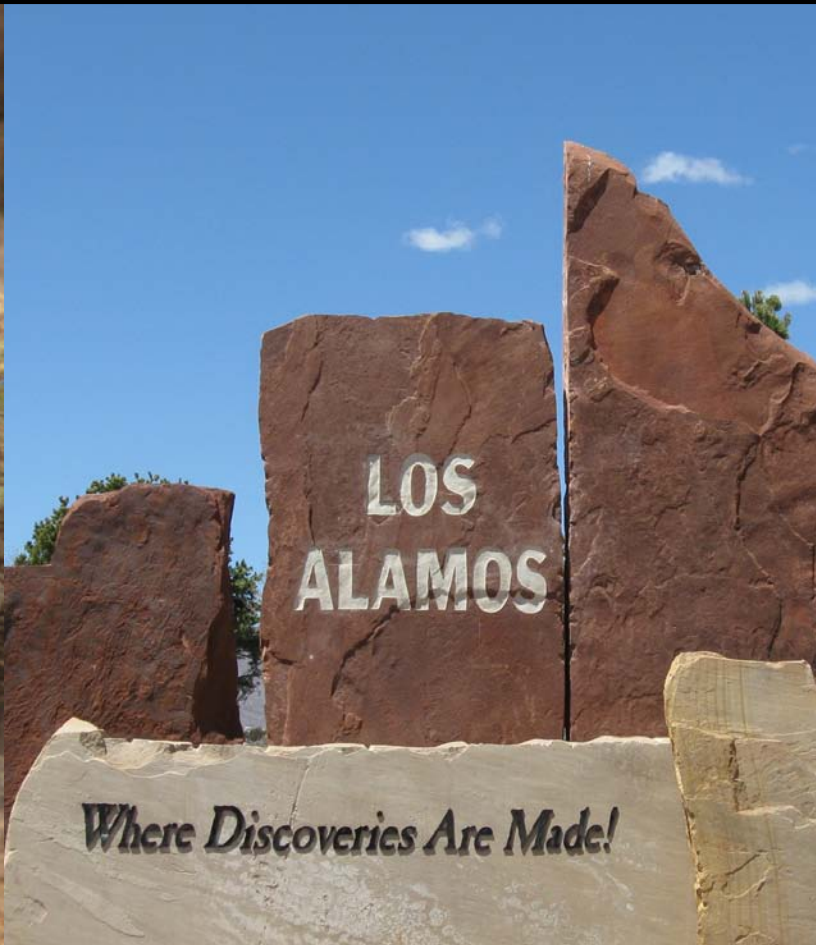




2010-2014 Strategic Plan



*We, the Los Alamos County Fire Department,
are committed to the safety and welfare of everyone in our diverse community.
We promise exceptional services in the preservation of
life, the environment, and property.*



COUNTY ADMINISTRATOR
Anthony J. Mortillaro

FIRE DEPARTMENT CHIEF
Doug Tucker

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Message from the Fire Chief:

Presented below is the 2010 update of the Los Alamos County Fire Department Strategic Plan. This plan outlines the goals, functions, objectives, and measures of the Los Alamos County Fire Department (LAFD). It has my endorsement and has been accepted by the Los Alamos County Administrator.

Our vision as a department is to be recognized by our entire community and other fire agencies as a premier fire department that is committed to placing the highest priority on the best of service quality. We are driven to meet or exceed our customers' expectations. The LAFD Strategic Plan helps define that vision and enable the department to better meet the needs of the community, the Department of Energy/National Nuclear Security Administration (DOE/NNSA), and the Los Alamos National Laboratory (LANL).

Respectfully,



Doug Tucker, Fire Chief

Accepted by:



Anthony J. Morillaro, County Administrator

INTRODUCTION

The Los Alamos County Fire Department (LAFD) is a professional fire and rescue protection system with services provided by 150 career personnel (139 uniformed) from 5 stations. LAFD provides fire suppression, basic and advanced rescue, emergency medical services, hazardous materials response, fire inspection, fire investigation, and public education to the community. The LAFD is an ISO Class 1 rated agency, consistently working to achieve the highest level of professionalism and efficiency on behalf of those it serves. LAFD is currently pursuing a third accreditation through the Commission on Fire Accreditation International (CFAI).

In an effort to work toward self-improvement, the Los Alamos County Fire Department contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to place into writing the department's path into the future. The methodology chosen was to develop and implement a Community-Driven Strategic Plan. This plan is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

CPSE utilized the Community-Driven Strategic Planning process to accomplish more than just the development of a document. They challenged the membership of the LAFD to look critically at paradigms, values, philosophies, beliefs and desires as well as challenged individuals to work in the best interest of the team. Further, it provided the membership with an opportunity to participate in the development of the organization's long-term direction and focus. The members of the department's External and Internal Stakeholders Groups did an outstanding job in committing to this important project and remain committed to the document's completion.

LAFD's Strategic Plan sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the agency's members, individually and collectively, will carry out the agency's mission. In the following pages, the LAFD identifies their goals, objectives and strategies that will allow the agency to realize its vision.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

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ORGANIZATIONAL BACKGROUND

Los Alamos National Laboratory (LANL) was created in 1942 by the U.S. Army Manhattan Engineer District with the initial mission to develop the world's first nuclear fission weapon. The relative isolation of Pajarito Plateau was considered ideal for this mission when the site was selected. At the end of WWII, the Atomic Energy Commission received control of LANL from the Army and renewed the contract with the University of California to maintain US pre-eminence in the field of atomic energy. Los Alamos County was created in 1949 and chartered in 1968 in response to the Atomic Energy Communities Act of 1954 that required the privatization of the community facilities surrounding national research laboratories.

The Los Alamos Fire Department (LAFD) was originally organized under the Manhattan project in April of 1943. At that time, it consisted of 7 civilian firefighters and 25 volunteer firefighters. In September 1943, the firefighter functions were taken over by the military. The Fire Department was operated under the US Atomic Energy Commission and the Department of Energy (DOE), who employed federal government employees for this service, until 1988. At that time, the DOE awarded a contract to the Los Alamos County (LAC) to hire personnel and provide fire and EMS service for LANL and the community. The contractual relationship between the DOE and County continued through November 30, 1997, with two consecutive contracts. On December 1, 1997, DOE transitioned the contract to University of California (UC) and on June 1, 2006, the contract was transitioned again to Los Alamos National Security, LLC (LANS). LANS currently operates LANL for the National Nuclear Security Administration (NNSA) of the DOE. From December 1, 1997 through September 30, 2008, the County operated the LAFD through a series of PreContractual Cost Agreements with LANL. On October 1, 2008, the County and the NNSA entered into a 5-Year Cooperative Agreement for the funding and operation of the LAFD.

The majority of the LAFD funding is presently provided through the cost-sharing Cooperative Agreement. Additional funding is also obtained through New Mexico State grants.

All equipment, other than items purchased with state grant money, is Federal Government/DOE-owned or leased. Prior to 1998, all five of the fire stations and the training building were DOE-owned. In June of 1998, DOE conveyed ownership of three of these stations to the LAC and in August of 2005, the training station was transferred to the County. In November of 2007, the County completed construction on a new fire station to replace an existing station in White Rock. The Fire Administration office space is leased from a private owner.

Due to the grant relationship, the LAFD reports to NNSA of the DOE and the County; however, the LAFD is chartered by Los Alamos County so the County Council is the Authority Having Jurisdiction (AHJ) over the department. The NNSA Site Manager is the AHJ for fire protection of the DOE/LANL property.

The LAFD submits a budget to County Council each year for approval and expenditures are currently paid through a County account that is reimbursed by the Cooperative Agreement. In addition, LAFD applies for and receives state funding from the New Mexico State Fire Protection Fund Distribution Act and the EMS Fund grant. The LAFD budget is primarily for

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personnel costs and small equipment as NNSA pays the costs associated with rolling stock, large equipment, and DOE-owned fire stations, directly. The Cooperative Agreement, LANL Facility Hazard Analysis, the DOE Baseline Needs Assessment (BNA), and community needs dictate the response capabilities of the department and are addressed in the department objectives and funding requests. Staffing levels are determined by LANL/NNSA and, in turn, the LAFD determines the amount of work that can be performed with the staffing configuration and adjusts the operational considerations accordingly.

In 2007, the LAC adopted a performance measurement system entitled *LA Scores*. The goals for that reporting system are identified as such in each Division. All costs associated with the department are subject to state and local guidelines in addition to the principles and standards of the Office of Management and Budget (OMB) A-87 2CFR.225 guidelines for federal funding or the New Mexico State guidelines for grant funding.

At minimum, the Strategic Plan will be evaluated and revised each year during the County budget cycle. The Fire Chief will review and accept the plan and present it to the County Administrator as supporting documentation during the annual budget process. Once approved, the Strategic Plan will be made available to all LAFD personnel electronically.

The Strategic Plan will remain a dynamic document. Thus, while the objectives identified represent the department goals at this time, they are subject to change as new priorities are identified by the department or through modifications to the Cooperative Agreement.

Source: Some of the above Background Information was obtained from Fire Department Needs Assessment, 11/11/93, International Fire Consultants Inc. - Beatty, Harvey & Associates

EXTERNAL AGENCY GOALS

DEPARTMENT OF ENERGY STRATEGIC GOALS

The Department's strategic goals are to achieve the mission designated to deliver results along five strategic themes:

1. Energy Security: Promoting America's energy security through reliable, clean, and affordable energy.
2. Nuclear Security: Ensuring America's nuclear security.
3. Scientific Discovery and Innovation: Strengthening US scientific discovery, economic competitiveness, and improving quality of life through innovations in science and technology.
4. Environmental Responsibility: Protecting the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production.
5. Management Excellence: Enabling the mission through sound management.

Source: US Department of Energy website (www.doe.gov) 7/8/08

NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA) GOALS

The six goals are as follows:

1. Enhance national security through military application of nuclear energy;
2. Advance the safety, reliability, and performance of the United States nuclear weapons stockpile;
3. Provide the United States Navy with safe, militarily effective nuclear propulsion plants;
4. Promote international nuclear safety and nonproliferation;
5. Reduce global danger from weapons of mass destruction;
6. Advance United states leadership in science and technology.

Source: NNSA website (www.nnsa.doe.gov) 7/8/08

LOS ALAMOS NATIONAL LABORATORY MISSION STATEMENT

Los Alamos National Laboratory is a national security science laboratory. The Laboratory's mission is to develop and apply science and technology to

- Ensure the safety, security, and reliability of the US nuclear deterrent.
- Reduce global threats, and
- Solve other emerging national security challenges.

Source: Los Alamos National Laboratory website (www.lanl.gov) 3/9/10

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

LOS ALAMOS COUNTY STRATEGIC GOALS

- Goal 1: Maintain Quality Essential Routine Services and Supporting Infrastructure
- Goal 2: Improve Intergovernmental Relations
- Goal 3: Strengthen Coordination and Cooperation Between LANL and the Regional Community.
- Goal 4: Diversify the Economy/Revitalize the Downtowns
- Goal 5: Enhance Environmental Quality and Sustainability
- Goal 6: Improve Transportation and Mobility

LAFD MISSION

“We, the Los Alamos County Fire Department, are committed to the safety and welfare of everyone in our diverse community. We promise exceptional services in the preservation of life, the environment, and property.”

LAFD VISION STATEMENT

Our vision is to be recognized by our entire community and other fire agencies as a premier fire department that is committed to placing the highest priority on the best of service quality. We are driven to meet or exceed our customers' expectations.

Our organizational culture will reflect an honest and respectful team atmosphere which is nurtured by open internal and external communication processes. The health, fitness, and competence of our professional staff will convey our enthusiasm in our commitment to excellence; demonstrating the utmost compassion, respect, and professionalism in our equal and non-prejudicial delivery of services to those who reside, work, or visit our community.

Our leadership and work force will be dedicated to holding each other accountable for applying our organizational values and for reaching our goals. In our culture, emphasis will be placed upon gaining understanding and consensus with all organizational issues. Attention will be given to achieving quality professional development, and a strong commitment will be given to maintaining a friendly and respectful work environment, contributing to high employee job satisfaction.

We will honor our community's trust by providing timely, effective, and fiscally-responsible services to all areas of our community. By proactively addressing our unique community hazards and risks, and the evolving demands of those risks, we will establish a standard of response and coverage to assure the balanced protection of our communities. We will implement physical and mobile resources and deployment strategies which carry the best interest of safety to our communities and firefighters.

We will expand our community information and education programs, providing a clear understanding of our priorities, philosophy, and operations. We will explore all opportunities to efficiently implement new technology to continually elevate the levels of service driven by our communities' risks and needs. We will be driven to offer best practices in all of our endeavors by maintaining international fire accreditation; validating that the communities of Los Alamos County are provided with outstanding services.

LAFD CORE VALUES

Los Alamos County Fire Department members are the most valuable resource and we support the mission with **PRIDE**:

Positive Attitude

We value trust, fairness, pride, respect, dedication, integrity, honesty, and well-being.

Readiness

We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

Involvement

We value the free exchange of ideas, a commitment to excellence, and a shared vision with one voice through unity.

Discipline

We value a professional attitude with high moral work ethic that can enhance our team.

Excellence

We value the evaluation of efficiencies, effectiveness and economy, courtesy, fostering customer faith and building trust, quality care and customer services and dedication with empathy and continuous improvement.

STRATEGIC PLANNING ASSUMPTIONS

- **Geographic Area:** Los Alamos County is about 110 square miles and is located in northern New Mexico on the Pajarito Plateau, a volcanic shelf on the eastern slope of the Jemez Mountains, at an elevation ranging from 6,900 to 7,600 feet with Pajarito Mountain at an altitude of 10,441 feet. The Pajarito Plateau is cut by a number of steeply sloped, deeply eroded drainage canyons that have formed isolated finger-like mesas.
- **Response Area:** The LAFD is responsible for protecting the two communities of Los Alamos County, Los Alamos Townsite and White Rock, (about 16 square miles) and the LANL (about 43 square miles) and initial response to the adjacent federal lands (59 square miles). These federal lands within LAC are controlled by the U.S. Forest Service, Bandelier National Monument, General Services Administration and Bureau of Land Management and the tribal lands of the Santa Clara and San Ildefonso Pueblos.
- **Response Area Characteristics:** LANL is operated by the DOE/NNSA with Los Alamos National Security, LLC (LANS) as the prime contractor. It contains both nuclear and non-nuclear facilities. Hazardous materials of all kinds are also concentrated at LANL. These include chemicals of many types, flammable liquids, cryogenics, explosives, biological agents, special nuclear materials, and radioactive materials. Although fire suppression service demands at LANL have been minimal, the potential risk is significant. Many of the housing units in LAC are old in that they were built prior to 1960 and a large number are multiple dwelling units. In addition, LAC has only 2 routes for ingress and egress, State Roads 4 and 502.
- **Population:** The LAC residential population is approximately 18,800 housed in approximately 8,300 units with 24 percent of those units in multi-unit structures. The LANL work population is approximately 12,000 located in approximately 2,100 buildings. It is not anticipated that this will change significantly.
- **Wildland/Urban Interface:** LAC is a wildland/urban interface community. Both community residences and LANL facilities are intermingled with forest, range, and native vegetation. Public education, fire mitigation and defensible space projects are an integral part of the LAFD workload.
- **Fund Sources:** The LAFD operates under a Cooperative Agreement (CA) with DOE/NNSA and the majority of its funding and equipment will be provided through that relationship. The contractual agreement between the LAC and the DOE originated in 1988 and was transitioned to the University of California in 1997, to LANS in 2006, and a Cooperative Agreement signed in 2008. In addition, the LAFD will continue to apply for and receive grant funding from the Fire Protection Fund Distribution Act and State EMS Bureau.
- **Stations and Facilities:** The LAFD currently operates out of five fire stations, a training facility, and fire administrative offices and there are discussions about replacing three of these stations and the administrative offices with new construction and build an additional two fire stations.
- **Response Volume:** In 2009, there were 1981 emergency calls.

FIRE DEPARTMENT DIVISION GOALS, OBJECTIVES, FUNCTIONS AND MEASURES

Administration Division

Goal: For the benefit of the Los Alamos Fire Department employees, we will provide administrative guidance and support for the successful performance of programmatic functions.

Functions:

- Provide administrative support to the Safety, EMS, Training, Operations, and Fire and Life Safety Management Divisions
- Provide management, program, and project oversight of the following department functions: human resources; LAC/DOE/NNSA Cooperative Agreement; Collective Bargaining Agreement (CBA); information technology; fiscal budget; fleet and communications; quality initiatives; procurement; and County-owned and leased facilities
- Provide support to the remodel or relocation of DOE-owned stations
- Provide program support to the Consolidated Dispatch Center (CDC) and the Emergency Operations Center (EOC) Projects

5-Year Objectives:

- Support LAFD programs and projects
- Identify administrative staff positions and funding needs to meet cooperative agreement requirements
- New replacement facilities for Fire Stations 1, 5 and the Station 2 Training facility
- Implement an assets accountability tracking system to meet cooperative agreement requirements and improve customer service

FY2010 Annual Measures (Administration):

- Manage and track LAC/LANL/DOE contract deliverables and correspondence
- Maintain a CBA with Los Alamos Firefighters' Association Local #3279
- Participate in the operation of a joint LANL/LAC Emergency Operations Center (EOC)
- Enable each Administrative Staff member to meet his or her training and professional goals
- Review/revise critical directives on an annual cycle; review all other directives on a three-year cycle
- Review Standards of Cover annually
- Implement compliance methodology and update Core Competencies and Performance Indicators as needed
- Plan apparatus replacement lease or purchase program
- Review annual performance measures and evaluate program effectiveness

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Safety Division – Battalion Chief/Safety Officer

Goal: To protect the health and safety of department members through effective management, education, training, and safety programs. Develop and evaluate policies and procedures that prevent injuries, illness, and improve the health and livelihood of our members.

Functions:

- Manage Health and Safety program in accordance with NFPA, OSHA, County Policies, Rules and Regulations, and Fire Chief's Directives
- Utilize LAFD Safety and Health Committee to monitor and ensure program effectiveness.
- Ensure effective responses to firefighter medical concerns
- Coordinate with the Training Division in providing for local, state, and federal required safety training
- Ensure safety related training records are maintained and deliverables monitored and reported as required
- Oversight of the Respiratory Protection Program
- Coordinate with the EMS Division to provide Infection Control training as required by OSHA and appropriate records are maintained
- Ensure that incident/accident documentation is completed by the responsible parties and provided to County Risk Management Division in accordance with policy
- Manage the Alternative Work Assignment (AWA) program and ensure that personnel return to work in accordance with applicable rules and regulations
- Assist with safety management of emergency operations

5-Year Objectives:

- Manage Health and Safety programs in accordance with NFPA, OSHA, County Policy, Rules and Regulations, and LAFD Fire Chief Directives (FCDs)
- Conduct research, develop recommendations, study and review matters pertaining to the Occupational Health and Safety Program, and make recommendations to the Fire Chief.
- Monitor and manage firefighter medical and fitness standards and data
- Coordinate with the Training Division for the delivery of annually required drivers training
- Coordinate and assist the EMS Division with all infection control training, documentation, and record keeping of all LAFD-related accidents, injuries, and illnesses. Also assist in Los Alamos County (LAC) policy and procedure development
- Create and/or update all safety related Fire Chief's Directives to reflect any NFPA, OSHA, and LAC changes

FY2010 Annual Measures (Safety):

- Conduct semi-annual Safety Committee meetings.
- Provide all required safety classes for uniformed personnel.
- Evaluate annual results of Micro-fit and CTT and make recommendations for improvement.
- Coordinate an annual Infection Control program for all uniformed personnel.
- Provide OSHA training in conjunction with the monthly LAFD "Drill and Training".
- Track number of labor hours lost to on-the-job injury.

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Operations Division – Deputy Fire Chief

Goal: To provide the citizens and visitors of Los Alamos County, the Department of Energy/National Nuclear Security Administration and the Los Alamos National Laboratory with safe and efficient nuclear grade industrial fire suppression, advanced emergency medical services, rescue services, and hazardous material response services in order to preserve life, the environment and property.

Functions:

- Coordinate and/or provide staffing and support for programs, events, training, emergency operations, and other customer needs
- Work with other divisions, departments, and agencies to prepare for response and resolution of emergencies
- Research and development for procurement, inventory, maintenance, evaluation, and testing of apparatus and equipment
- Manage LAFD operational activities, staffing, emergency preparedness, programs, and support other LAFD divisions and external customer needs
- Meet Cooperative Agreement requirements
- Ensure emergency response, training, Pre-Incident Plans, Exercises, standby activities, and documentation requirements are met
- Ensure compliance with LAFD Fire Chief Directives (FCDs) and Los Alamos County Policies (LAC), Rules and Regulations
- Review all applicable standards and regulations of the National Fire Protection Association (NFPA) for compliance
- Comply with U.S. Occupational Safety and Health Administration (OSHA), Department of Energy Orders and Federal Regulations

5-Year Objectives:

- Ensure preparedness of personnel and equipment through proper training, regular skill proficiency evaluations, acquisition of state-of-the-art equipment, performance and evaluation of drills, annual testing and inspection of equipment, and bi-weekly discussions (BC/Div & Command Staff meetings) to address issues of concern
- Review the Standards of Cover document annually to aid department personnel, administration, and the public it serves in determining whether or not our emergency response is adequate, and whether the stated goals are being met
- Review and ensure apparatus and equipment are strategically deployed according to the response district need (call volume, hazards, etc.)
- Review the LAFD Emergency Response Guidebook, as needed
- Implement and revise, as needed, the Incident Command Worksheets/forms

FY 2010 Annual Measures (Operations):

- Review the staffing exception reports generated and address issues as needed
- Review accountability rosters and address issues as needed
- Review and track post incident analysis evaluations performed on major events to discuss lessons learned, areas for improvement, and implementation of improvements
- Review annual compliance review of Standards of Coverage and make necessary changes

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Training Division – Assistant Fire Chief

Goal: To provide oversight and management for the development, delivery, evaluation, and improvement of all education and certification to ensure the safety, preparedness, effectiveness and career development of our personnel.

Functions:

- Coordinate all federal, state, and locally mandated training and practical proficiencies certification for LAFD personnel and other associated agency personnel
- Develop and deliver the Company Officer preparation and certification program
- Coordinate, manage, and oversee the Fire Training Academy for positions of Fire Cadet to Firefighter II Level
- Monitor and evaluate crew participation and progress in fire and other emergency training evolutions

5-Year Objectives:

- Provide training in compliance with cooperative agreement and Annual Department Training Plan
- Prepare personnel for promotions and acting positions
- Maintain adjunct instructor status with the New Mexico Firefighters Training Academy, Basic Incident Command System (I-100/I-200, 300 and 400), Structural Firefighting, Vehicle Extrication, Hazardous Materials, USTAR, Technical Rescue, Wildland Firefighter I Courses and other disciplines
- Administer electronic training program (Target Safety)
- Update/upgrade training facilities

FY2010 Annual Measures (Training):

- Train Firefighter IIs to ensure compliance with NFPA 1001, Standard for Firefighter Professional Qualifications
- Promote qualified individuals to higher positions
- Hire qualified individuals for vacant firefighter positions
- Maintain current certifications and update, as needed, for fire personnel qualifications
- Submit Annual Training Plan to NNSA
- Monitor monthly expenditures for Fire Training Program
- Track percentage of Academy Graduates
- Track percentage of Academy offers accepted
- Track average number of training hours that each active member receives
- Track average number of structural drills per that each active member receives
- Track average number of night-time company evolutions per year that each active member participates in
- Track completion of all annual training requirements

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Emergency Medical Services Division – Assistant Fire Chief

Goal: The goal of the Los Alamos Fire Department's Emergency Medical Services 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.

Functions:

- Provide leadership, programmatic management, and administrative oversight to achieve federal, state, and local regulatory compliance, pertaining to the scope of service, licensure of responders, and Public Regulatory Commission/DOT compliance of Ambulance transport vehicles and equipment
- Cooperate with federal, state and county agencies to prepare for response and resolution of medically related emergencies, or pre-event stand-by at high-risk events
- Under the direction of the EMS Assistant Chief and with the cooperation and input of the LAFD Medical Director, provide continuous quality improvement, post call review, training, and field auditing of patient care delivery
- Conduct research and development of technologies and patient care therapies for field use to enhance patient care
- Purchase and maintain ambulance inventory and equipment available in accordance with LAFD replacement schedule
- Ensure the EMS Protocols accurately reflect changes in New Mexico scope of practice, new and improved patient care technology
- Ensure advanced level training as determined by the LAFD EMS Division
- Manage ambulance billing and accounts receivable for emergency medical services and transports rendered
- Provide EMS education to internal and external employees/customers
- Participate in DOH, EMS Bureau, State Trauma Council and "Region 1" planning, information sharing, and drills and exercises
- Maintain EMS medical advisory committee to assist in equipment, protocols, major procurements and COI, and EMT feedback. Assist in course planning, content proposals, and training needs assessment
- Provide support to the operational effectiveness of LAFD at all levels

5-Year Objectives:

- Automate EMS data capture via electronic patient care reporting (ePCR) and information sharing via the Internet to EMS Bureau
- Streamline continuous quality improvement efforts to provide monthly report and timely feedback ensuring high quality patient care with compassionate humanitarian assistance in a safe yet rapid manner – adding a patient survey response component, and ePCR reporting capability
- Support Cooperative Agreement system for replacement of ambulances
- Provide training opportunities and competency for Radiological contamination control procedures and patient care of radiologically contaminated patients
- Provide twelve-lead cardiac acquisition, interpretation, and telemetry to the ED of all qualifying medical patients in accordance with LAFD protocols

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- Establish an EMS Training facility with the capabilities of meeting the entire EMS training needs of an ALS service, increasing opportunities and hours to include an on-line training component for LAFD and non-LAFD personnel
- Establish a clinical relationship with LAMC for enhanced clinical experience opportunities

FY2010 Annual Measures (EMS):

- Maintain the number of instructors at BLS level at 4 and ALS level at 3
- Increase the number, type, and formats of EMS training opportunities
- Incorporate all new equipment in accordance with newly revised EMS Protocols
- Track number of transported patients with improvement
- Track number of patients transported to a medical facility
- Track number of non-emergency medical transports provided
- Track number of and analyze EMS Service response quality control inspections completed
- Track number of and analyze ALS and BLS emergency medical calls

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Fire and Life Safety Management – Assistant Fire Chief/Fire Marshal

Goal: To prevent injury, loss of life or property through the creation, implementation and management of fire protection, prevention and public education programs.

Functions:

- Review plans for new construction and renovations and conduct new and existing building inspections to ensure compliance with the current adopted codes and other applicable standards
- Review and evaluate Fire Chief's Directives and County ordinances pertaining to the life safety
- Review and evaluate pre-incident plans to provide fire crew arrival information for buildings/occupancies
- Investigate incidents of fire and/or explosions to determine origin and cause
- Provide fire and life safety education to the citizens of Los Alamos County and Northern New Mexico
- Analyze and develop strategies pertaining to response, public education, etc., through the evaluation of information contained in the LAFD incident reporting system
- Coordinate records management system for hydrant, ladder, and pump testing programs.
- Submit for annual Fire Marshal Grant Funding application
- Administer the fire records management system "Firehouse", review for the integrity of data, and assist in the implementation of new functions
- Provide call data for use in prevention, planning, agency reporting, and operational review
- Coordinate and oversee the design, construction, and occupancy of new LAC fire facilities.
- Coordinate fire department drills with County, State, and LANL agencies
- Review FLSM Programs and evaluate effectiveness

5-Year Objectives:

- Automate code enforcement program to include digital files of plans inspections and other necessary documents
- Evaluate and integrate the current pre-incident plan system to include computer-aided dispatch capabilities, GIS, and other capabilities available through changing technology
- Evaluate alternative methods to effectively reach out with the public education program to a wider array of our population
- Provide training for members of both the Fire Prevention and Fire Investigation Teams to ensure membership remains current on changing strategies. Ensure that all documentation meets acceptable standards
- Identify deficiencies and propose solutions regarding the water system
- Define annual building FLSM inspection program and integrate company inspection with overall inspection program providing necessary documentation required to make this an effective process
- Review ISO recommendations to improve overall system

FY2010 Annual Measures (Fire and Life Safety Management):

- Maintain and upgrade computers in identified emergency response units as part of the Pre-Incident Plan/CAD Program as supported by LANL
- Review drills to confirm the accuracy of pre-plan information
- Track dollar value of fire damage

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- Track and analyze number of public event requests
- Track and analyze number of station visits provided
- Track and analyze number of pre-incident plans completed
- Track and analyze number of building inspections conducted
- Track and analyze number of individual contacts made for public education
- Track and analyze number of fire investigations conducted
- Track and analyze number of fire deaths
- Track and report # of Public Education events conducted.

GOALS AND OBJECTIVES

The Community-Driven Strategic Planning Process implemented by the Center for Public Safety Excellence has, to this point, dealt with establishing the mission, values, critical issues and service gaps of LAFD. In addition, the identification of internal strengths and weaknesses, as well as external opportunities and threats was accomplished.

In order to achieve the mission of LAFD, realistic goals and objectives must be established. Goals and objectives are imperative to enhance strengths, to address identified weaknesses, to provide the individual members with clear direction and to address the concerns of the citizens. In order to establish the goals and objectives, the internal stakeholders met over the course of several hours to complete this critical phase of the planning process.

*If you don't keep score,
you're only practicing.*

Vince Lombardi,
American Football
Coach and Motivator

As goals and objectives are management tools, they should be updated on an on-going basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The goals and objectives should now become the focus of the efforts of the agency. Care was taken by the staff of the Center for Public Safety Excellence to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals and objectives.

By following these goals and objectives carefully, the organization can be directed into their desired future. These established goals and objectives should also greatly reduce the number of obstacles and distractions for the organization and its members.

The internal stakeholders set priorities for the accomplishment of specific objectives. Those objectives that carry higher priorities have been identified for completion first and those objectives with a lower priority are to be accomplished later. Overall, these goals and objectives provide very specific timelines within the next two years and more general timelines beyond that period of time. The leadership of LAFD will establish workgroups to meet periodically to review progress toward these goals and objectives and adjust timelines and specific targets as needs and the environment change.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 1	To evaluate and implement a comprehensive training program for a nuclear fire department.
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Objective 1A	To enhance our officer development process
Timeline	0 to 18 months
Critical Tasks	<ul style="list-style-type: none"> Conduct a needs assessment Establish an oversight committee Develop group training programs for each rank Conduct an analysis of in-house instructors Determine and obtain needed equipment Deliver training and evaluate effectiveness Forecast personnel turnover

Objective 1B	To expand Haz-Mat program
Timeline	6 to 36 months
Critical Tasks	<ul style="list-style-type: none"> Forecast Haz-Mat needs Establish minimum Tec. – Spec. staffing requirements Determine and obtain needed equipment Deliver training and evaluate effectiveness Forecast personnel turnover

Objective 1C	To expand Technical Rescue Team
Timeline	6 to 18 months
Critical Tasks	<ul style="list-style-type: none"> Conduct an analysis of LAFD instructors Forecast TRT needs and capabilities Determine knowledge, skills, and abilities Establish minimum TRT staffing requirements for expanded TRT capabilities Determine and obtain needed equipment Deliver training and evaluate Forecast personnel turnover

Objective 1D	To develop and implement an in-house paramedic program
Timeline	18 to 24 months
Critical Tasks	<ul style="list-style-type: none"> Request for proposal for in-house program Explore opportunities to expand to non-LAFD customers Cost analysis of in-house program Conduct an analysis of use of supplement LAFD instructors Determine and obtain needed equipment Deliver training and evaluate effectiveness Forecast personnel turnover

Objective 1E	Develop a professional training program
Timeline	12 to 36 months
Critical Tasks	<ul style="list-style-type: none"> Conduct a needs assessment Establish an over-sight committee Develop individual programs based on needs Link to work force plan

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 2	Staff Fire Department with trained / qualified personnel using an effective work force plan
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Objective 2A	Develop Department wide work force plan
Timeline	2 months
Critical Tasks	<ul style="list-style-type: none"> Form a work group Analyze FD tenure Analyze retirement eligibility Conduct a skills, training, certification, and education inventory for each person Develop a skills, training, certification, and education plan by rank or position Identify and set staffing levels by ranks and position Create schedule of potential vacancies

Objective 2B	Develop, revise, or incorporate documents, tools, or mechanisms required to implement into the plan
Timeline	2 months
Critical Tasks	<ul style="list-style-type: none"> Directive or policy that details elements of the plan Create a "career development plan". "Have" versus "needs" or "wants" Train all personnel on new tools and changes. "How to ..."

Objective 2C	Execute work force plan elements in accordance with a schedule.
Timeline	18 months
Critical Tasks	<ul style="list-style-type: none"> Advertise for projected vacancies. Conduct testing for vacancies Fill vacancies

Objective 2D	Review and revise LAFD work force plan per schedule.
Timeline	1 day every 6 months
Critical Tasks	<ul style="list-style-type: none"> Evaluate implementation progress/success Evaluate promotions/hires Review issues/problems from past 6 months Review potential changes from various sources as they arise

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 3	Maintain effective labor management relations
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Objective 3A	Identify current system elements
Timeline	3 months
Critical Tasks	<ul style="list-style-type: none"> Evaluate each element for effectiveness Identify gaps Create policy on open communications Schedule regular discussion meetings

Objective 3B	Discontinue elements that are ineffective
Timeline	1 month
Critical Tasks	<ul style="list-style-type: none"> Eliminate ineffective elements Develop more effective communication tools Seek feedback on effectiveness

Objective 3C	Enhance current and develop new approaches to improve relations
Timeline	2 months
Critical Tasks	<ul style="list-style-type: none"> Form a work group with representatives from all ranks Develop new communications tools

Goal 4	Maintain, improve, and/or replace apparatus in support of our mission.
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Objective 4A	Complete a comprehensive apparatus assessment
Timeline	3 to 6 months
Critical Tasks	<ul style="list-style-type: none"> Select personnel Provide resources Conduct an assessment Analyze information and data – SOC, NFPA, etc. Develop recommendations Develop requirements utilizing the Risk Assessment, Standards of Cover, and Baseline Needs Assessment

Objective 4B	Develop and implement plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Review standards Request for proposal and funding budget Evaluate options and elect award Purchase through the Cooperative Agreement Improve maintenance program

Objective 4C	Initiate a maintenance program plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Educate members Provide support Provide resources Evaluate the plan and revise as appropriate

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 5	Maintain, improve, and/or replace equipment in support of our mission
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Objective 5A	Complete a comprehensive equipment assessment
Timeline	6 to 9 months
Critical Tasks	<ul style="list-style-type: none"> Conduct Risk assessment Select personnel Provide resources Analyze information and data (SOC, NFPA, etc.) Develop recommendations Utilize the BNA

Objective 5B	Develop and implement an equipment plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Review standards Request proposals and funding/budget Evaluate options and select award Purchase through the Cooperative Agreement Improve maintenance program

Objective 5C	Initiate a program maintenance plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Educate members Provide support Provide resources Measure progress Evaluate the plan and revise as appropriate

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 6	Maintain, improve, and/or replace facilities in support of our Mission
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Objective 6A	Complete a comprehensive facilities assessment
Timeline	6 to 9 months
Critical Tasks	<ul style="list-style-type: none"> Select personnel Provide resources Analyze information and data (SOC, NFPA, etc.) Develop recommendations Determine requirements Conduct a Risk assessment Utilize the BNA as a resource

Objective 6B	Develop and implement a plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Review standards Request for proposal and funding/budget Evaluate options and select/award Purchase through the Cooperative Agreement Improve maintenance program

Objective 6C	Initiate a maintenance program plan
Timeline	12 to 48 months
Critical Tasks	<ul style="list-style-type: none"> Educate members Provide support Provide resources Measure progress Evaluate the plan and revise as appropriate

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Goal 7	In order to effectively achieve our Mission in the next three to five years, we will improve our communications by adhering to our Mission and values, engaging with our customers, also improve inside communications, by frequent correspondence going up and down the chain while listening to all, respecting their ideas and diversity and working as a team to resolve issues.
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Objective 7A	Instill the mission and values to our personnel, what they are, their importance, and each individual's responsibilities.
Timeline	Begin within 6 months
Critical Tasks	<ul style="list-style-type: none"> • Finalize the Mission and values • Develop an education program for the department personnel and recruitment • Foster an atmosphere of positive support toward this program • Use County recognition program to reinforce • Develop a feedback method • Develop an inclusive method of reinforcing interpersonal skills that supports the Mission and values • Evaluate the program and suggest improvements as needed.

Objective 7B	Develop a comprehensive outreach program to inform the community of our capabilities , Mission, and values: obtain comprehensive feedback from the general public and institutions.
Timeline	Begin within 6 months
Critical Tasks	<ul style="list-style-type: none"> • Develop consistent message with department personnel about our Mission and values • Identify target audiences and creative opportunities for public outreach • Develop audience specifically themed messages to accompany our core message • Review feedback for quality improvement opportunities and personnel appreciation • Make adjustments according to information gathered

Objective 7C	Foster an environment that encourages a free exchange of information and ideas through all levels of the department
Timeline	Begin within 12 months - ongoing
Critical Tasks	<ul style="list-style-type: none"> • Identify barriers that restrict internal communications • Categorize barriers for implementation • Explore creative methods of communications • Identify solutions • Implement, re-evaluate solutions, and adjust as needed

Objective 7D	Provide a reliable, supportable communications and information system that supports emergency and non-emergency operations.
Timeline	Begin within 3 months, implement within 18 months
Critical Tasks	<ul style="list-style-type: none"> • Identify departmental wireless communications needs • Identify departmental information technology needs • Identify technology solutions • Perform cost benefits analysis • Select, implement, and re-evaluate solutions • Review emerging technology for possible program improvements

DEFINITION OF A COMMUNITY-DRIVEN STRATEGIC PLAN

The fire service has entered into a very competitive evolutionary cycle. Public demands continue to increase, while dollars and other resources continue to shrink. These trends place increased pressure on the modern fire service manager, policy makers, and full-time and volunteer staff to develop ways to be more effective and more efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer resources. To do a more efficient job with the available resources, organizations must set objectives based on constructive efforts while eliminating programs that do not serve the customer.

To ensure that customer needs were incorporated, the Community-Driven Strategic Planning process was used to develop the LAFD Strategic Plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus efforts while reducing risk and wasted effort. This process was adapted to meet LAFD's specific needs.

This document is the result of several strategic planning sessions and includes valuable community input.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction;
- Builds a shared vision;
- Sets goals and objectives; and
- Optimizes use of resources.

What we have to do today is to be ready for an uncertain tomorrow.

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. A sense of urgency pervades the customer-driven organization.

Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic. New information from customers, like-providers, and life changes are to be factored into the planning process. ***The strategic plan should be an operationally useful document.***

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities.

Successful organizations, whether they are Fortune 500 companies, federal agencies, or state or municipal governments, have recognized that developing customer focus is an absolute necessity. With this information, government agencies must strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and less expensive programs.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are indeed delivering on the promises made in their strategic plans. In the publication "Serving the American Public: Best Practices in Customer-Driven Strategic Planning Federal Benchmarking Consortium Study Report" dated February 1997, Community-Driven Strategic Planning is defined as

"a continuous and systematic process

where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured."

To fully understand strategic planning, it is necessary to look at a few key words in the definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);
- **procedures and operations** includes the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine whether the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future.

A "community-driven organization" is defined as one that:

*"maintains a focus on the needs and expectations, both spoken and unspoken,
of customers, both present and future,
in the creation and/or improvement of the product or service provided."*

Again, it will be useful to define specific terms used in this definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List" or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

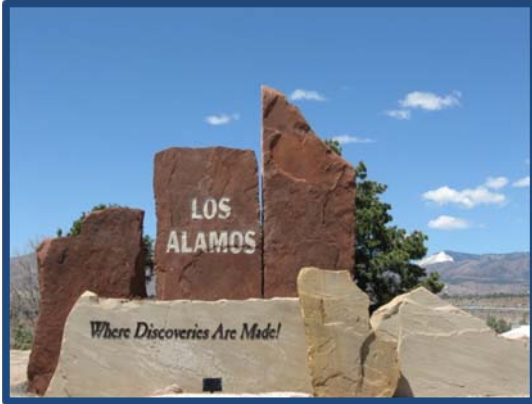
The Community–Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the services provided to the community.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization and its services.
5. Identify those aspects of the organization and its services the community views positively.
6. Develop the Mission Statement, giving careful attention to the services currently provided and which logically can be provided in the future.
7. Establish the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Establish realistic goals and objectives for the future.
13. Identify implementation tasks for each objective.
14. Develop a Vision of the future.
15. Develop organizational and community commitment to the plan.

PROCESS AND ACKNOWLEDGEMENTS

The Center for Public Safety Excellence (CPSE) acknowledges LAFD’s External and Internal Stakeholders for their participation and input into the Community–Driven Strategic Planning Process. The CPSE would also like to acknowledge Fire Chief Douglas R. MacDonald for his leadership and commitment to this process.



Development of LAFD’s Strategic Plan took place in April 2009 during which time a representative from the CPSE and representatives of LAFD held an open meeting where members of the public, or external stakeholders, were invited.

Valuable commentary and useful concerns were collected. The discussion at the meeting revolved around customer concerns, expectations and comments about the department. The department and the CPSE would like to express a special thank you to the community members who contributed to

the creation of this strategic plan. The development of this plan was truly a team effort. Those present at this meeting were as follows:

Table 1: LOS ALAMOS COUNTY FIRE DEPARTMENT External Stakeholder Group

<i>Lissie Janszen Ham</i>	<i>Bill Gentile</i>	<i>Ken Ashley</i>
<i>Tom Littleton</i>	<i>John Wolfe</i>	<i>Dennis Reisenweaver</i>
<i>Ron Wilkins</i>	<i>Sharon Stover</i>	<i>Paul C. Daly</i>
<i>Barry Friedman</i>	<i>Robert Gibson</i>	<i>Linda Anderman</i>
<i>Robert McClees, MD.</i>	<i>David Griggs</i>	<i>Rhonda Clark</i>
<i>David Sutton</i>	<i>Brenda Andersen</i>	<i>Ralph Phelps</i>

EXTERNAL STAKEHOLDER GROUP FINDINGS

A key element of LAFD’s organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. Therefore, the agency asked representatives from the community to participate in a meeting, which would focus on their needs and expectations of that agency. Discussion centered not only on the present services provided but also on priorities for the future.



Customer Priorities

In order to dedicate time, energy and resources on services most desired by its customers, LAFD needs to understand what the customers consider to be their priorities. The external stakeholders were asked to prioritize the services offered by the agency through a process of direct comparison.

Table 2: Customer's Service Priorities of the LOS ALAMOS COUNTY FIRE DEPARTMENT

SERVICES	RANKING	SCORE
Advanced Life Support - EMS	1	142
Fire Suppression	2	132
Basic Rescue	3	112
Hazardous Materials Mitigation	4	95
Advanced Rescue	5	93
Disaster / Emergency Preparedness	6	69
Response to WMD / Bio Terrorism	7	59
Code Enforcement	8	58
Fire Investigation	9	28
Community Fire / EMS Safety Education	10	22

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Customer Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs. In certain areas education, on the level of service that is already available may be all that is needed. The following are the expectations of the community's external stakeholders.

Table 3: Customer Expectations of the LOS ALAMOS COUNTY FIRE DEPARTMENT (in priority order)

1. Quick fire response time.
2. Quick EMS response time with qualified and knowledgeable people.
3. To arrive at all calls in a timely manner.
4. Rapid response time.
5. Prompt and efficient response by well trained and equipped personnel.
6. To have the knowledge and education to perform the wide variety of tasks that they are expected to perform.
7. Extensive and continuous training program to maintain a high level of readiness.
8. Excellent fire suppression and EMS services.
9. To competently, expertly and quickly perform the tasks before them.
10. Fire suppression for the entire community.
11. Working in conjunction with county and LANL coordinators for optimum control and suppression of natural and manmade disasters.
12. To be prepared as first responders to incidents / calls.
13. That fire department resources are available when needed and wherever needed.
14. Experienced, educated staff members
15. To have the proper equipment to deal with whatever calls.
16. Effective contingency planning.
17. Mitigation of preventative conditions increasing fire risks.
18. Emergency preparedness and all that it implies.
19. To respond with properly trained personnel and appropriate equipment.
20. Building inspections to point out problem areas.
21. To provide services in a professional manner.
22. Up to date working equipment.
23. A focus on being able to properly respond in the most timely manner.
24. To be courteous in interactions with the public.
25. Technical knowledge.
26. Cost effectiveness.
27. To behave in a professional and friendly manner at all times.
28. Visibility and engagement in the community.
29. Provide feedback after the emergency event to the homeowner or person receiving the services to help for future home safety / prevention.
30. Workers who know what to do in various situations and who can think on their feet.
31. An operational approach that focuses on how best to service LA County residences, businesses and the Laboratory.
32. Provide solving skills for any reassessment necessary for a situation.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

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|---|
| 33. Provide advice and guidance when asked. |
| 34. Provide education and training to community groups on fire safety and emergency response. |

Areas of Customer Concern

The Community–Driven Strategic Planning Process would fall short and be incomplete without an expression from the customer regarding their concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system. However, some weaknesses may also be misperceptions of the customers based upon a lack of information or incorrect information.

Table 4: Areas of Customer Concern of the LOS ALAMOS COUNTY FIRE DEPARTMENT

• Internal stress from adversarial nature of union – management relationships.
• Is training sufficient to compensate for the lack of real structural firefighting experience.
• Prioritization of community versus LANL needs and coverage.
• Its size – too big.
• The requirements placed by LANL on the fire department.
• A lot of the equipment was purchased at the same time. Ambulances get the most mileage and need replacement. Not sure what type of vehicle replacement plan is in place.
• For Haz-Mat incidents, LAFD relies on the Lab Team. LAFD has some people trained, but not enough for extended operations. It takes up to 1-hour for the Lab Team to respond to an incident. If the Lab has a Haz-Mat incident, the County must call on Santa Fe.
• Ability to fund manpower and equipment through a prolonged downturn in the economy (including LANL cuts).
• They do need to make sure that they plan for any changes that occur within the community and continue to train for future challenges.
• Courage and availability.
• That they have sufficient resources to carry out their roles.
• A sense of entitlement.
• Imbalance between DOE funding level and response posture.
• Labor issues with the County.
• Paramedic program.
• LANL allowing locked gates and doors to slow response more than 15 to 20 minutes.
• Concern that may not have explicit plan for dealing with fire in Fuller Lodge. Suggest that we develop a plan to remove archives if necessary.
• Communications – direct between the public, and fire / ambulance without going through the lab. Also, communications between fire / ambulances, police, ...and other emergency personnel.
• Need to balance LANL versus residential resources.
• Continue to improve training of staff in dealing with unique hazardous materials and technical facilities at the LANL.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Positive Customer Feedback



The CPSE promotes the belief that, for a strategic plan to be valid, the customer's view on the strengths and image of the emergency services organization must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

The external stakeholders provided the following comments when asked to identify the positive aspects of the department.

Table 5: Positive Customer Comments about LOS ALAMOS COUNTY FIRE DEPARTMENT

• Already is the best fire / ambulance of any place I have ever lived.
• My limited observations in the community, hospital, and TA-48 of their performance make me feel and believe that myself, community, and laboratory are in competent and caring hands.
• Demonstrated competence and dedication. Because of DOE/LANL needs, the department is very large and well equipped to meet general community needs.
• Appreciate the invitation to participate in this program and hear our feedback.
• Dedication: Response in year 2000 still has incredibly positive memories for me.
• The leadership at the fire department has been constant, and has benefited our community. When given a request, they do not say no to the community, but figure out a way to get it accomplished.
• Highly trained and professional personnel. Highly motivated.
• Very good equipment.
• Very good admin system and personnel.
• Very well trained and equipment.
• Good response to emergency situations and community concerns.
• All seem to be highly trained when I've had occasion to interact with them.
• Always present.
• Very competent and responsive.
• Very helpful and quick to respond.
• Very willing to work with community (i.e. visiting schools to teach about fire safety).
• High quality individuals.
• Officers look to improve fire protection / response program.
• I like the way you have saved people's homes from fire, smoke and or water.
• I just moved here and numerous people have told me about the fire a few years ago, and how well the fire department handled the process. Way to go guys!!
• Appearance of caring about the community.
• Work with other organizations to address problems.
• Had good interaction when asked Fire Marshal for advice on historical archives in the Fuller Lodge.
• Training for handling different events (fire, radiological fire, etc.) appears good.
• Strong resource base.
• Strong interest in community feedback.
• Recent changes to provide general county funding for LACFD costs.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Other Thoughts and Comments

The External Stakeholders were asked to share any other comments they had about LAFD or its services. The following written comments were received:

Table 6: External Stakeholders' Comments about the LOS ALAMOS COUNTY FIRE DEPARTMENT

• I have no knowledge of their full ability to handle emergencies at the Laboratory. I expect it always to be the best.
• Very professional fire department. Would be a volunteer company if the Lab were not here. More a Lab department that County fire department. The County should take more interest.
• Good job overall.
• I've only had to call them once, and was pleased with the response.
• Make sure they keep in step with any changes in Laboratory needs.
• Happy to live in LA County with LAFD protection.
• The Fuller Lodge Advisory Board will gladly work with the department to develop a plan.
• More fireman presence with community events so that we can get to know them.

Figure 1: External Stakeholders providing feedback



INTERNAL STAKEHOLDER GROUP FINDINGS

Following the external stakeholder session, the internal stakeholder work sessions were conducted over the course of the next three days. The purpose of these work sessions was to review and discuss the department’s approach to “Community-Centered Strategic Planning.” The work sessions generated a high level of interest and participation by the broad agency representation in attendance.

Discussion at the work sessions focused on the LAFD’s Mission, Values, Core Services and Supporting Programs, as well as the organization’s perceived Strengths, Weaknesses, Opportunities and Threats.

In the process of strategic planning, the following are important:

- to review the department’s history, culture and evolution;
- to identify the current status of the department; and
- to determine where and what the department desires to be in the future.

This process could not have been completed without the participation of the members of the HFD and their internal stakeholders. Their insights were invaluable in putting together this strategic plan. The assistance and resources graciously made available to CPSE are appreciated. The participants took their work very seriously and accepted the challenge to develop a quality product. Participants included the following:

Table 7: LOS ALAMOS COUNTY FIRE DEPARTMENT Internal Stakeholders

<i>Norma Jean Valdez</i>	<i>Mark Sandoval</i>	<i>Jon C. Pairett</i>	<i>Heath Sandoval</i>
<i>Tracy Stidham</i>	<i>Doug Tucker</i>	<i>Dan Devall</i>	<i>John Majerus</i>
<i>Michael Montoya</i>	<i>E. Henry Ortiz</i>	<i>Dennis Martinez</i>	<i>Wesley Walker</i>
<i>Justin Grider</i>	<i>Paul Grano</i>	<i>Juan Pacheco</i>	<i>Douglas MacDonald</i>
<i>Justin Cassel</i>	<i>Kelly Grace-Meyer</i>	<i>Emmy Sweers</i>	<i>Richard Garcia</i>
<i>Michael Thompson</i>	<i>Julie Habiger</i>	<i>Sharyl Hofer</i>	<i>Dennis Duran</i>
<i>Joe D’Anna</i>	<i>Donna Bleifuss</i>	<i>Ben Sanchez</i>	

Figure 2: LOS ALAMOS COUNTY FIRE DEPARTMENT Internal Stakeholder Group



THE MISSION

The purpose of the Mission Statement is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

After a great deal of work and discussion by the internal stakeholders, a modification to the current mission statement was proposed.

Table 8: LOS ALAMOS COUNTY FIRE DEPARTMENT Mission

"We, the Los Alamos County Fire Department, are committed to the safety and welfare of everyone in our diverse community. We promise exceptional services in the preservation of life, the environment, and property."

Figure 3: Internal stakeholders conducting a work session



CORE VALUES

Establishing values embraced by all members of an organization is extremely important. Values recognize those features and considerations that make up the personality of the organization. Those assembled for LAFD during the strategic planning process modified their core values and commitments as per below:

Table 9: LOS ALAMOS COUNTY FIRE DEPARTMENT Core Values

Los Alamos County Fire Department members are the most valuable resource and we support the mission with PRIDE:

Positive Attitude – We value trust, fairness, pride, respect, dedication, integrity, honesty, and wellbeing.

Readiness – We value preparedness, training and education, safety and wellness, dedication and an understanding that lives are more valuable than property.

Involvement – We value the free exchange of ideas, a commitment to excellence, and a shared vision with one voice through unity.

Discipline – We value a professional attitude with high moral work ethic that can enhance our team.

Excellence – We value the evaluation of efficiencies, effectiveness and economy, courtesy, fostering customer faith and building trust, quality care and customer services and dedication with empathy and continuous improvement.

The Mission and Values are the foundation of any successful organization. Every effort should be made to keep these current and meaningful so that the individuals who make up the organization are well guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

SERVICES PROVIDED

In following the steps of the Community–Driven Strategic Planning Process Outline, the department was asked to identify the most important functions and services it provides and offers to the community. The internal stakeholder group identified the following core programs and supporting services:

Table 10: Core Programs

Fire Suppression
Rescue
EMS – ACLS / Transport
Hazardous Materials
Fire and Life Safety

Table 11: Support Services

<ul style="list-style-type: none"> • Training – Professional development, continuing education, technical skill development 	<ul style="list-style-type: none"> • Safety Services – Health, wellness
<ul style="list-style-type: none"> • Administrative Services – Clerical, Accounts Payable and Receiving, Patient Care Billing 	<ul style="list-style-type: none"> • Communications – Emergency, Mutual Aid, IT, Internal, External
<ul style="list-style-type: none"> • Human Resources – Recruitment, selection, workforce planning 	<ul style="list-style-type: none"> • Physical Resources – facilities service and maintenance
<ul style="list-style-type: none"> • Law Enforcement – SOC, County, State 	<ul style="list-style-type: none"> • Information Technology
<ul style="list-style-type: none"> • Department of Energy 	<ul style="list-style-type: none"> • State of New Mexico
<ul style="list-style-type: none"> • Los Alamos County Council 	<ul style="list-style-type: none"> • IAFF – Local 3279
<ul style="list-style-type: none"> • Chamber of Commerce 	<ul style="list-style-type: none"> • HOA's
<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Procurement
<ul style="list-style-type: none"> • Utilities 	<ul style="list-style-type: none"> • National Parks Services
<ul style="list-style-type: none"> • Occupational Med. 	<ul style="list-style-type: none"> • Citizens
<ul style="list-style-type: none"> • Hospital 	<ul style="list-style-type: none"> • Contract Agencies
<ul style="list-style-type: none"> • Insurance Services Office (ISO) 	<ul style="list-style-type: none"> • Pueblo
<ul style="list-style-type: none"> • Forest Service 	<ul style="list-style-type: none"> • Los Alamos National Laboratory (LANL)
<ul style="list-style-type: none"> • Higher Education 	<ul style="list-style-type: none"> • Forest Service
<ul style="list-style-type: none"> • Legal 	<ul style="list-style-type: none"> • School District
<ul style="list-style-type: none"> • Facilities 	

S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have an agency candidly identify their positive and less-than-desirable attributes. The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the internal stakeholders identified the strengths of LAFD as follows:

Table 12: Strengths of LOS ALAMOS COUNTY FIRE DEPARTMENT

Resources – Funding, equipment, info / data	Ability to increase Haz-Mat capabilities
Desire and commitment	Opportunities – Advancement / education
Training	Staff quality
Community support	Discipline
Cost effective – dual public based budget	ISO rating
Quick response	Young workforce / diverse
County Fire Stations – high quality	Multi-faceted – cross trained
Adaptive engine companies	Ability to adapt to change
Safety	Benefits
Shift schedule	Interaction with community – reaching out to them
Appearance – equipment and personnel	Professional qualifications
Reputation	Recruitment base
Pro quality assurance - development	State / external resources
Getting other internal County Departments Involved	Structure of organization and management
Wellness Initiative	Accredited Agency
PPE	Fire Chief Directives and operating guidelines
Civilian Staff	Progressive
Attitude / Great Job	

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Internal Stakeholders as weaknesses:

Table 13: Weaknesses of LOS ALAMOS COUNTY FIRE DEPARTMENT

Communications between all levels	Live fire training
Lots of newer FF’s – less than 5 years with LAFD	Lots of upcoming retirements, especially in promoted positions and loss of experience
Personal accountability	Perceived retention issues
Commitment and loss of focus	Call volume (low), skill maintenance, experience
External communications	Some sense of entitlement
Lack of trust	LANL site specific training
Conditions of LANL stations	Station locations
Lack of vehicle replacement plan	Condition and maintenance of some apparatus
Lack of County owned Admin. building	Lack of a functional County owned training facility
Portable radios	“Us” versus “them” mentality with some people
No I.T. person	Communicating with outside agencies – interoperability
Number of paramedics	Overweight firefighters (fitness)
Time frame between promotions	Bias/restrictions on training opportunities
Aging of equipment/infrastructure	Relying on other agencies for stations, equipment, etc.
Lack of information sharing, internally and externally to the Fire Dept.	Compaction of salaries
Favoritism	Fear of retaliation/punishment
Ineffective discipline	Personal responsibility
Not remembering why you’re here	Turf/shift/stations wars
Hiding weaknesses/personnel	Best person in best position
Pessimism	Closed – mindedness
Emotions during business negotiations	Personal life experiences
Interpersonal dynamics	Limited public education
Limited political influence	Rumors/misinformation

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for LAFD. The Internal Stakeholders identified the following opportunities:

Table 14: Opportunities for LOS ALAMOS COUNTY FIRE DEPARTMENT

Increase in funding (State/Federal grants)	Increase in training – internal and external
Networking in education	Work with OSHA, NFPA, etc., to be on the forefront of fire departments
Political influence	Focus our recruitment (promote the fire service)
Higher education (Fire Science Degree)	Work with local schools for recruitment
Reputation	Increase workforce diversity
Improved DOE / LANL relations	Public information (about LAFD)
Fire Explorer Program	SME Programs – Rad., respiratory protection
Union relations	Open houses for fire houses
Community outreach	Site specific training opportunities
Other County entity assistance	Deployment opportunities
National Fire Academy	New cooperative agreement
Local paramedic school	Retention incentive (COLA)
“LA – Factor”	Maintain wellness
New DOE fire stations	Fleet replacement
Residential sprinklers	Improved Union – Management relations

Figure 4: Internal stakeholders conducting a work session



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Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss.

Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Table 15: Threats to LOS ALAMOS COUNTY FIRE DEPARTMENT

Change in LANL Mission/Funding for LANL	Private fire department/brigade
2 nd Cooperative Agreement	Funding for fire department
Local, State, Federal politics – (PERA)	Environmental threats – volcano, drought, WMD
Increased regulations – (i.e. HIPAA)	DOE ownership of our vehicles
Aging infrastructure	Changing technology (hard to keep up \$)
Terrorism, WMD	New diseases (public contact/our exposure)
Retention (loss to other fire departments)	Medical crisis – (loss of LAMC, med. Staff)
Medicare - Medicaid	Nationalized healthcare
Baseline needs assessment	Change in OSHA laws
Continuity of operations	External contacts
Litigation	Loss of credibility with public
Workload increase from CA	Loss/decrease of public support
Office of the Inspector General (OIG)	BLOGS
Perception of outside agencies	Affordable housing
Affordable childcare (LANL or County sponsored)	

CRITICAL ISSUES AND SERVICE GAPS

After reviewing LAFD’s Core Services, the organizational strengths and weaknesses, and the opportunities and threats posed by industry and the community environment in which the agency operates, the internal stakeholders identified the primary critical issues that face LAFD. By participating in the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the department was able to produce a tangible list of critical issues that provided the foundation for the establishment of goals and objectives, in order to meet the future vision of LAFD.

The list below reflects the issues identified by the internal stakeholders that pose the greatest risk to the department’s services and organizational health. In addition, the group also identified gaps in the department’s activities that need to be filled in order to provide the levels of service it has pledged itself to fulfill.

Table 16: Critical Issues of LOS ALAMOS COUNTY FIRE DEPARTMENT

• Training
• Maintenance of equipment and facilities
• Personnel
• Communications
• Customer relations
• External education

Table 17: Service Gaps of LOS ALAMOS COUNTY FIRE DEPARTMENT

• Physical resources – stations, training center	• Training – Company Officer development, emphasis on Haz-Mat and TRT, Paramedic
• Human Resources – Workforce planning, labor/management	• Communications – portable radios, community outreach, I.T. support/delivery/CAD
• Equipment – apparatus maintenance/replacement	

THE VISION STATEMENT

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they expect to be in the future. After having established the organization's Mission and Values, analysis was provided to consider the organization's critical issues and current or potential service gaps over the next five years. The next logical step is to establish a vision of what the LAFD should be in the future. Vision statements are built upon the framework and foundation of the Mission Statement.

Vision Statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives. Although the agency has an existing Vision statement, the following statement was developed and presented for the LAFD:

Table 18: LOS ALAMOS COUNTY FIRE DEPARTMENT Vision Statement

Our vision is to be recognized by our entire community and other fire agencies as a premier fire department that is committed to placing the highest priority on the best of service quality. We are driven to meet or exceed our customers' expectations.

Our organizational culture will reflect an honest and respectful team atmosphere which is nurtured by open internal and external communication processes. The health, fitness, and competence of our professional staff will convey our enthusiasm in our commitment to excellence; demonstrating the utmost compassion, respect, and professionalism in our equal and non-prejudicial delivery of services to those who reside, work, or visit our community.

Our leadership and work force will be dedicated to holding each other accountable for applying our organizational values and for reaching our goals. In our culture, emphasis will be placed upon gaining understanding and consensus with all organizational issues. Attention will be given to achieving quality professional development, and a strong commitment will be given to maintaining a friendly and respectful work environment, contributing to high employee job satisfaction.

We will honor our community's trust by providing timely, effective, and fiscally-responsible services to all areas of our community. By proactively addressing our unique community hazards and risks, and the evolving demands of those risks, we will establish a standard of response and coverage to assure the balanced protection of our communities. We will implement physical and mobile resources and deployment strategies which carry the best interest of safety to our communities and firefighters.

We will expand our community information and education programs, providing a clear understanding of our priorities, philosophy, and operations. We will explore all opportunities to efficiently implement new technology to continually elevate the levels of service driven by our communities' risks and needs. We will be driven to offer best practices in all of our endeavors by maintaining international fire accreditation; validating that the communities of Los Alamos County are provided with outstanding services.

PERFORMANCE MEASUREMENT “Managing for Results”

Why Measure Performance?

It has been said that:

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that LAFD's Strategic Plan is achieving results, performance measurement data should be implemented and integrated as part of the plan. An integrated process, known as “Managing for Results,” is recommended, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A “family of measures” that is typically utilized to provide indication and measure of performance include the following:

- **Inputs** – Value of resource used to produce an output.
- **Outputs** – Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

To effectively manage for results, it is recommended that performance measures be established for each goal and objective in the strategic plan. Performance measures should also be established for each of LAFD's program areas.

THE SUCCESS OF THE STRATEGIC PLAN

LAFD approached their desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this written document. The success of LAFD's Strategic Plan will not depend upon the implementation of the nine (9) goals and their related objectives, but from the support received from the authority having jurisdiction, the membership of the agency and the community at-large.

The LAFD Strategic Plan creates a platform for a wide range of beginnings. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step in the Community-Driven Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of LAFD also has a role and responsibility in this Strategic Plan.

GLOSSARY OF TERMS

For the purposes of the Customer-Driven Strategic Planning, the following terms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Accredited	The act of accrediting or the state of being accredited , especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
Customers	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
Input	A performance indication where the value of resources are used to produce an output
Key Performance Indicator	Measurable factors of extreme importance to the organization in achieving the strategic goals, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Master Planning	A combination of the organization's strategic plan and its operational plans. Master plans take the various plans and integrate them into one document. Master plans help define the anticipated future of the community's demographics and how the community is expected to develop or change in the timeframe covered by the master plan.

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Mission	An enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Management	Is the monitoring for improvement of performance through the on going process of goal setting, allocation of budget resources to priorities, and the evaluation of results against pre established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
Stakeholder	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Direction	The organization's goals, objectives and strategies by which they plan to achieve its vision, mission and values.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim, the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.

LOS ALAMOS COUNTY FIRE DEPARTMENT STRATEGIC PLAN

Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

ACRONYMS AND ABBREVIATIONS

AHJ	Authority Having Jurisdiction
CAD	Computer Aided Dispatch
CPSE	Center for Public Safety Excellence, Inc.
DOE	Department of Energy
EMS	Emergency Medical Services
LAFD	Los Alamos County Fire Department
LANL	Los Alamos National Laboratory
LANS	Los Alamos National Security, LLC
MDC	Mobile Data Computer
NFPA	National Fire Protection Association
NNSA	National Nuclear Security Administration
OMB	Office of Management and Budget
PCCA	Pre-Contract Cost Agreement
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure