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(Photograph's provided by Don Taylor, Eagle Wings Production and Louisa Martinez)

MESSAGE FROM FIRE CHIEF TROY HUGHES



As the Los Alamos Fire Department (LAFD) Chief, I am honored to present you with the 2016 Annual Report. I am very proud of our staff and the hard work that they do to make LAFD one of our nation's premier fire departments. This report details many of the accomplishments that have occurred in 2016.

In October of 2016, I celebrated my fifth anniversary with LAFD. When I joined LAFD in 2011, I was very impressed by all of the successes LAFD had already achieved. Retired LAFD Fire Chief Doug MacDonald challenged me to take LAFD to a higher level. This challenge was quite intimidating at the time. Now that five years have passed, I am confident that LAFD is operating at a higher level than before. This success is not because of anything I have done as the Fire Chief, this success is due to our members who work hard every day to improve themselves and therefore improve LAFD as a whole.

Being a part of LAFD is something to be proud of. Now that I am approaching the latter part of my fire service career, I assure you that my time with LAFD will be a highlight that I won't forget and will brag about until the day I die.

Within this report you will read about some terrific gains made in how we deliver emergency medical care to our community's sick and injured. These gains are made possible by leveraging the nationwide partnerships we have developed with other emergency medical service providers. You will read about how we are updating and improving our fleet of emergency response apparatus. These updates and improvements are made possible due to the strong partnerships we have with our associates at Los Alamos National Laboratory and the Department of Energy Field Office.

In Los Alamos, we have experienced large and damaging wildfire events. Wildfire is still a threat to Los Alamos. LAFD has in the past and will continue to work towards reducing this threat to our community.

Our citizens are among our nation's brightest and are tasked with doing work that is critical to the defense of our nation. We are very proud of the work done by our citizens and hope that the service provided by LAFD is something our citizens can be proud of.

I hope you find the contents of this report informative. Please don't hesitate to contact me or any member of LAFD if you have comments or questions about this report or the services we provide.

Los Alamos Fire Department Command Staff



Troy Hughes
Fire Chief



Steven Dawald
Deputy Fire Chief



Ramon Garcia
Division Chief
Wildland Fire Services
Public Education



Jeff Wetteland
Fire Marshal
Division Chief
Fire & Life Safety



Wendy Servey
Division Chief
Safety



Benjamin Stone
Division Chief
Emergency Medical Services



Joseph Candelaria
Division Chief
Training



Paul Grano
Division Chief - LANL Training
Pre Incident Plan Program



Steve Saiz
Battalion Chief
A Shift



Justin Cassel
Battalion Chief
B Shift



Michael Gill
Battalion Chief
C Shift



Sharyl Hofer
Safeguards/Security
Labor Relations Manager



Donna McHenry
EMS Training
Coordinator



Stephen Rinaldi
Fire & Life Safety
Coordinator

Administrative Services Team



Norma Jean Valdez
Senior Management Analyst/
Accreditation Manager



Heather Garcia
Management Analyst/
Finance & Budget



Beverly Purtymun
Management Analyst/
Business Operations



Marisha Griego
Human Relations



Ana Martinez
Training & EMS



Bernadine Martinez
Physical Resources

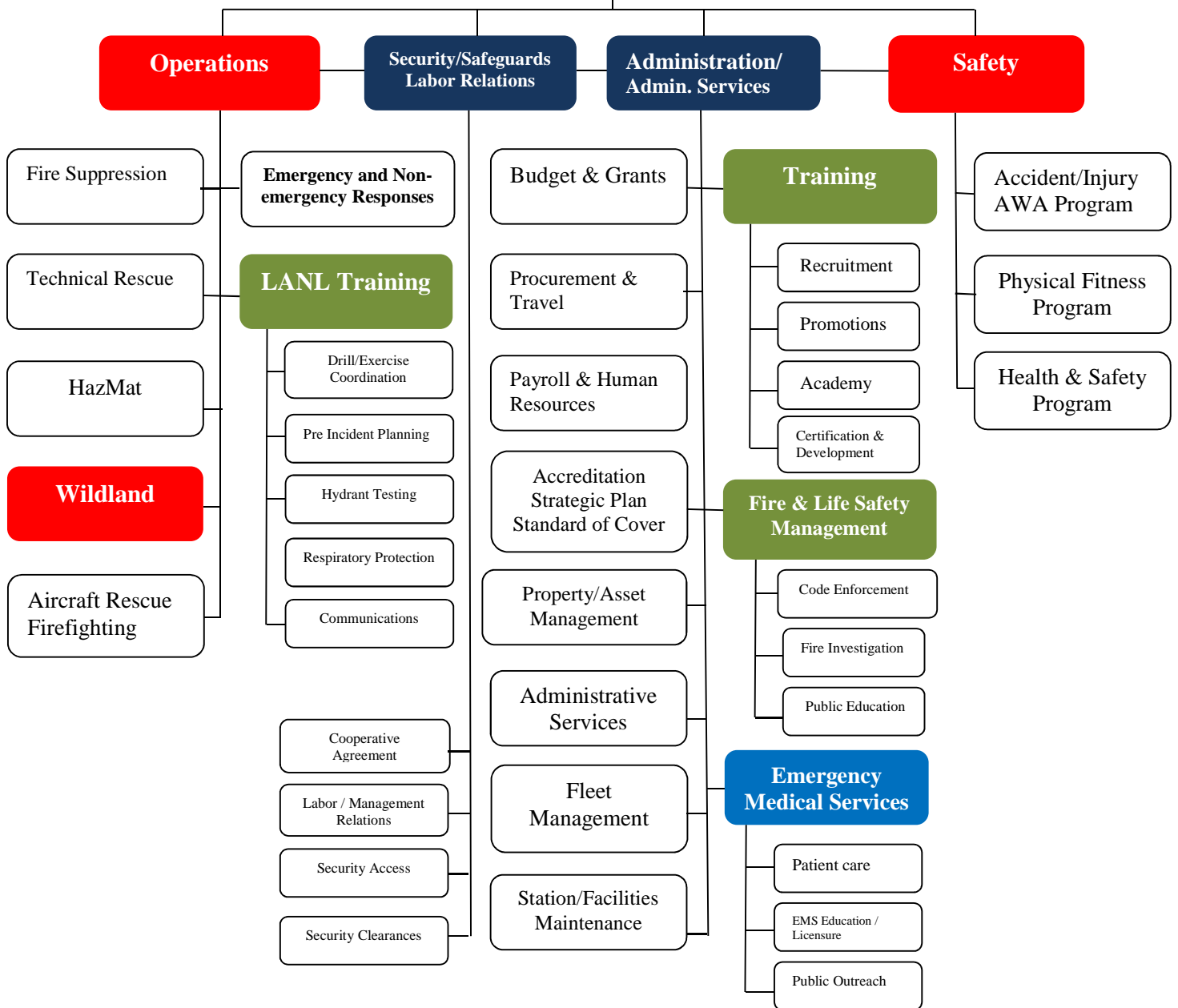


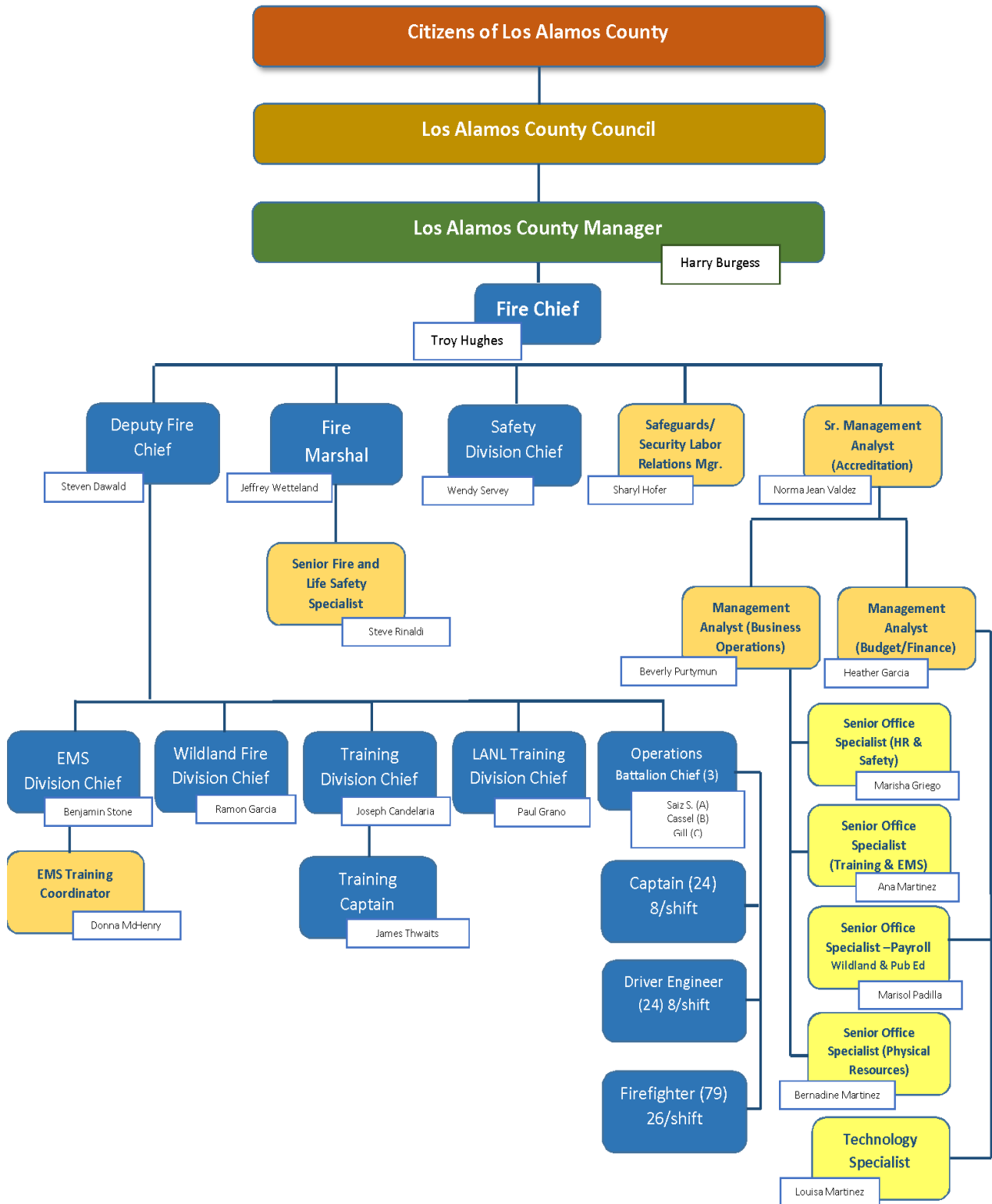
Louisa Martinez
Technology Specialist



Marisol Padilla
Community Outreach/
Public Education

LAFD Programmatic Structure





Accreditation



The Los Alamos County Fire Department was among the first five original departments to be accredited on August 25, 1997. Others include departments from Lincoln, NE; Greensboro, NC; Tempe, AZ; and Naperville, IL. Of the over 35,000 fire departments in the country, Los Alamos was one of only 68 accredited departments in 2002; 148 in 2010; 218 in 2015; and 234 in 2016. We are currently the only CFAI accredited fire department in New Mexico.

Quick Facts

Total number of CFAI Accredited Agencies in 2016	234
Accredited Fire Departments in the United States	172
Accredited Fire Departments in Canada	8
Accredited Department of Defense Fire Departments	54

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

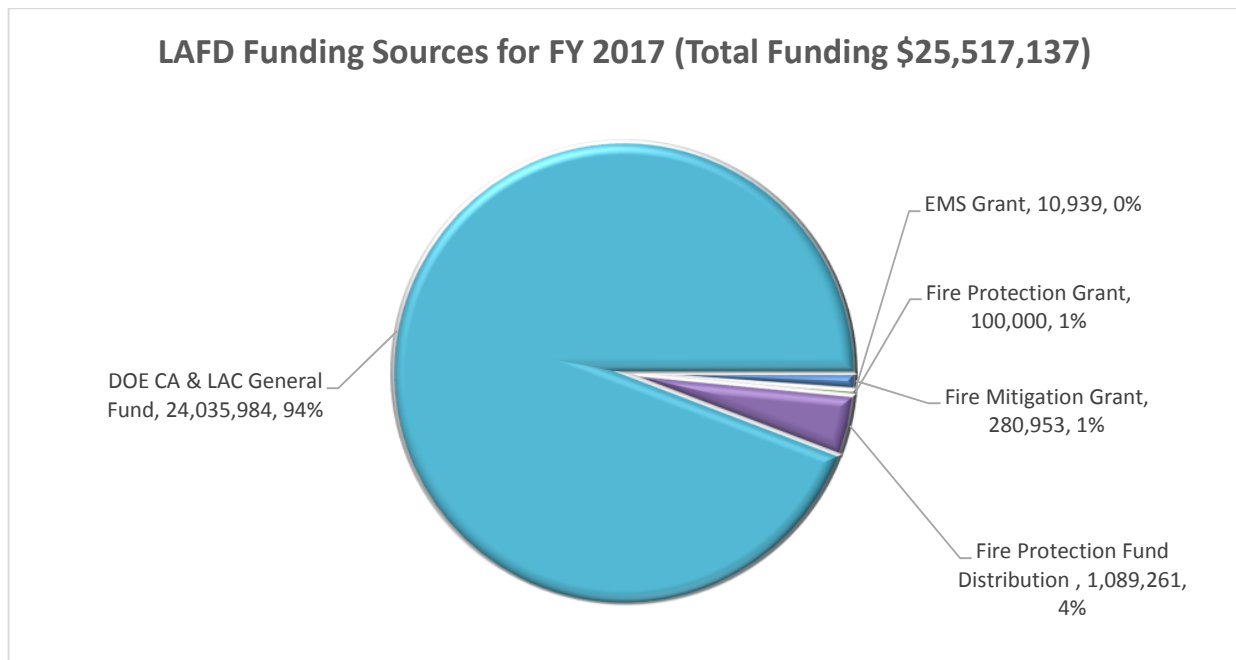
In July 2016, the department submitted the first of four required Annual Compliance Reports to show progress on the strategic and specific recommendations made by the Commission. This process continues to verify and validate the department's service delivery against industry best practice and performance benchmarks.

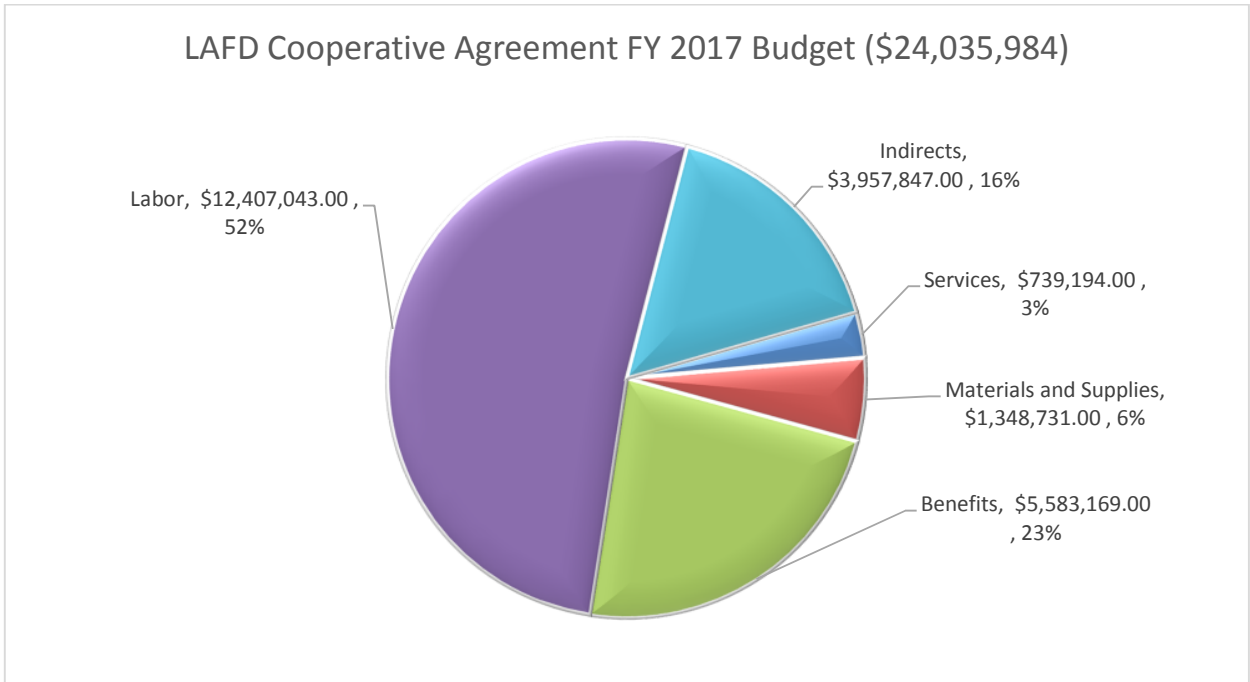
The leadership of the LAFD has embraced the CFAI model. Chief Troy Hughes renewed the Chief Fire Officer designation by the Commission on Professional Credentialing in 2016 and EMS Division Chief Benjamin Stone received the Chief Fire Officer designation in August. Several LAFD Chief Officers are exploring their own pursuit of CFO, FO, FMO or EFO Professional Credentialing.

Financials

The Fire Department operates with a budget which is developed in accordance with the 10-year Cooperative Agreement (CA) with the Department of Energy (DOE)/National Nuclear Security Administration (NNSA). This agreement began on October 1, 2013 and expires on September 30, 2023. We are currently in Year-4 of the agreement. DOE/NNSA funds 79% of labor and benefits, and overhead costs, the Los Alamos County general fund makes up the remaining 21%. The CA budget for FY 2017 is \$24,035,984, with 75% coming from labor and benefit expenses, and 16% coming from indirect overheads.

In addition to the CA, LAFD participates in the New Mexico Fire Protection Fund Distribution Act. The department receives funding based on the number of stations protecting the jurisdiction which averages approximately \$500,000 annually. These funds are used to purchase fire supplies and equipment ranging from fire hose to firefighter training. In FY 16 the department was awarded a New Mexico Fire Protection Grant in the amount of \$100,000 to purchase a brush truck. LAFD also receives funding from EMS Fund Act on an annual basis through the NM State Health Department. The award amount averages \$11,000. In FY 16 LAFD used this grant to pay for AEDs. In addition, in FY 2016, LAFD applied for a FEMA Grant, which awarded \$280,953 for the purchase of a wildland brush truck. The trucks were received in FY 2017, and LAC now owns two wildland vehicles that can be used to respond to the surrounding areas and provide wildland firefighting services to a greater area.





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

DOE/NNSA AND LANL PARTNERS

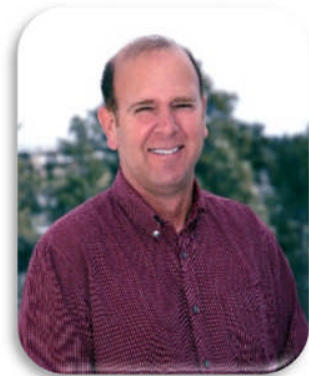
(Photography's provided by LANL Partners)



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



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



Robert J. Farris
Group Leader
Fire Protection
Los Alamos National
Laboratory

Safeguards and Security

To provide consistency throughout Los Alamos Fire Department (LAFD), the current Cooperative Agreement (CA) identified security and safeguard requirements that are to be met by the department. The responsibility of overseeing these requirements was assigned to the Labor Relations Manager. This program is in the fourth year of implementation with the major focus being:

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

The **Initial Information Security Briefing** is required of all LAFD personnel. There were no new hires during 2016 so this briefing was not conducted.

The **Annual Security Refresher** and **Annual Information Security Refresher** are courses that are an annual mandatory requirement. If these are not completed, LANL access may be denied. In order to address this department-wide, LAFD sponsors a “Security Blitz” prior to the expiration of all LANL Badges. During a 30-day period, starting mid-August, all LAFD personnel were required to complete the two mandatory annual LANL courses as well as to renew their LANL badge for the next year.

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

A **Discrimination/Harassment Training for all Employees** was conducted for all LAFD personnel. This training also covered various security/safeguard information including application for a clearance, reinvestigations, reporting requirements and drug testing. Personnel were required to attend either the County sponsored or LAFD sponsored training. 100% of the staff received this mandatory training. Additionally, 24 potential recruits received this training in October.

Additional Security and Safeguards Data, Including Staffing Changes:

- 1 new LANL badge was requested;
- 6 LANL badges were turned in due to retirements and terminations;
- No Q clearance applications were initiated as there were no new employees (3 pending from 2014);
- 5 Q clearances were granted;
- 26 Q clearance reinvestigations were initiated;
- No security incidents/ notifications occurred;
- The FY’16 Federal Inventory was completed in November of 2016;
- 6 personnel exited employment with LAC including the retirement of Deputy Fire Chief Justin Grider; and
- 18 promotions occurred – 1 civilian to the Sr. Management Analyst position with the remaining 17 being uniformed personnel – to include 1 to Deputy Fire Chief, 2 to Battalion Chief, 3 to Captain, 3 to Driver Engineer, and 8 to Fire Fighter II (Academy #26).

Labor Relations Services

The Collective Bargaining Agreement (CBA) requires quarterly **Labor Management Committee (LMC)** meetings. The purpose of the LMC is not to alter the CBA but to provide for clarification and implementation and address issues that arise outside of the CBA. The LMC discusses and develops solutions to any items that are discussed. With the intent of building and strengthening strong labor management relations, the committee attempts to meet monthly. During 2016, 11 regular meetings were held with 4 special meetings.

The LMC has developed promotional plans, revised job descriptions, and reviewed Fire Chief's Directives (FCD) as well as clarified numerous questions from the field. During 2016, 38 FCDs were discussed at LMC with 32 finalized and 6 being carried over to 2017.

Negotiations for a new Collective Bargaining Agreement (CBA) concluded with agreement by both parties on January 26, 2016. The CBA covers the period of February 5, 2016 through June 30, 2020. Command and Administrative staff were training in the CBA, with emphasis on the new changes.

Service/Action Plan for 2017

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

- Online trainings to include:
 - Workplace Violence Awareness Briefing "Last Angry Word"
 - "Preventing Sexual Abuse", and
 - New topics as they become available through LANL Training.
- Instructor-led trainings to include:
 - Discrimination/Harassment Training for all Managers and Supervisors,
 - Discipline Training for Company Officers,
 - Discrimination/Harassment and Security Training for Recruit Academy #27, and
 - Training on the CBA for new Command Staff.

The FY'17 Federal Inventory will be conducted during September and October.

IAFF Local 3279 Leadership



Bertram Quintana
President



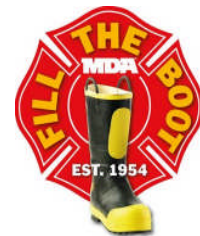
Daniel Archuleta
Vice-President



Kevin Kamplain
Treasurer



Allen Quintana
Secretary



In 2016, the department once again partnered with the IAFF Local Union 3279 on charity campaigns such as Breast Cancer Awareness in October by allowing all members to purchase and wear a pink tee-shirt to help support the cause and heighten awareness, the St. Baldrick's Foundation campaign to conquer childhood cancers in March, as many members shave their heads in solidarity with those undergoing treatment and wear tee-shirts to show support, and the MDA Fill the Boot campaign supporting research to find a cure for muscular dystrophy.

Labor Management Committee

Los Alamos County (LAC) and the Los Alamos Firefighters' Association Local 3279 (Union) ratified a new Collective Bargaining Agreement (CBA) in February for a period of four years four months. The first year of implementation has been successful with no reopener requested in the first year. There were two grievances filed with resolution reached at the lower steps. Although the CBA requires quarterly Labor Management Committee meetings, they have been held on a monthly basis. These meetings allow for labor and management to discuss any outstanding issues and new operational issues. New/revised Fire Chief's Directives (FCDs) are also discussed at this time.

Labor and Management have collaborated on a variety of programs during the year, including: St. Baldrick's, Scott Challenge, and the Peer Fitness initiative. Additionally, they jointly attended a two-day discipline training that was sponsored by the Albuquerque Fire Department.

Emergency Medical Services

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

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



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

Fiduciary Responsibility

In 2016, the EMS Division fully implemented a just-in-time ordering model; a strategy the LAFD has employed to increase efficiency and decrease waste by receiving goods only as they are needed in the response process, thereby reducing inventory costs. This is a significant change from the just-in-case strategy, where large stocks were maintained just-in-case higher demand had to be met.

Just-in-time inventory control has several advantages over traditional models. Production runs remain short, which means LAFD can move from one type of product to another very quickly. This method reduces costs by eliminating warehouse storage needs.

Patient Satisfaction

Patient satisfaction is integral to our goal of exemplary performance. To gain the perspective of our customers, LAFD utilizes a third-party agency to conduct patient satisfaction surveys. The company initiates patient contact, retrieves data, and supplies LAFD with feedback that is analyzed and utilized to develop performance enhancement initiatives. The Patient Satisfaction Survey program started in July 2015 and has yielded valuable information.

- ✓ Overall Patient Satisfaction – 93.28%
- ✓ Dispatch Satisfaction – 95.7%
- ✓ Billing Satisfaction – 85.93%
- ✓ Overall medical care – 93.08%
- ✓ Pain management – 94.6%
- ✓ LAFD Rating – 95.4%

EMS Strategic Goal: Enhance Provider Proficiencies

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



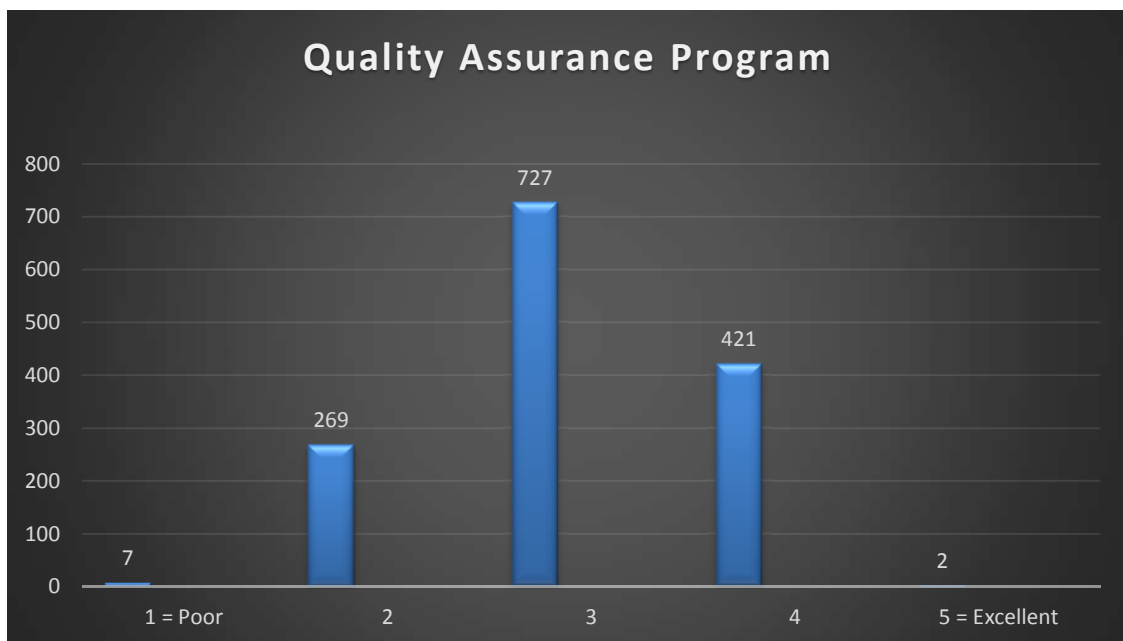
Classes offered in 2016

BLS CPR	Combo Refreshers	Instructor Updates	Paramedic Refreshers
ALS CPR	Online Refreshers	Monthly Drill & Training	Rescue Task Force Training
PALS	Quarterly CPR Training	Medical Director Training	AHA Instructor
PEARS	Mega Code Week	Bicycle Response Team	Paramedic School

Quality Assurance Program

LAFD conducts quality analysis on 100% of medical calls. Each event receives a rating of 1 to 5 with 5 equaling excellent documentation and 1 equaling poor. LAFD strives to reach a minimum of 3 on all responses.

80.3% of the LAFD calls received a rating of 3 or greater.



Always a Student

Congratulations to David Apodaca and Robert Sanchez for completing Paramedic School at Santa Fe Community College (SFCC).



Dustin Rogers and Kenneth Anderson are currently attending Paramedic school at Santa Fe Community College.

Congratulations to Ryan McNiff, Nathan Sisneros, Eric Gallegos and Michael Garcia for completing their Advanced EMT training.

Medical Director

In June 2014, Dr. Justin Hazen became the department's Medical Director. Dr. Hazen has worked closely with the LAFD crews teaching monthly continuing education classes and attending Medical Advisory Committee meetings.

The department has updated the medical protocols to include industry best practices. The addition of an annual review of the protocols has allowed the department to stay current with medical trends.



Emergency Medical Dispatch

In 2016, Emergency Medical Dispatch (EMD) made significant advances with the partnership between LAFD and the Consolidated Dispatch Center (CDC). Response plans for medical calls for service were reviewed, updated and implemented, thus ensuring that a more accurate response is provided based on the chief complaint presented during the 911/phone call. Also implemented in 2016 was an updated version of EMD protocols, which now include instructions on how to administer injections for anaphylactic emergencies, instructions on administration of medication for overdoses, specific instruction for neonate cardiopulmonary resuscitation, and a more timely provision of CPR instructions for all patients.

The CDC is dedicated to providing public education and outreach to the community regarding EMD, and participated in the Heart Council's Health Fair, presented with LAFD to several organizations, taught at an EMS conference, and had a dispatcher become an instructor with the American Heart Association in CPR.

Ambulance Billing

The EMS Division made 1548 patient contacts in 2016 and provided ambulance transport for 1201 patients. The gross net charges for all 2016 medical calls was approximately \$586,359.38 up from \$539,476.30 the previous year. Gross charges are calculated based on total charges minus contractual agreements accepted from healthcare insurance carriers.

Ambulance revenues in 2016 reached a new milestone at \$365,176.16 with an acceptable collection percentage of 62% but well below our goal of 80%. The collection percentage represents a slight increase of the collection percentage in 2015. Process changes went into place in 2016 to better utilize AMB Billing and ultimately continue to increase revenues in the coming years.

Rescue Task Force (RTF)



The RTF model focuses on the needs and care of the victims of a mass shooting. RTF providers work with the first arriving patrol officers to deliver immediate medical intervention for readily treatable injuries, like severe bleeding and airway compromise, which stabilizes victims for evacuation to definitive care.

LAFD has purchased six sets of response vests and helmets to outfit responders that may respond to a mass shooting event. Captain Matthew Cionek has spearheaded the efforts to train all LAFD responders on how to safely implement the RTF, including integrating LAPD and LANL Security into response training drills.

Vial of Life



LAFD EMS Division participated in the Los Alamos Health Fair by offering Vial of Life kits to visitors. The Vial of Life project allows community members to keep a list of their medications, health history, and emergency contacts in a location easily accessed by EMS providers in the event of an emergency.

Community CPR

The EMS Division worked with the County, LA Public Schools, Los Alamos Medical Center, and Classic Air Medical to provide our community with a dynamic CPR program. This program includes; training for the Los Alamos Police Department teaching critical trauma care and certifying all attendees in Healthcare Provider CPR, teaching local students hands-only CPR, and teaching CPR to various county and private organizations.

EMS Community Outreach Programs



◆ Provider CPR Heart Saver ◆ CPR/AED Project Heart Start ◆ CPR Public Service Announcements ◆ Advanced Cardiac Life Support Programs Pediatric Advanced Life Support ◆ Instruction at Conferences ◆ Speaking Engagements ◆ Providing educational opportunities for allied agencies ◆ Posting periodic medical prevention articles ◆ Bicycle Helmet Safety Program ◆

LAFD participation in local, state, and national committees:

- National Fire Protection Agency 450,451 technical committee
- National Fire Protection Agency Active Shooter Committee
- International Association of Fire Chiefs, EMS Chiefs, SW Division Chiefs
- International Association of EMS Chiefs
- National Association of EMS Educators
- National Registry of EMTs
- New Mexico Joint Organization on Education
- Los Alamos Public Safety Association
- Los Alamos Health Council
- Los Alamos Mental Health Council
- Los Alamos Fall Coalition
- Northern New Mexico Regional Trauma Council
- Oversight boards for UNM, CNM, SFCC
- American Heart Association

In 2016 LAFD's EMS Community Outreach Program reached over 3000 people, nearly double the previous year.

2017 Projects

- Large Vessel Occlusion Stroke Diagnostics
- Pediatric Medication Dose System
- PHTLS training for responders
- Expanding Community CPR
 - Move towards Heart Safe Community Designation
- Completion of Rescue Task Force Implementation
- Web Casting and Recording trainings for better dissemination
- Mobile Integrated Healthcare
- CAAS Accreditation

LAFD Bicycle response team

The Los Alamos Fire Department Bicycle Response Program continues to strengthen its community healthcare commitment by providing additional EMT presence during large events. The team has also become a staple of our community outreach program, by participating in local parades, fitting children with proper helmets, and riding with local community members.

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



Wildfire Day 2016 – Bicycle Rodeo/Helmet Fitting

Response data



Patient Care	Count	Percentage
Medic 1	235	15%
Medic 3	274	18%
Medic 30	111	7%
Medic 4	355	23%
Medic 5	53	3%
Medic 6	515	33%
Miscellaneous	9	1%

EMS Almanac

Patient Charts		Primary Medical Complaint (Number of Cases)	
2015	1314	Abdominal Pain	79
2016	1548	Chest Pain	63
Slowest Month	February (93 patients)	Stroke	30
Busiest Month	September (160 patients)	TIA	3
Busiest Day of Week	Thursday	Cardiac Arrest	33
Busiest Time of Day	1600 to 1659	Deceased Prior to Arrival	25
Average Patient Age	77	Savable Cardiac Arrests	8
Patients over 50	61.54%	ROSC	4
IV Success Rate	75%	CA Survival to Discharge	1 (12%)
Medication used (doses)		Babies Delivered	3
Fentanyl	196	Transports	
Zofran	79	Aspen Ridge	10
Cardiac EPI	79	Christus St. Vincent	69
Aspirin	41	Classic Air	2
Advanced Airway Success	62.5%	Heart Hospital	11
Chest Pain Patients receiving 12-Lead	68%	LAMC	965
Chest Pain Aspirin administration	67%	Lovelace	7
Primary Traumatic Injury		Presbyterian	21
Falls	57.75%	Sombrillo Nursing Home	58
Motor Vehicle Accidents	21.94%	University of NM	29

EMS DIVISION PROGRAM GOALS AND OBJECTIVES

EMS 1: ENHANCE EMS PORTION OF THE ANNUAL REPORT

- Identify data that the community would like to know
- Identify how to distribute and who would like to receive
- Gather identified data
- Present report to Fire Chief, Medical Director and Administration staff
- Survey recipients, identify if expectations are met.
- Review program and update to capture survey findings

EMS 2: SEEK HEART SAFE COMMUNITY DESIGNATION

- System Elements
- Early Recognition and activation
- Early CPR
- Early Defibrillation
- Advanced Life Support
- Supportive Cardiac Preventive Care

EMS 3: SEEK CAAS ACCREDITED STATUS

- Self-Assessment
- Application
- Evaluation
- Deliberation
- Accreditation

EMS 4: EXPAND EXISTING EMS PROGRAMS

- Fall Prevention
- Rescue Task Force
- EMS Bike Team
- High Quality CPR (HQ-CPR)

EMS 5: ENHANCE QUALITY ANALYTICS PROGRAM

- Conduct A Full System Educational Needs Analysis
- Integrate Shift Training Team Into QA/QC Process
- Utilize customer service data and QA data for a recognition program

Operational Services/Programs

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

Highlights & Accomplishments

As discussed in other areas of this report, accreditation was a big part of 2016. Many hours continued to be logged over the course of the year from many of the administrative and operational shift personnel in an effort to continue the high level of service expected from the LAFD. This is a main driver in looking at our response plans and how we can improve the deployment of resources to emergencies. This has driven our business model on what we purchase and the reasons why. The groundwork was laid for the implementation of our new CAD system which includes Emergency Fire Dispatch (EFD) protocols. With this addition, our response plans have been updated to ensure that our responses to incidents are more efficient and effective. Sending the right equipment, apparatus and personnel depending on the severity of call assists us in providing the best customer service possible.

The filling of the Senior Management Analyst position, by Management Analyst/Accreditation Manager Norma Valdez, helped to streamline business and administrative operations in the Fire Administrative office. Her involvement in the many facets of how the LAFD operates allows for the effective and efficient use of resources and personnel which she oversees.

Four new federally owned fire apparatus were acquired in 2016. The department was fortunate to obtain funding for the purchase of two new fire engines that were built by Pierce Manufacturing. These two engines will be assigned to Stations 1 and 6. In addition to these two Engines, a new Light and Heavy Rescue were purchased which will both be housed at station 1. With the addition of these two rescue units, we will be able to carry a full complement of EMS, extrication, and technical rescue equipment. The Heavy Rescue will also serve some rehab functions on extended emergency scenes. These two rescue units will be cross-staffed and respond to incidents based on their call type and severity.

The Wildland Fire Division was able to secure grants that allowed the county to acquire two wildland fire response trucks. These trucks will be able to be sent on wildfire deployments when requested through the Resource Mobilization Plan (RMP). This is an exciting time for the Division as we will now be able to give back to other agencies that have come to our aid when we requested outside help.

Fire Suppression

The LAFD is an Insurance Services Office (ISO) Class 2/9 Fire Department and a relative Class 1 that currently operates a response fleet consisting of 12 structural suppression vehicles, 13 wildland/urban interface suppression vehicles, 2 rescue vehicles, 6 ambulances, 1 crash/fire/rescue vehicle, 1 Haz-Mat response vehicle and 1 mobile operations center vehicle to protect LANL and the community of Los Alamos. Plans are in motion to obtain full Class 1 status which the department expects to receive in 2017.

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

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

The LAFD saw an increase in call volume of approximately 11% from 2015 to 2016. The majority of these increased calls were medical in nature as fire response remained consistent from the prior year.

The LAFD is set up for a successful 2017 due to the dedicated professionals on the line and those behind the scenes.



Engine 1 – 1500 gpm Pumper



Engine 6 – 1500 gpm Pumper



Heavy Rescue



Rescue 1 (Light Rescue)



**Brush 4 (Purchased with FEMA Grant)
Type 4 Wildland Engine**



**Brush 1 (Purchased with NM Fire Protection Grant)
Type 5 Wildland Engine**

A Shift Highlights & Accomplishments

A-shift had a successful 2016. There were many promotions within the department that affected the staffing. These promotions ranged from Driver/Engineer to Deputy Chief. In July 2016, Steve Dawald was promoted to Deputy Chief after having served as Captain and Battalion on A Shift since 2011. Chief Dawald had a positive impact on everyone that worked for him. In January 2016, Steve Saiz was promoted to Battalion Chief and assigned to A-shift. Michael Gill also promoted to Battalion Chief and transferred to C-shift. Michael Lewis was promoted to Captain and assigned to A-shift. David Apodaca attended paramedic school and became a licensed Paramedic.

We also saw the dedication of our personnel off duty. Firefighter Daniel Martinez was awarded the Certificate of Valor in January. He pulled a neighbor out from a house fire. Captain Larry Roybal organized a group to participate in the annual toy drive for the children being cared for at UNM Children's Hospital. Firefighter William Nackers and the Honor Guard organized a Memorial Service for our fallen brother Arturo Gurule. These are the kinds of selfless acts that our personnel at LAFD do and expect nothing in return.

There were other interesting incidents that happened that are worth mentioning. There was a wildland fire below Omega Bridge that crews hiked to both from the bottom of the canyon and from the top. Lightning caused another wildland fire at TA-5. Our STEMI Bypass protocol has proven to be beneficial as crews took a patient directly from LANL to St. Vincent's. What may have had the biggest impact on the daily routine of the firefighters, and most would agree, has been an effort to greatly increase group physical training activities that involve the entire station crew.



Daniel Martinez receiving Certificate of Valor



UNM Children's Hospital Christmas Toy Drive

B Shift Highlights & Accomplishments

B Shift had another successful year in 2016 and as another year goes by we are thankful that everyone went home after their shift duties were done.

B Shift lost and gained some members from the shift due to promotions and to support the various programs of the organization, we thank-you for your time on B shift as you go thru your career and we welcome the new members to B Shift.

We on the shift would also like to thank all the personnel who are involved in the purchase of response vehicles and the various equipment requirements that allow us to perform our duties in an efficient and safe manner.



Station 4 B Shift Crew stops to take a photo with a baby boy they delivered.



Structure Fire in White Rock

C Shift Highlights & Accomplishments

After going through four Battalion Chiefs in 2015 on C-shift, 2016 brought some stability with Captain Mike Gill being promoted to BC in March with shift veteran Captain Raul Manzanares as the Support Officer. With promotions, C-shift lost some of their best and brightest to other shifts. Firefighter Bryan Harris promoted to Driver Engineer in July and went to B-shift. Captain Steve Saiz promoted to BC in July and was sent off to run A-shift. C-shift would like to congratulate them and wish them the best of luck with their new positions. C-shift was able to keep fan favorite Matt Munoz who was promoted to Driver Engineer in January, congratulations Matt. With the loss of Captain Saiz, newly promoted Captain Jason Block joined C-shift. Congratulations Jason.

LAFD conducted another round of Paramedic testing in 2016 for two spots. Those spots were both filled by C-shifters Firefighter Kenneth Anderson and Firefighter Dustin Rogers. Good luck to both and were looking forward to getting you guys back on shift.

C-shift ran 709 calls in 2016. The most notable call was the butane hash explosion at the Caballo Peak Apartment building. Luckily no one was killed but some of the tenants did sustain some serious burns. These type of drug lab explosions were on the rise in 2016. LAFD promptly brought in some experts from Colorado to give the department some specialized training. C-shift along with A and B shift did a tremendous job running calls in an efficient and professional manner.

In November with the hard work and push from Firefighter Cari Mace LAFD brought in a new Fitness Initiative. New Peer Fitness Trainers were put through a week long intensive class to bring in a new focus on our peoples fitness and wellness. C-shifters attending and passing the class were: DE Colorado Cordova, BC Mike Gill, FF Cari Mace, FF Andres Madueno and Captain Raul Manzanares. This should give C-shift a good jump start in 2017 to put our fitness and wellness as a priority.

C-shift should continue to have another successful year in 2017 with the excellent and professional Captains, Drivers and Fire Fighters leading the way.



Caballo Peak Apartment Fire

Rescue/Technical Rescue

In 2016 the department was called out to numerous technical rescue calls in 2016. The department also responded to 91 motor vehicle accidents, at least eight of which were rollovers, 4 high angle rescues, several elevator emergency calls and numerous other rescue related calls.

The team was restructured to have an overall team lead and identified subject matter experts (SME) in each of the disciplines that we practice. The disciplines are high/low angle rescue, confined space/elevator emergencies, vehicle/heavy extrication, and structural collapse/trench rescue.

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



Hazardous Materials



2016 was a busy year for the LAFD Hazardous Materials Team. Members continued to purchase new and replacement equipment to place on Hazmat 1, the team's response vehicle. Several team members who specialize in air monitoring equipment maintenance set up a calibration station in Hazmat 1, enabling them to go to each station to calibrate the air monitors on all LAFD's response vehicles, making their job more efficient and keeping our crews safe during response. The LAFD Hazmat Team continues to meet the intent of a FEMA type 1 Hazmat Entry Team criteria and is ready to be deployed to hazardous materials emergencies in our own community as well as helping with incidents in Northern New Mexico.



The team purchased a large pneumatic mass decontamination tent with all the appropriate equipment to use during an incident where many people have been exposed and contaminated by a hazardous material. This tent can be set up in less than ten minutes during an emergency.

Response

During 2016 LAFD responded to 104 Hazmat calls as coded in Firehouse. Most were odor checks, gas leaks, carbon monoxide alarms and small fuel spills that were mostly handled by the response of an engine company, a medic and rescue. With the number of Hazmat Technicians trained in the department, it was a rare occasion when there wasn't a team member on scene to help with the response decision making.

In early 2016, the state emergency manager deployed the LAFD Hazmat Team to Rio Arriba County just south of Ojo Caliente to assist with a Hazardous Materials incident at a fireworks development facility. The team worked with the New Mexico State Police, Los Alamos Police Department Bomb Team and the local fire departments to investigate a suspected fire and chemical hazard. Several local first responders who entered the scene prior to LAFD's arrival were sent to Espanola Hospital to be monitored for chemical exposure symptoms. Several barrels of highly explosive material and many other hazardous materials were stored in the warehouse. After interviewing the owner of the facility, the LAFD Hazmat Team entered the building with air monitoring equipment personal protective clothing to monitor the atmosphere and deem it safe for law enforcement to conduct their investigation. Our team and our sophisticated monitoring equipment again proved to be valuable resource during this response.

Five LAFD Hazmat Technicians participated in the NM Hazmat Challenge and won first place in the obstacle course which tests the ability of responders to perform tasks while wearing fully encapsulating protective gear. During the 5 days of competition, an additional 18 members assisted with the props and scenarios that teams from all over the country participated in.

In October, hazmat team members participated in a joint exercise with LANL Hazmat and the National Guard 64th Civil Support Team. During the exercise the team deployed the new mass decon tent.

In 2017 the team will benefit from training, both in house and at a conference in California that is funded through grants written by a few dedicated team members in 2016. The LAFD Hazmat Team will continue to improve through quality training, equipment acquisition and joint exercises with other responders.



Brief: Hazmat incident leads to warehouse evacuation in Ojo Caliente

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Posted: Saturday, January 23, 2016 7:00 pm

The New Mexican

Authorities evacuated the area around a warehouse in Ojo Caliente after a gas leak Friday evening, but police said Saturday that the area along U.S. 285, from mileposts 346 to 353, was found to be safe.

An investigation found hydrochloric gas emitting from the warehouse, says a news release sent by New Mexico State Police Sgt. Elizabeth Armijo.

A hazmat team cleared the building, and meter readings later determined the area was safe, the release says.

Two people who complained of exposure to the gas were treated, according to the release, but no major exposure problems or injuries were reported.



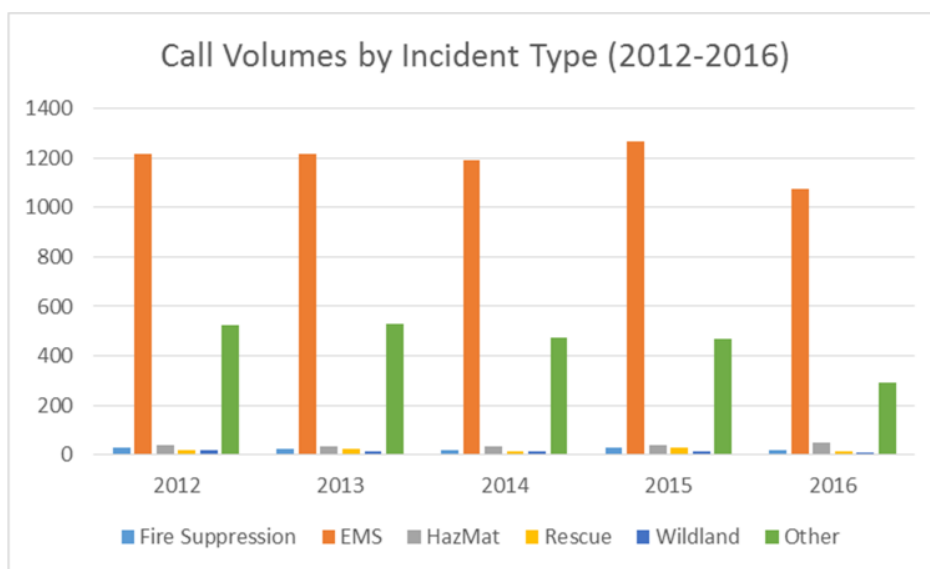
Performance Measures

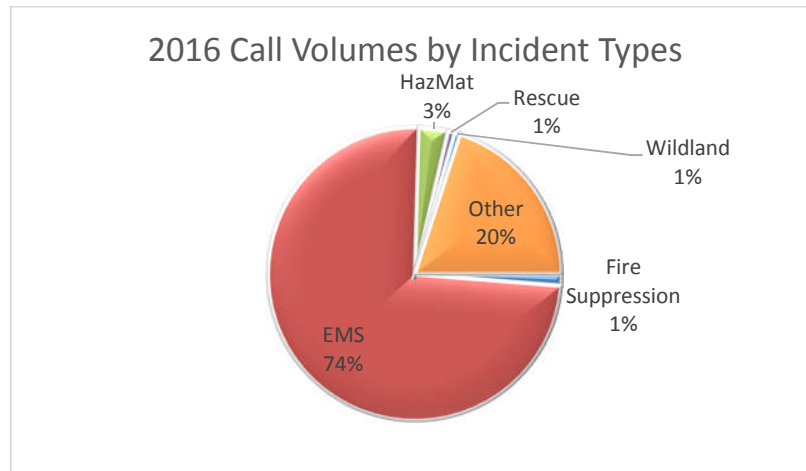
The department publishes a monthly performance report called the LAFD Dashboard accessible on the Intranet site to all personnel to evaluate program performance emergency and non-emergency service delivery. In 2016 there were 2055 calls, 574 of those were non-emergency calls, and the remaining 1481 were emergency.



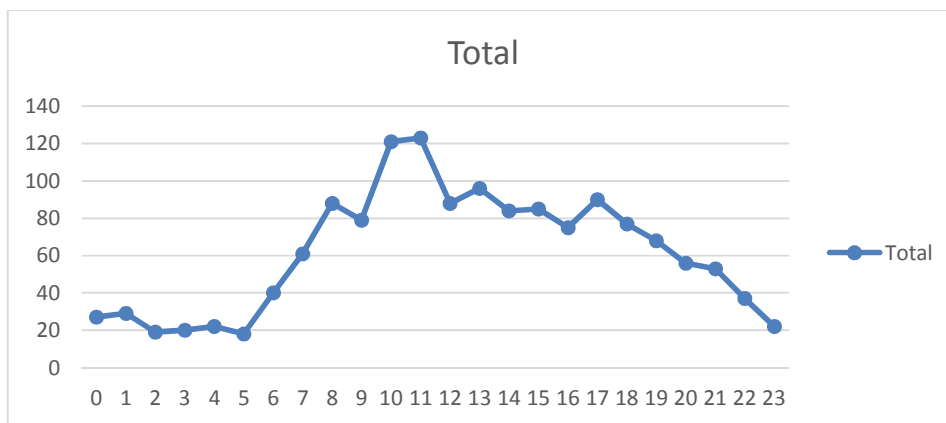
Responses by Call Type comparison 2012-2016

	2012		2013		2014		2015		2016	
	Incidents	Units	Incidents	Units	Incidents	Units	Incidents	Units	Incidents	Units
Fire Suppression	27	93	21	91	20	71	27	187	20	138
EMS	1219	2440	1215	2469	1192	2402	1270	2831	1377	2801
HazMat	37	102	33	84	31	82	37	113	104	307
Rescue	20	43	22	48	15	34	28	59	114	322
Wildland	18	69	14	55	11	41	11	51	15	125
Other	524	1484	529	1474	474	1393	468	1750	425	1475
Total	1845	4231	1834	4221	1743	4023	1841	4991	2055	5168

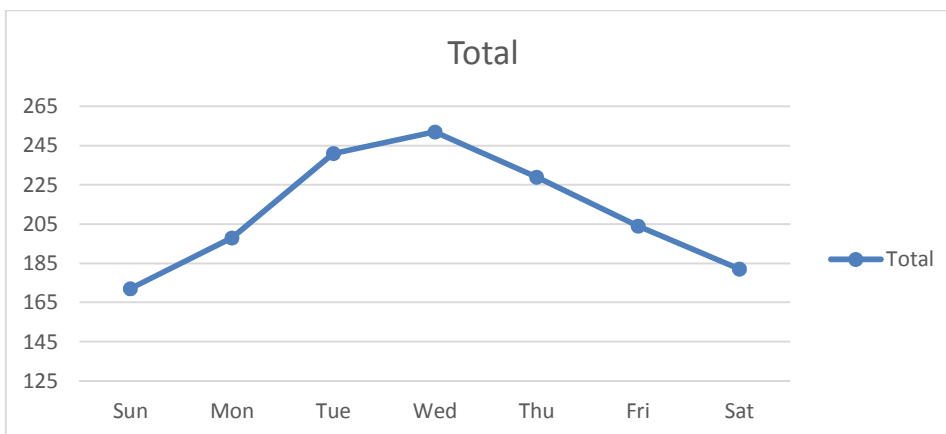




Incident Volume by Time of Day (2012-2016, includes Emergency and Non-Emergency responses).





Incident Volume by Day of the Week (2012-2016, includes Emergency and Non-Emergency responses).



Emergency "Hot Spots" Call Volumes for 2016

Hour of the Day	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	3	6	4	6	4	6	8	37
1	5	5	3	9	4	5	3	34
2	4	3	3	6	2	4	8	30
3	3	7	1	5	2	4	5	27
4	3	8	3	10	2		2	28
5	5	4	1	4	2	6	7	29
6	7	3	13	11	7	3	7	51
7	12	10	12	11	18	12	6	81
8	10	11	20	20	20	12	18	111
9	9	16	20	12	17	14	17	105
10	17	22	25	23	34	13	18	152
11	24	21	20	27	26	25	17	160
12	16	15	23	16	23	24	11	128
13	16	15	28	23	24	17	14	137
14	11	20	26	22	22	23	15	139
15	9	17	18	20	18	21	15	118
16	13	15	16	12	26	15	11	108
17	10	16	22	22	18	19	12	119
18	7	8	16	28	20	13	17	109
19	9	14	12	17	13	12	18	95
20	15	13	15	8	13	13	11	88
21	9	10	6	10	8	15	9	67
22	9	5	15	4	8	5	5	51
23	4	6	9	8	7	9	8	51
Total	230	270	331	334	338	290	262	2055

Travel Time Responding to Arrival		Total Response Time Pickup to Arrival	
	Benchmark 6 minutes or less 90% of the time Met 92%		Benchmark 12 minutes 20 seconds or less 90% of the time Met 98%
Travel time is within the Benchmark time for all risk areas and all population densities.		Total response time is within the Benchmark time for all risk areas and all population densities.	

Call Types Categorized as “Other” by National Fire Incident Reporting System (NFIRS) Code (2012-2016), Includes Emergency and Non-Emergency

NFIRS Code	Incident Type Description	2012	2013	2014	2015	2016
20	Overpressure rupture, explosion, overheat, other				1	
21	Overpressure rupture from steam (no ensuing fire)	1			1	1
22	Overpressure rupture from air or gas (no fire)	1	3	1		
24	Explosion (no fire)			2		
25	Excessive heat, scorch burns with no ignition	3	1			3
37	Electrical rescue	1				
44	Electrical wiring/equipment problem	29	16	12	11	19
46	Accident, Potential Accident					5
50	Service call, other	39	44	20	33	23
51	Person in distress	9	4	7	7	6
52	Water problem	7	13	6	12	5
53	Smoke, odor problem	4	8	8	10	6
54	Animal problem or rescue			1	3	
55	Public service assistance	20	30	23	38	37
56	Unauthorized burning	7	1	7	2	7
57	Cover assignment, standby at fire station, move-up	111	96	96	53	62
61	Dispatched and canceled en route	2		2	5	8
62	Wrong location, no emergency found	9	13	17	17	21
63	Controlled burning	6	2	2	15	2
64	Vicinity Alarm	1			1	
65	Steam, other gas mistaken for smoke	24	26	17	24	17
66	EMS call where party has been transported	1				
67	HazMat release investigation w/no HazMat	2		3		
70	False alarm and false call, other	2	1		1	
71	Malicious, mischievous false alarm	1	2	4	1	1
72	Bomb scare	1	1	1	4	
73	System or detector malfunction	65	108	78	77	69
74	Unintentional system/detector operation (no fire)	162	147	162	147	122
80	Severe weather & natural disaster - other	1	1	1		1
81	Severe weather & natural disaster - Specified		10		1	
90	Special type of incident, other	14	2	3	3	10
91	Citizen complaint	1		1	1	
Totals		524	529	474	468	425

Call Volumes by Population Density for 2016

Population Density	Emergency	Non-Emergency	Grand Total
Suburban	773	367	1140
Rural	644	182	826
Wilderness	54	20	74
Out	10	5	15
Grand Total	1481	574	2055

Training

The Training Division provides 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 LAFD personnel.

In 2016, Deputy Fire Chief Justin Grider retired after serving LAFD from May 5, 1997 to May 31, 2016 - 19 years of honorable service. His dedication to the Department as whole had proven to be instrumental in the strength and growth of the Los Alamos Fire Department.



9-11 Memorial Climb

Division Chief Joseph Candelaria, Captain Kelly Grace-Meyer and Captain James Thwaites have shared the responsibilities of the Training Division in 2016. The Training Division dedicated a significant amount of time in the results of the 2015 internal Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The SWOT Analysis identified key areas of improvement for the training division; identified areas were the development and implantation of the Shift Training Team, Promotional Plan for all ranks, and New Recruit Hire process. We have also strengthened our interagency relationship with the New Mexico State Fire Academy.

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

- Develop and initiate a quality matters program of evaluations for all decentralized courses. Quality matters evaluation programs are designed to improve courses taught here at LAFD. The program keeps both the course and instructor accountable for what we say we are teaching and what the students are learning.
- Implemented a program that addresses NFPA 1403 Standard on Live Fire Training Evolutions compliance. The goal was to have a minimum of two live fire training instructors per shift. This has allowed for better utilization of the training tower for live fire training evolutions. FCD 700.3 was developed and implemented throughout the department.
- Blue Card training is 100% complete for the ranks of DE and above in 2016. There has been an overwhelming positive feedback on this course. We understand that the online portion can at times can be tedious and redundant, however the overall experience with this course has been widely accepted. It is now our goal to make the training objectives learned in Blue Card applicable to our department. This has been implemented in a training plan for the communication block for all firefighters and dispatch in May 2016.
- Target Solutions is a key training resource for delivery of training, records management, ISO training compliance and special program training management. The immediate goal is to use this system to track real time training data and minimize the use of paper rosters as our tracking system. The Training Division is currently working on the implantation of tracking all annual testing.

- In 2017 Recruit Academy #27 will begin with 14 Fire Cadets, which will address the current vacancies from calendar year 2016. This will be in accordance to our minimum manning and CA requirements at LAFD.

The LAFD Training Division facilitates through several different formats. First, this division coordinates the LAFD Recruit Academy which is 24 weeks in length. Structural firefighting, emergency medical response, wildland firefighting, technical rope rescue, hazardous materials response, and other disciplines are instructed to new recruits. The Division also facilitates training for all operations personnel, tours of LANL facilities, exercise participation with LANL and Los Alamos County, outside training opportunities such as the State and National Fire Academies. The Training Division ensures that all Operations personnel meet monthly training hour requirements which are set forth by the National Fire Protection Association (NFPA) and the Insurance Service Office (ISO). This training is mandated by local, state, and federal regulations and NFPA best practices. In addition, the LAFD Training Division submits an annual training plan to the Los Alamos National Laboratory (LANL) to maintain compliance set forth in the Cooperative Agreement between Los Alamos County and DOE/NNSA. Additional responsibilities of the Training Division include promotional testing and maintenance of personnel training records.

Fire Academy #27 – January 9, 2017 through June 30, 2017

LAFD has a structured method of training to the rank of firefighter. During the LAFD Academy, new-hire personnel are referred to as Recruits. The 24-week fire training academy includes a five-week EMS program. Recruits receive formal classroom training up to the Fire Fighter II level. After one year of probation, an exam is administered and successful completion will allow advancement to Firefighter I (FFI). A FF I is mentored by senior firefighters while on probation. This probation is for an additional year. The Training staff includes: Captain Timothy Johnson, Captain James Thwaites, Firefighter Rick Acedo, Firefighter Brian Palmer, and Firefighter Andres Madueno.

Continuing Education/Professional Development

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

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

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

- IS-100.a Introduction to Incident Command System (ICS)
- IS-200.a ICS for Single Resources in Initial Action Incidents
- ICS-300 Intermediate ICS for Expanding Incidents
- ICS-400 Advanced Incident Command System
- IS-700.a NIMS an Introduction
- IS-701.a NIMS Multiagency Coordination System (MACS)
- IS-702.a NIMS Public Information Systems

- IS-703.a NIMS Resource Management
- IS-704 NIMS Communication and Information Mgmt.
- IS-800.b National Response Framework, an Introduction
- IS-804 Emergency Support Function (ESF) #4 – Firefighting

Military Veteran GI Bill Program

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

Additional 2016 Training Highlights

- Jan 2016 – Ventilation & Unique Materials Training Completed
- Feb 2016 – Rescue Task Force Training
- Feb 2016 – FDSOA Incident Safety Officer
- Feb 2016 – Emergency Operations Center & Incident Command System Interface Joint Agent with Emergency Mgt.
- April 2016 – IFSAC TRT 80-hour Technician Course at LAFD
- April 2016 – IFSAC Emergency Vehicle Driver 40-hour Course at LAFD
- April 2016 – IFSAC Pump & Hydraulic 40-hour Course at LAFD
- April & May 2016 - Incident Command – Blue Card class with SIM LAB at LAFD
- May 2016 - LAFD Training Division participated in the 9th Metro Public Safety Recruitment Day in Rio Rancho
- June 2016 IFSAC Fire Officer I 40-hour Course at LAFD
- June 2016 - Incident Command – Blue Card class with SIM LAB at LAFD
- July 2016 – G-318 Mitigation Planning Workshop
- July 2016 – Shift Training Team Implantation
- July 2016 – Incident Command – Blue Card In-Service Training
- August 2016 – Wildland Wood Chipper Training
- August 2016 – Annual ARFF Training
- September / October 2016 – LAFD Promotional Process for Driver Engineer, Fire Captain, and Battalion Chief
- October 2016 – IFSAC Fire Officer II 40-hour Course at LAFD
- October 2016 – Incident Command – Blue Card In-Service Training
- December 2016 – Incident Command – Blue Card In-Service Training

Training Hours

Training Hours are categorized utilizing the ISO model. Hours are monitored and retrieved utilizing Firehouse as the home-of-records database. In 2016, the Training Division will transition to Target Solutions as the primary records management system. This transitions will be a joint effort of all LAFD personnel and the Program Records and Information Management Excellence (PRIME) Team. The graphs below illustrate the number of training hours that were offered per ISO category and does not include the numerous hours of EMS Training or the hours offered during the Fire Training Academy.

ISO Criterion Per Person	Training Hours for 2016
Company Training	192
Driver's Training	12
Fire Officer Training	12
HazMat Training	6
Facility Training	18

2016 ISO Training Performance Measures

Credentials - Progress Summary

		Driver Training	Facility Training	HazMat Training	Officer Training	Company Training	YTD Total	Annual Total Required	YTD % Completed
Officers	YTD Average	0.00	17.48	6.00	12.00	186.39	221.88	228	97%
	Annual Requirement	0.00	18.00	6.00	12.00	192.00	228.00	228	
	Baseline	0.00	18.00	6.00	12.00	192.00	228.00	228	100%
Drivers	YTD Average	12.00	17.83	6.00	0.00	192.00	227.83	228	100%
	Annual Requirement	12.00	18.00	6.00	0.00	192.00	228.00	228	
	Baseline	12.00	18.00	6.00	0.00	192.00	228.00	228	100%
Firefighters	YTD Average	0.00	17.14	6.00	0.00	184.71	207.85	216	96%
	Annual Requirement	0.00	18.00	6.00	0.00	192.00	216.0	216	
	Baseline	0.00	18.00	6.00	0.00	192.00	216.00	216	100%

Credentials - Progress Summary by Shift

		Shift	Driver Training	Facility Training	HazMat Training	Officer Training	Company Training	YTD Total	Annual Total Required	YTD % Completed
Officers	A		0.00	17.35	6.00	12.00	188.97	224.32	228	98%
	B		0.00	17.38	6.00	12.00	176.16	211.54	228	93%
	C		0.00	17.67	6.00	12.00	192.00	227.67	228	100%
Drivers	A		12.00	17.50	6.00	0.00	192.00	227.50	228	100%
	B		12.00	18.00	6.00	0.00	192.00	228.00	228	100%
	C		12.00	18.00	6.00	0.00	192.00	228.00	228	100%
Firefighters	A		0.00	16.70	6.00	0.00	183.98	206.68	216	96%
	B		0.00	17.77	6.00	0.00	184.62	208.39	216	96%
	C		0.00	17.57	6.00	0.00	188.78	212.34	216	98%
	Pstudent							216		
	Admin		0.00	18.00	6.00	12.00	192.00	228.00	228	100%

**Red highlight indicates deficiencies based on the amount of time that has elapsed for the year.

2016 Ugly Sweater Contest Winners



The members of the Training Division were this year's 2016 "Ugly Sweater" contest winners. Photographed from right to left are: Division Chief Joseph Candelaria, Captain James Thwaites, Training Captain Timothy Johnson and Training Firefighter Rick Acedo.

2016 Employee Appreciation Costume Contest Winners



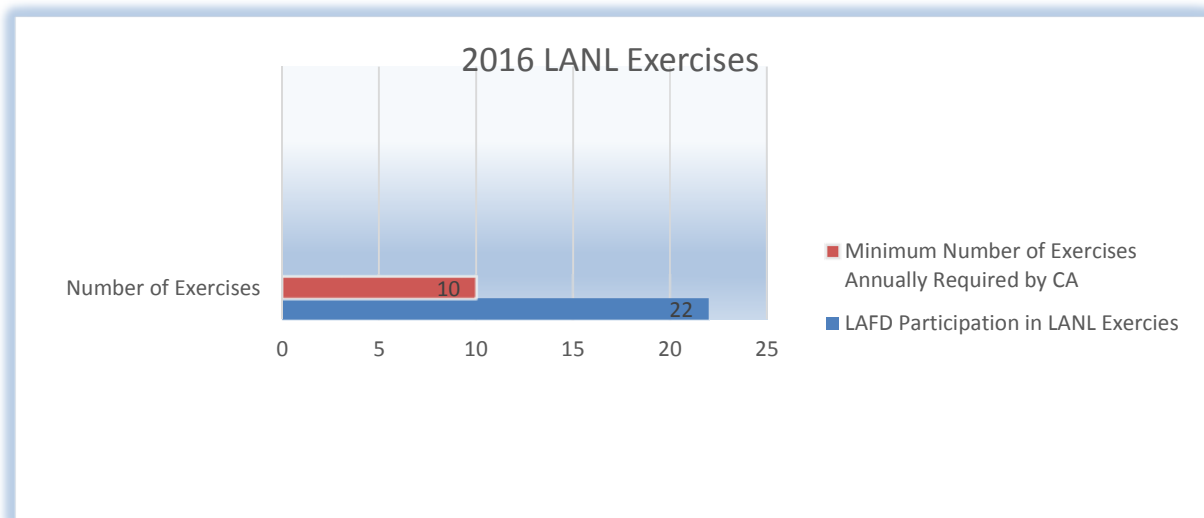
The LAFD were the 2016 Employee Appreciation Costume Contest winners for the third year in a row. Photographed from left to right are: Division Chief Joseph Candelaria, Marisol Padilla, Louisa Martinez, Sharyl Hofer, Norma Valdez, Deputy Fire Chief Steve Dawald, Marisha Griego. Kneeling in front are Beverly Purtymun and Bernadine Martinez.

LANL Training and Pre Incident Planning

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

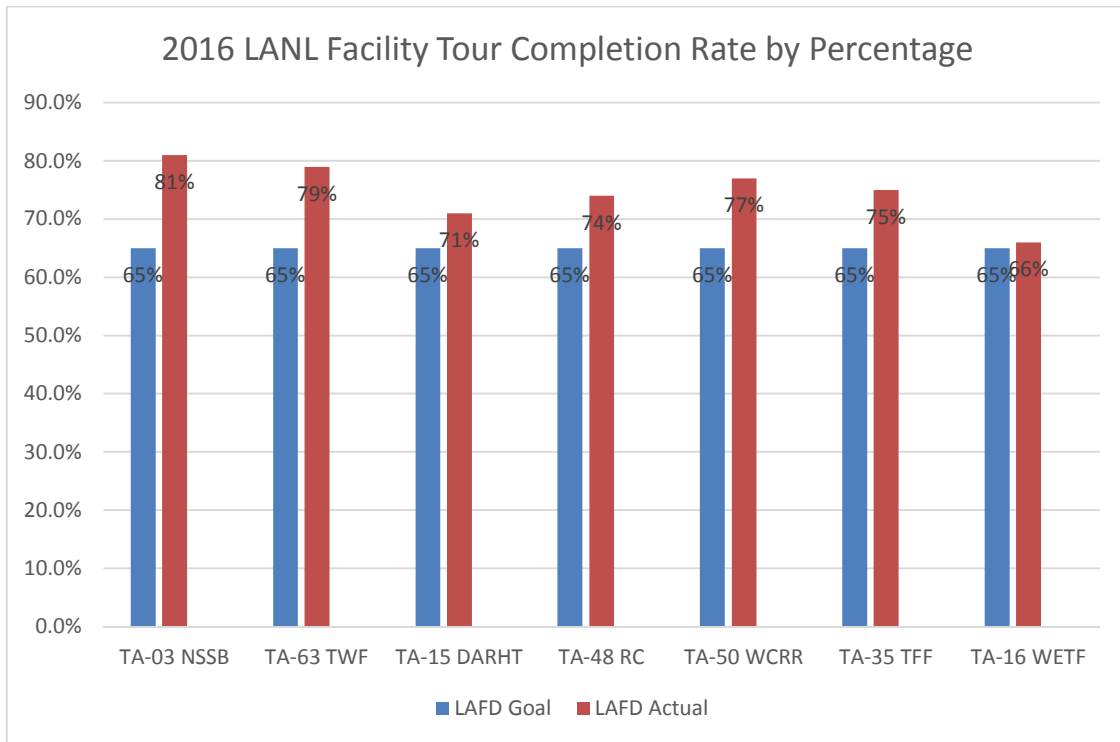
Training Exercises at Los Alamos National Laboratory (LANL)

2016 was a busy and productive year for LANL training and exercises. LAFD participated in 22 LANL Exercises in 2016. These included various tabletop, functional, and field play exercises throughout LANL. These exercises encompass numerous components including: Incident Command, EMS, Fire, CBRNE, HazMat, Technical Rescue, etc. Prior to each exercise, LAFD participates in numerous planning meetings to assist in exercise development and scheduling. After each exercise, LAFD also participates in “Hot Washes” and exercise critiques to reinforce positive performance and identify and implement ways to improve our customer service.



LANL Facility Tours

In addition to exercise participation, LAFD continues to participate in various LANL facility tours and other LANL related training. LAFD attended 7 facility tours at various LANL facilities. The benchmark for the attendance of each tour is set at 65% where the goal is to have at least 65% of all LAFD sworn personnel attending each tour. LAFD exceeded that benchmark for each tour with the lowest attendance rate being 66% and the highest being 81%.



Facility Tours Scheduled for 2016 per CA	Target of 65% of LAFD personnel or more	% Completed
TA-03 NSSB (Course #55462)	January- February	81%
TA-15 DARHT (Course # 53044)	March-April	71%
TA-63 TWF (Course # in progress)	April-June	79%
TA-48 RC (Course # 53895)	June-July	74%
TA-50 WCCR (Course # 52005)	July-August	77%
TA-35 TFF (Course #53357)	August-October	75%
TA-16 WETF (Course #51652)	October-December	66%

Pre-Incident Planning

Pre-Incident Planning (PIP) continues to play a strong role in our operations. LAFD saw two significant changes in this area. First, Captains were trained how to enter the information that they collect during their PIP site visits directly into PIP database. The benefits of having Captains enter all of the PIP information they collect into the database include: reduced overtime costs as personnel will no longer be needed to enter PIP data on their off-duty days, Captains will have increased ownership of their PIP's as they will be entirely responsible for collecting and entering the information into Firehouse, the PIP information will be updated in a timely manner, and increased familiarity with the buildings within their response district and throughout Los Alamos County. The second change is that all building contact information for all LANL PIP's is updated on a monthly basis. This was a significant improvement because of the complex nature and hazards of many LANL buildings. LAFD now has quick access to up-to-date contact information so that its firefighters can speak directly with various facility personnel and subject matter experts for LANL facilities in order to get more information needed to mitigate emergencies. This required a collaborative and a

significant effort from not only LAFD personnel, but also LAC Information Management and LANL personnel. LAFD continues to work with these same entities to accomplish the same for hazardous materials and chemicals that are located in LANL buildings. One of the goals for 2017 is to have all significant hazardous materials and chemical information updated into LAFD's PIP's on a monthly basis for all LANL buildings. Finally, LAFD is testing the FH Mobile Inspector for PIP's. The plan is for crews to have the capability to take a device with them to the PIP site visit and update the PIP during the site visit.

Communications Program

Management of LAFD's Communications Program continues to reside within this division. LAFD currently has four communications technicians who continue to work diligently to ensure that all communications equipment work properly. The Communications Program works closely with the LANL radio shops to maintain and repair various types of communication equipment. This equipment includes portable, mobile, and base radios. The PA and radio system infrastructure at Fire Stations 1, 4, 5, and 6 were all over 25 years old and have reached the end of their service life. As such, the PA and radio system (some wiring, speakers, and amplifier) at Fire Station 6 was replaced in 2016. The goal is to do the same for Fire Station 4 in the spring of 2017. LAFD will need to work with LANL to replace these systems for Fire Stations 1 and 5 since these stations are not owned by the county. In December, 2016 the Consolidated Dispatch Center (CDC) began transitioning over to the new Computer Aided Dispatch (CAD) system. This changeover to the new CAD is expected to be completed by February, 2017. As part of the CAD replacement, LAFD's updated Emergency Response Plans (ERP) will go into effect with the biggest change being to the non-EMS incidents once the new CAD is in place. The current ERP's for non-EMS incidents have been in place since 2005.

Hydrant Testing

The Hydrant Testing Program also resides within this division. LAFD currently tests on an annual basis approximately 1900 fire hydrants located throughout the county and LANL. Field crews finished hydrant testing in October, and the results of these tests are being entered into the LAFD database. LAFD is currently working on purchasing some new hydrant testing equipment and software which once implemented will eliminate the need for hydrant testing data to be manually entered into the database. The new hydrant testing system will automatically capture data and run all calculations which can then be wirelessly uploaded into the database. This will reduce overtime costs as personnel will no longer be needed to manually enter hydrant testing data into the database on their off-duty days. In addition, hydrant testing data including the gallons per minute that is available from each hydrant will be readily available once the crews return to the station and upload the data into the database. LAFD has secured funding via the New Mexico State Fire Grant to help pay for this new equipment and is looking at potential vendors. LAFD anticipates using the new process for hydrant testing data collection by June, 2017.



Wildland Division *by Division Chief Ramon Garcia*



I am honored to mark this year's Annual Report for the Wildland Division. We have made great advances in standing up this new division in its second full year. We have accepted and acquired two pieces of Wildland apparatus; a Type IV and Type V engine through grant

funding. These are the first Los Alamos County owned apparatus to be placed in the fleet. Up to this point everything we have used has been owned or leased by DOE/NNSA.



The plan is to use this equipment for Wildland fires not only in Los Alamos County but also throughout the region. We feel that this will also create opportunity for the members of LAFD to gain valuable experience in the wildland firefighting arena to improve its wildland program for the future and for the community of Los Alamos County.

We continue to mitigate our forests with a Morbark Beaver M15R brush chipper. We have also helped our neighboring agencies with the mitigation of property to create defensible space. We have continued our public education campaigns which include FIREWISE, ReadySetGo, and Defensible Space maintenance of lands. We continue to strengthen and collaborate our relationships with LANL Scientists in various Technical Areas with weekly meetings and the use of wildfire suppression techniques. In 2017, we intend to continue our partnership with LANL to aid in the deliverables LANL has to the DOE.

We have updated and published our 2016 Community Wildfire Protection Plan (CWPP) with valuable community input. Our Goal for 2017 is to begin accomplishing the objectives set forth in the CWPP. The CWPP will be a working document used over the next five years which will guide the Wildland Division and the LAFD in meeting the needs of our community

and its stakeholders. The CWPP is designed to mitigate and prepare for wildfire risks and recommend actions ranging from fuels treatments, road improvements, evacuation planning, and prescribed fire to reduce risks. CWPPs are important in facilitating community engagement in wildfire risk reduction and preparedness.



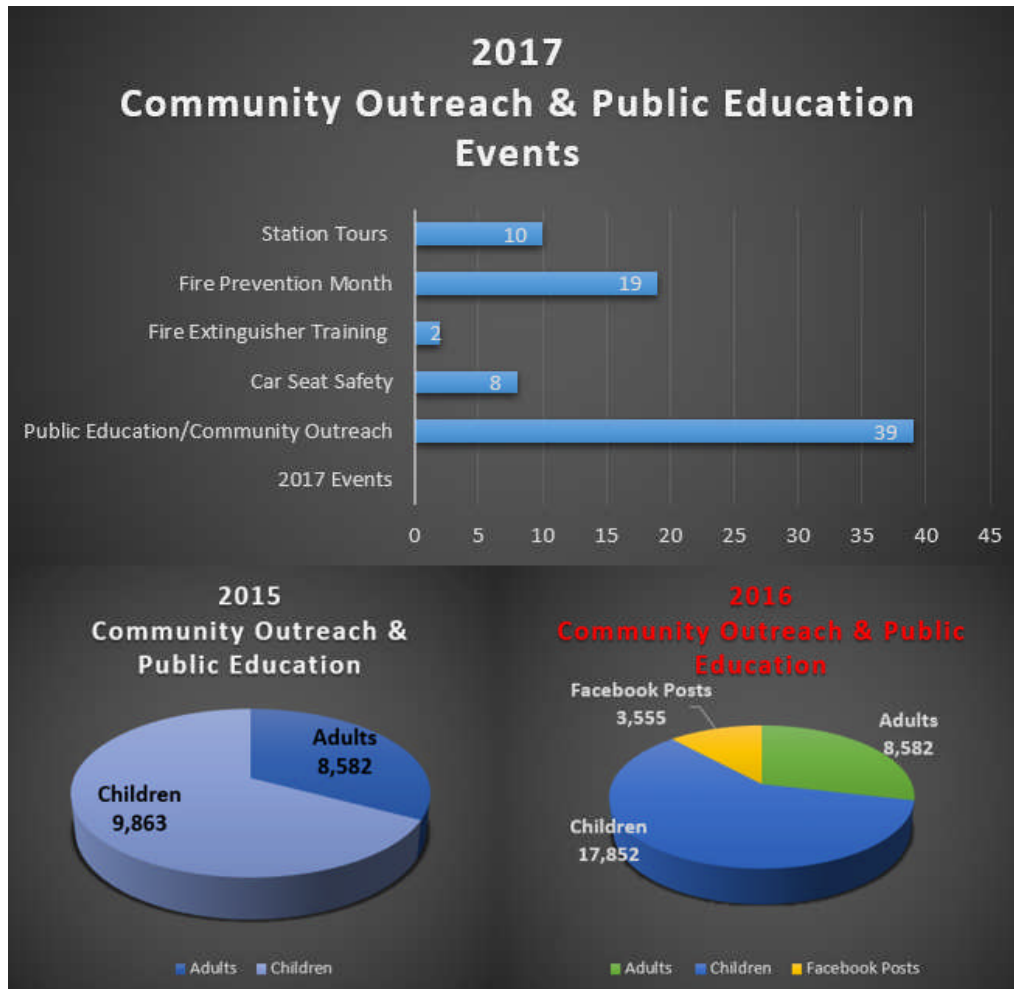
The LAFD acknowledges that wildland is a part of the landscape of Los Alamos. We are surrounded by forest and it is not possible to exclude fire in the future. However, with the

proper preparation and collaborative partnerships we can be better prepared for the future, through caring for people, property and the environment in which we reside to include our neighbors through careful stewardship and education.



Community Outreach /Public Education

The Los Alamos Fire Department (LAFD) Community Outreach and Public Education Program continues to strive towards excellence; committed to educating the public in several areas of risk reduction. Community



Risk Reduction is a priority of the LAFD and our commitment to protecting the county of Los Alamos. The department continues to utilize the mobile classroom regularly at schools and events throughout Northern New Mexico. The Public Education Team worked on updating images and messages on the mobile classroom, images have received a lot of attention and an increase in requests to attend events.

The LAFD Community Outreach and Public Education Program worked hard to reach out to the community this year. The department participated in over 75 events throughout the year. Some of these included health fairs, career days and station tours. Through these various events the LAFD provided risk reduction messages to 8,582 adults and 17,852 children throughout Los Alamos and Northern New Mexico, almost doubling the number of contacts from 2015. LAFD continues to utilize the LAFD Facebook page (<https://www.facebook.com/Los-Alamos-County-Fire-Department-1682968448597994>). This page was used to share with the community some of the activities and events the LAFD participated in throughout the year, information regarding controlled burns in the area as well as important fire prevention messages and videos. With the use of this page the LAFD is able to track how many people a risk reduction post has reached. Facebook posts with specific fire messages, such as smoke detector safety, cooking/grilling safety, fireworks safety, and other fire and special services messages reached a total of 3,555 people.

Some of the most notable events of 2016 were Wildfire Day 2016. LAFD partnered with Los Alamos Police Department and Emergency Dispatch, Classic Air Medical, Christus St. Vincent’s, the Fraternal Order of Eagles and the Los Alamos First Baptist Church for this event. Activities included a bicycle rodeo in an effort to educate and heighten bicycle safety awareness. This included a helmet fitting/giveaway with the help of the

LAFD newly established EMS Bicycle Team. Fourth of July Activities in observance of Independence Day outreach for this event was geared towards Fire & Fall Prevention. LAFD opened its doors to Fire Station 4 and Station 3 during Fire Prevention Week for an open house. This is the first time in over 10 years that the LAFD has hosted an open house. Both events proved to be successful the LAFD received a lot of positive feedback from the community. Recently the NM Youth Risk & Resiliency Survey (www.youthrisk.org) released results of surveys conducted amongst teens in Los Alamos County for 2015 36.6% of those surveyed admitted to texting or e-mailed while driving, 7% of those surveyed admitted to rarely or never wearing a seatbelt. In an effort to bright light to this subject. LAFD partnered with the UNM-LA CIC Internship Program, PAC-8 and the LAHS on releasing a PSA on the dangers of texting and driving (https://www.youtube.com/watch?v=0_FbJWDGSGY&t=3s).

Fall Prevention will be a focus of the Los Alamos Fire Department in 2017. Falls continue to be a leading cause of EMS calls. According to the NM Department of Health NM Indicator Based Information System (NM-IBIS) falls are the leading cause of (accidental) injury death among adults 65 years of age and older (<https://ibis.health.state.nm.us/indicator/view/InjuryDeathFalls.Cnty.html>). Los Alamos County ranks second for fall-related unintentional injury death rates among adults 65+ years of age. LAFD is taking steps to help reduce falls in the community with assistance from neighboring organizations and agencies. The LAFD Community Outreach and Public Education Program's goals for 2017 are to continue to focus on outreach and education with Middle School and High School students. The team will also be working on developing a curriculum focusing on the dangers of distracted driving. In 2017, the team will make it a priority to focus on program evaluation to assess the effectiveness of their programs and curriculum and make adjustments as needed to deliver effective programs. LAFD will look for qualitative and quantitative data to measure the effectiveness of its programs.





Open House Fire Station #4 10/10/16



Wildfire Day 2016 3/26/16



Sparky poses with the Prevention Truck and Trailer at Main Gate Park



Mesa Vista Elementary on Fire Prevention Week



Station 4 Open House during Fire Prevention Week

Fire & Life Safety Management/Fire Marshal's Office

The goal of the Fire and Life Safety Management Division is to prevent injury, loss of life or property through the creation, implementation and management of fire protection, prevention and public education programs. The Office of the Fire Marshal is diverse in nature and addresses a number of department and community programs. In addition to Fire Marshal Jeff Wetteland and Fire and Life Safety Coordinator Stephen Rinaldi, other LAFD personnel assist in meeting the division goals by serving on the Fire Investigation Team. These members are specially trained in fire investigation practices.

In April of 2016, the Fire Marshal's Office adopted the 2015 versions of NFPA 101 (Life Safety Code) and NFPA 1 (Fire Code). The code adoption has been a seamless transition, due to various forms of outreach to the building/property management community. Bi-monthly meetings with local contractors, design professionals and code officials (Building Division and Fire Marshal's Office) have help the code transition as well as other improvements in processes shared by the three groups.

Fire Inspections

2016 policy change for the fire investigation team includes all 12 members of the team become certified fire inspectors. This change is not fully implemented at this point, but the future increase in fire inspection staff will surely improve code compliance within the county. 541 fire and life safety inspections were performed in 2015, while 915 were performed in 2016.

Fire & Life Safety Activity by Type	Count
Inspections	280
Pre Incident Plans	479
Plans Review	20
Systems Tests	24
Other	112
Grand Total	915

Plan Review

Plan reviews are completed for all commercial construction to include: new building construction, fire alarm systems, hood systems, sprinkler systems, tenant improvements, and the like to keep buildings and occupants safe while allowing for the expansion and improvement of Los Alamos County. Many new buildings were constructed, remodeled, and received change of occupancy in 2016. Pre-application meetings were made available to prospective business owners and their contractors and architects to try to promote successful plan reviews before submittal by design professionals. The aforementioned contractor/design professional meetings, coupled with generous opportunity for pre-application meetings, have improved the approval for first time submittals.

IDRC

The Inter-Departmental Review Committee (IDRC) proved to be a useful tool for Los Alamos County in 2016, with the Fire Marshal as one of its integral members. The IDRC is comprised of representatives from many County departments. Staff acts as liaison to the Planning & Zoning Commission and the Board of Adjustment and issues local business licenses. Brainstorming meetings in 2015 led to procedural changes in 2016 that created a more streamlined and overall improved process to follow for the IDRC.

Fire Investigation Team

The Fire Investigation Team members (12) attended various trainings throughout 2016 and performed several fire investigations throughout the year. The team met quarterly to share training experiences and tighten the organization of the team. With Fire and Life Safety Coordinator Stephen Rinaldi as the Team Leader, training opportunities and program improvements have sky rocketed. After a butane hash oil (BHO) explosion in Los Alamos early in the year, a class (see photos below) was brought to LAFD on BHO explosions from a Colorado instructor to help fire investigators and duty firefighters with this relatively new and unknown danger. New periodic 8 hour in-house classes led by Stephen Rinaldi have improved our Fire Investigation Team's effectiveness. All minimum required training was met and exceeded for the year.



Firefighter Health and Safety



Los Alamos Fire Department takes the health and safety of its members very seriously. To ensure members have a safe, long, and happy career the Safety Division works through many hands ensuring a mission of personnel safety.

The Occupational Health and Safety committee (OHSC), Fitness Committee, Clothing Team, SCBA Team, Peer Fitness Trainers, and Peer Support Team consists of rank and file members who all work collectively to remain proactive in many different aspects of the department to promote new fire trends, equipment, procedures to that push the envelope of safety in a hazardous career.

In 2016, the Safety Division, as a representative for fire department management collaborated with IAFF Union #3279 and LANL Occupational Health and Los Alamos County as wellness-health partners to begin to adopt the IAFC-IAFF Wellness Fitness Initiative. (WFI).

LAFD often leads in measuring firefighter fitness compared to other fire departments, however, WFI offered a platform that incorporated LAFD's strong fitness base, while increasing facets of overall firefighter resiliency that involves colleagues.

Firefighters often neglect themselves when taking care of others, or don't often ask for help. With that premise in mind and evaluating the WFI national model, 2016, ushered in the implementation of LAFD's Peer Fitness Trainers (PFT's) and a Peer Support Team. In solidifying their respective goals each group will be working to assist their brothers and sisters in fitness, health, and well-being for the life of a firefighter's career and beyond.

LAFD's Peer Fitness Trainer (PFT)'s team will be working with LANL Occupational Wellness and Health to integrate fitness and health education resonating at the individual and crew based lifestyle levels, rather driven by policy. **By the numbers:** 22 members, 4 LANL Occupational Wellness staff and 2 civilian staff from fire administration.

LAFD's Peer Support Team consists of firefighter peers to listen and guide others to existing support individuals, specialists and or agencies as needed in a confidential manner. These dedicated members not only serve LAFD internally, but can be a resource to assist regionally team of Metro Peer Support. **By the numbers:** 5 trained members completed over 40 hours of specialty behavioral health training each in 2016.



LAFD's Clothing Team continues to be involved in selection and field testing of the finest safety clothing and equipment offered in the industry. In 2016, new outercoats were selected, bunker gear specifications were finalized, and training on computerized inventory system began. **By the numbers:** 7 members serve as shift representatives who can assist any station anytime for safety clothing and equipment needs.

LAFD's SCBA Self Contained Breathing Apparatus are maintained by an in-house SCBA technician team. This team is responsible for all maintenance and repair work on all SCBA-Air-Packs, RIT Packs within the department. The technicians can provide annual flow-testing, and complete inspections and repair of all SCBA equipment. SCBA Team Techs assist in fit testing and respiratory crawl thru competencies, as well as recruit SCBA training. All repair and testing, training complies with OSHA 1910.134, and applicable NFPA Standards. **By the numbers:** 145 SCBA, 3 stationary breathing compressors, 2 mobile compressors, 237 repairs and or flow tests.



The SCBA Team recently received SCOTT-SITE safety firefighting masks that integrate a mini-Thermal Imaging camera built into the mask face piece. This hi-tech SITE mask allows an infrared heat signature to be viewed in the mask to provide for hands free images while moving. **By the numbers:** 5 SCOTT-SITE masks are rigorously being field tested by the Training Division/SCBA Techs during Recruit Class #27 in live-burn scenarios.

Fitness equipment: **By the numbers:** 1 Step Mill replacement for Station 3, approximately 140 individual heart rate monitors purchased for to assist in fitness heart rate work-outs

Vehicle accidents: **By the numbers:** 7 vehicle accidents

Injuries: **By the numbers:** 8 on-the-job injuries reported, 3 civilian injuries reported, 4 off-the-job injuries reported resulting in lost time at work.

Charleston 9: National speaker, Dr. David Griffin in Los Alamos one-day safety training: **By the numbers:** 125 area fire and LANL professionals to include 55 LAFD personnel attended 6.5 hours of training on organizational development and safety training.

Safety Division Chief Wendy Servey is very proud of the steps all groups, committees and teams and individuals have taken to warrant each every member has the best equipment, clean gear, and safety training and components for the job. Thank you for a safe and productive 2016!

Facilities

Several areas of **Fire Station 1** were remodeled in 2016. New flooring was installed in the kitchen, Battalion Chief's and Captain's quarters/restroom remodels (stalls, toilets, sink, flooring, paint, re-tile shower and shower hardware), and first floor restroom (flooring, retiled walls, toilets, urinals, sink and divider) were completed. Plans in the queue for 2017 to replace the boiler and abate the asbestos in the lower level of **Fire Station 2**. **Fire Station 3** bunkrooms had a number of issues that were addressed in 2016 and some to be addressed in 2017 including the radiant floor heat and the rooftop AC units, wall insulation, windows and wall sealing, and roof leaks. Also in 2017, **Fire Station 4** improvements will be made. There are plans to replace the boiler, water heater and rooftop units. In addition, the ceiling in the day room, kitchen, bunkroom and restroom/shower will also be replaced as part of the ductwork repair. **Fire Station 5** is in the queue to be remodeled in 2017.

Outreach in Action



Pictures above is Firefighter **Taylor Garcia-Anaya** guiding a little citizen on how to use a nozzle as part of the LAFD Safety Town activities.



Fire Chief Troy Hughes, Division Chief Ramon Garcia, and Deputy Fire Chief Steve Dawald pictured with UNM-LA Student Intern **Katy Green**.

In August of 2016 LAFD applied to participate in the Community Internship Collaboration (CIC) program through UNM-LA. This program places undergraduates and LAHS juniors and seniors in project-based internships with local businesses at little or no cost to the business. Katy Green was assigned to Intern with LAFD. Katie assisted with Fire Prevention Month activities and developed a PSA on the dangers of texting and driving.

LAFD .vs LAPD Softball game July 4, 2016



Honor Guard

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



In Memoriam

Since January 2016, the Honor Guard has represented LAFD for memorial services for the following former and retired members of LAFD.

Arturo E. Gurule — December 18, 1983. The LAFD Honor Guard partnered with the family to honor Firefighter Arturo Gurule who lost his life in the line of duty 33 years ago. He lived a life of service – a Corporal in the US Army, a member of the DOE Pro Force and a Firefighter with the Los Alamos Fire Department.





Never Forget

Pedro “Pete” Tapia – December 20, 2016

Pete joined LAFD in 1974 under the Atomic Energy Commission. With born leadership skills and sharp intelligence, he held nearly every rank in the fire service including Firefighter, Driver Engineer, Lieutenant, Captain, and Battalion Chief. Honor, respect and integrity were the rules by which he lived. He retired from the Los Alamos County Fire Department in 1995. The LAFD Honor Guard partnered with the Santa Fe Fire Department to give Captain Tapia a fire service farewell at his funeral.



2016 Promotions



Michael Gill
Battalion Chief
January 31, 2016



Michael Lewis
Fire Captain
January 31, 2016



Matthew Munoz
Driver Engineer
January 31, 2016



Steve Dawald
Deputy Chief
July 17, 2016



Steve Saiz
Battalion Chief
July 31, 2016



Jason Block
Fire Captain
July 31, 2016



Todd Forsythe
Fire Captain
July 31, 2016



Van Leimer
Driver Engineer
July 31, 2016



Bryan Harris
Driver Engineer
July 31, 2016



Michael Garcia
Firefighter II
August 11, 2016



Tayler Garcia-Anaya
Firefighter II
August 11, 2016



Michael Manzanares
Firefighter II
August 11, 2016



Joe Martinez
Firefighter II
August 11, 2016



Ryan McNiff
Firefighter II
August 11, 2016



Michael Paxson
Firefighter II
August 11, 2016



Aron Williams
Firefighter II
August 11, 2016



Norma Jean Valdez
Senior Management Analyst
August 28, 2016



Stephen Rinaldi
Senior Fire & Life Safety Coordinator
August 28, 2016

2016 Retiree



Justin Grider
Retired, Deputy Chief
Served May 5, 1997- May 31, 2016

MISSION

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

VISION

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

CORE VALUES

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

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

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

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

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

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

CLASSIC AIR PARTNERSHIP

(Photography's provided by Leslie Bucklin)



Remembering Our Fallen



September 11 Memorial Climb 2016

LOS ALAMOS



where discoveries are made



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