

Los Alamos County Fire Department 2019-2024 STRATEGIC PLAN



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Introduction

The Los Alamos County Fire Department (LAFD) provides emergency medical, fire suppression, wildland fire, technical rescue, hazardous materials mitigation, domestic preparedness planning and response, community risk reduction, public fire and life safety education, fire investigation, and aviation rescue and firefighting services to the residents, businesses, and visitors of Los Alamos County, New Mexico. LAFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, partnered with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to achieving the goals identified in this community driven strategic plan.

LOS ALAMOS COUNTY FIRE DEPARTMENT
STRATEGIC PLAN
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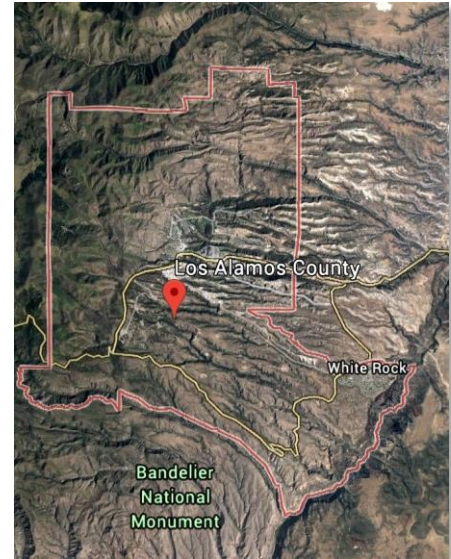
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Organizational Background

Los Alamos County, New Mexico is located approximately 35 miles to the northwest of Santa Fe and has a total area of 109 square miles. The town of Los Alamos, within Los Alamos county, is located on four mesas of the Pajarito Plateau that are separated by deep canyons. The county's highest point of 10,480 feet is located on the northern border, near the summit of Caballo Mountain. According to the 2016 census, the population of the county is estimated at 18,147 within its total area. The town accounts for the majority of the population. Within in the county, there exists two census-designated places, Los Alamos and White Rock. Los Alamos is historically known as the birthplace of the atomic bomb, as developed during the Manhattan Project at the Los Alamos National Laboratory. The lab continues to operate and provides a basis for the residents of the town and the county.



The Los Alamos County Fire Department (LAFD) found its genesis in 1943 as part of the Manhattan Project. It consisted of civilian and volunteer firefighters and was designed to protect the research being conducted. After various oversight, such as the United States Atomic Energy Commission and the United States Department of Energy, LAFD was taken over by Los Alamos County in 1989.



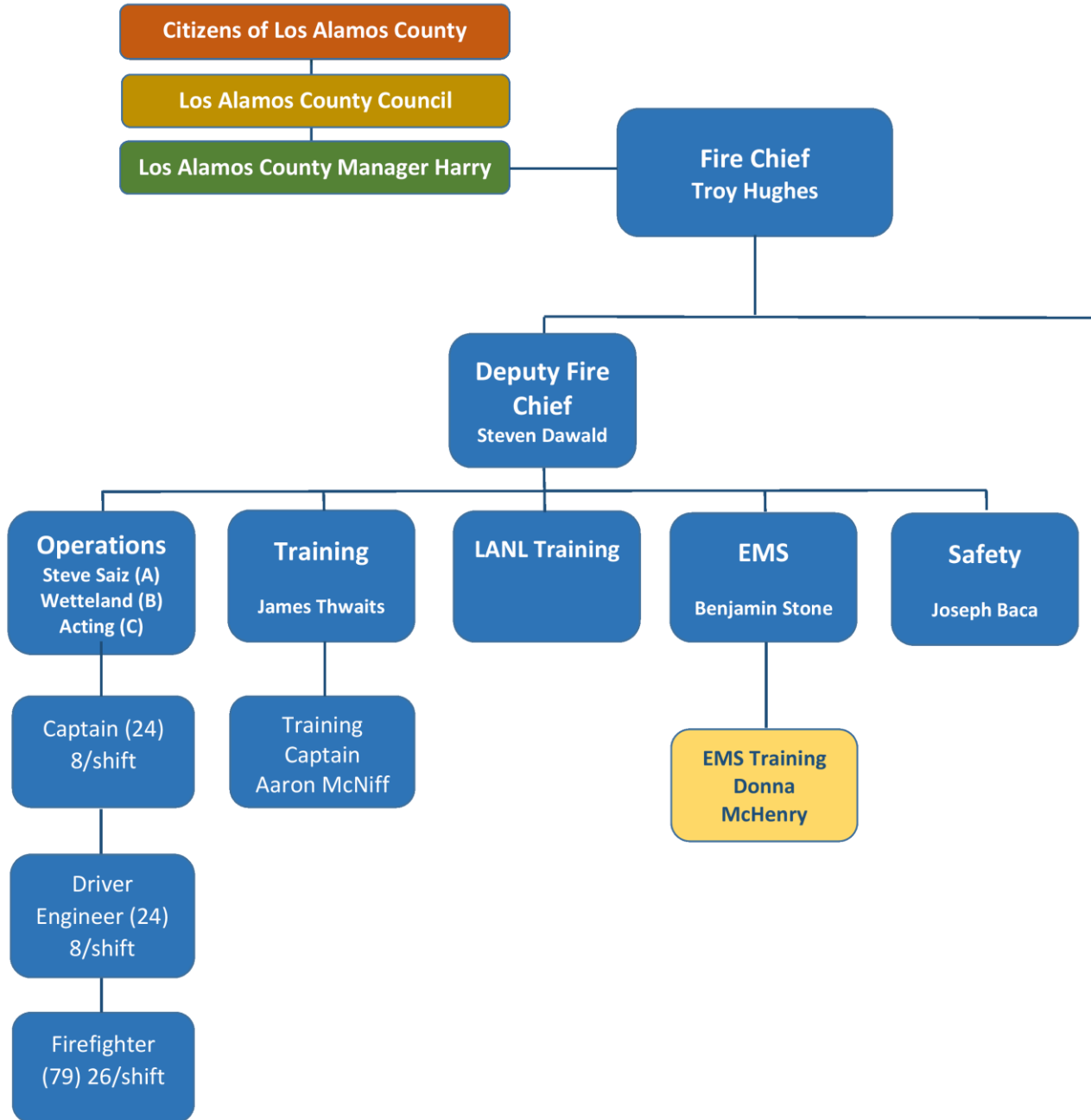
Today, the Los Alamos Fire Department is committed to enhancing the quality of life in the community, while providing an all-hazards mitigation approach to its risks from six stations. Staffed with 139 uniformed and 11 civilian professionals, the department provides its various services and programs to support a safe community for the residents, businesses, and visitors

to the area. The department embraces excellence in many ways and continues to be accredited by the Commission on Fire Accreditation International since the time it was an original beta site. Through its strategic considerations employed for a diverse demographic, the department progressively provides its services with a host of well-trained, progressive members that provide excellent service to the community and embracing excellence in all they do.





Organizational Structure





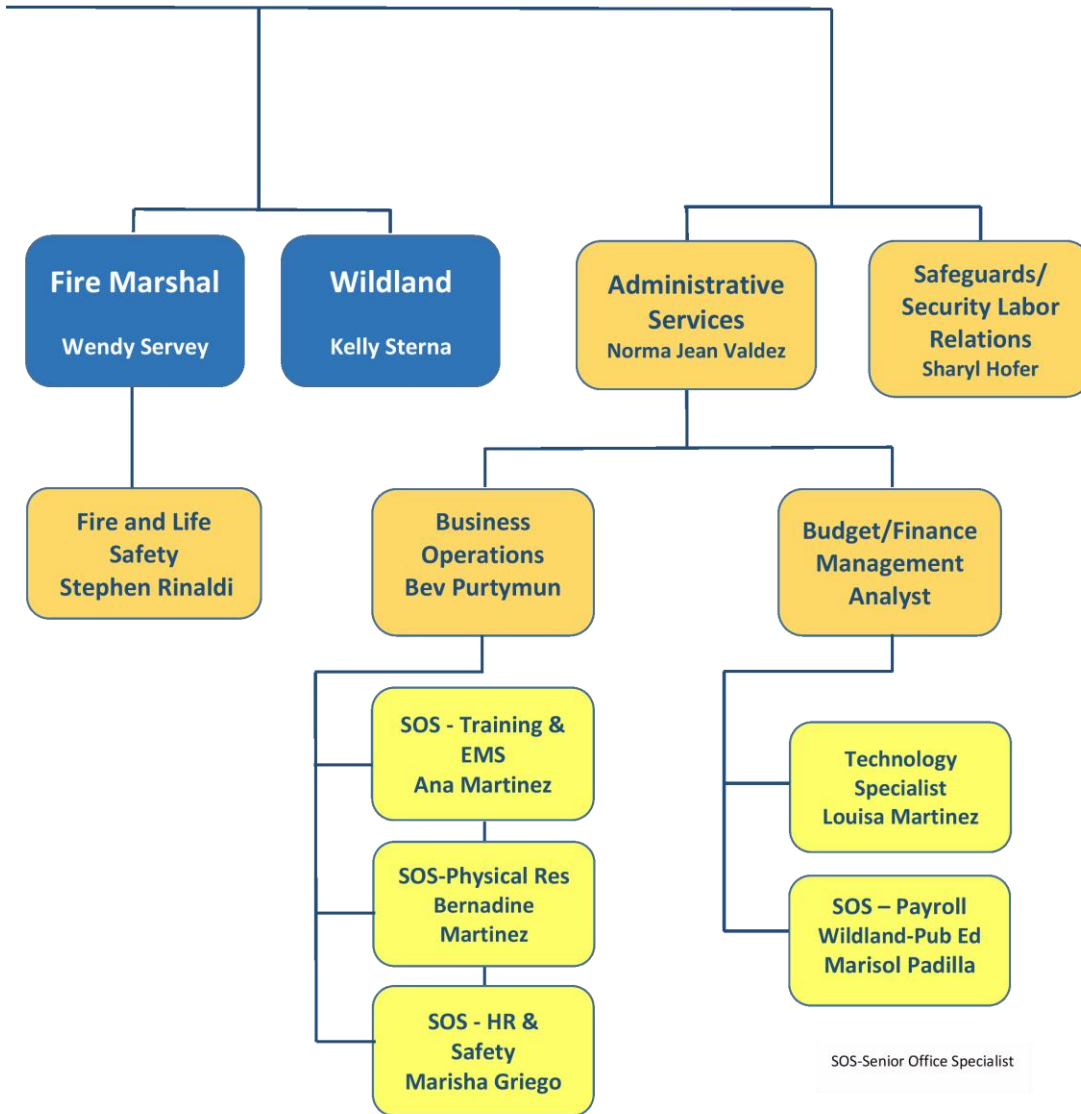
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Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization’s direction, a community–driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the 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. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders 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.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity or potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Troy Hughes and his team for their leadership and commitment to this process.

Development of this strategic plan took place in August 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). The represented community stakeholders comprised of some that are residents within the Los Alamos County Fire Department coverage area, while some also receive services from the LAFD. The department identified the stakeholders to ensure a broad representation of the community could provide input.





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Los Alamos County Fire Department Community Stakeholders

Joanie Ahlers	Nancy Ambrosiano	Jose A. Arellano	Michael Arellano
Yvette Atencio	Tamara Baer	Jenn Bartram	Kirsten Bell
Jon Boe	Katie Bruell	Leslie Bucklin	Liz Cavasos
Greg Cliburn	Melanie Colgan	Barbara Conley	Nicholle Cordova
Cathy D'Anna	Leyma De Haro	Tammy Dominguez	Carie Fanning
Deni Fell	Mike Feulner	Lance Fresquez	Daniel Garcia
Jordan Garcia	Ruben Garcia	Jean Gindreau	Philip Gursky
Angelica Gurule	Thomas Harvey	Wendy Hoffman	Bennett Horne
David Izraelevitz	Julie Jaramillo	David Jolly	Steve Klepeis
Kirsten Laskey	Wendy Linebrink-Allison	Paul Lisko	Liana Lovato
Mary Beth Maassen	Antonio Maggiore	Elizabeth Maines	Diana Martinez
Juanita Martinez	Mike Martinez	Senaida Martinez	Linda Matteson
Joshua Miller	Annalisa Miranda	Fabian Montano	Kateri Morris
Kate O'Donnel	Patricia Olivas	Maire O'Neill	Valeria Aghaei Park
Greg Perez	Morris Pongratz	James Rast	Daniel Roberts
Cindy Rooney	Chris Ross	Don Shainin	Jesse Sievers
Monica Snowden, MD	Dino Sgambellone	Kurt Steinhaus	Kelly Stewart
Kate Stoddard	Jim Streit	Jeanne Studer-Hanson	David Sutton
Arlene Sweeney	Don Taylor	Justin Teo	Jerome A. Trujillo
John Whiteside	Julie Williams-Hill	Barbara Yarnell	Jim Zerr





Community Group Findings

A key element of the Los Alamos County Fire Department's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session





Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Los Alamos County Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	513
Fire Suppression	2	483
Wildland Fire Services	3	418
Technical Rescue	4	324
Hazardous Material Mitigation	5	312
Domestic Preparedness Planning and Response	6	262
Community Risk Reduction	7	227
Public Fire and Life Safety Education	8	182
Fire Investigation	9	152
Aviation Rescue and Firefighting Services	10	144

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session





Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the department’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named below and pictured on the next page.

“Internal stakeholders gave a chance for different perspectives to collaborate toward a common goal.”
 – Jeffrey Wetteland

Los Alamos County Fire Department Stakeholders			
Rick Acedo <i>Firefighter</i>	Daniel Archuleta <i>Driver Engineer</i>	Matthew Austin <i>Firefighter</i>	David Baca <i>Firefighter</i>
Joseph Baca <i>Captain – Training</i>	Raymond Barela <i>Firefighter</i>	Micah Brittelle <i>Captain</i>	Michael Cayton <i>Captain</i>
Colorado Cordova <i>Driver Engineer</i>	Steve Dawald <i>Deputy Chief</i>	Robert Fuselier <i>Firefighter</i>	Daniel Gandara <i>Driver Engineer</i>
Ray Gandara <i>Captain</i>	Heather Garcia <i>Management Analyst</i>	Michael Garcia <i>Firefighter</i>	Michael Gill <i>Division Chief - Training</i>
Paul Grano <i>Division Chief – LANL Training</i>	Marisha Griego <i>Senior Office Specialist</i>	Sharyl Hofer <i>Security & Safeguards Labor Relations Mgr</i>	Troy Hughes <i>Fire Chief</i>
Adam Martinez <i>Acting Captain</i>	Ana Martinez <i>Senior Office Specialist</i>	Bernadine Martinez <i>Senior Office Specialist</i>	Kenneth Martinez <i>Firefighter</i>
Louisa Martinez <i>Technology Specialist</i>	Donna McHenry <i>EMS Training Coordinator</i>	Marisol Padilla <i>Senior Office Specialist</i>	Beverly Purtymun <i>Management Analyst</i>
Allen Quintana <i>Firefighter</i>	Bert Quintana <i>Driver Engineer</i>	Stephen Rinaldi <i>Senior Fire and Life Safety Coordinator</i>	Matt Rodriguez <i>Firefighter</i>
Kelly Sterna <i>Division Chief Wildland / Public Education</i>	James Thwaites <i>Division Chief – Safety</i>	Norma Jean Valdez <i>Senior Management Analyst Accreditation Manager</i>	Jeffrey Wetteland <i>Battalion Chief – B Shift</i>





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Department Stakeholders

Mission

The purpose of the mission is to answer the questions:

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

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

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





Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

“It’s good to see progressive change to continue to improve our department”

– Adam Martinez

Professionalism is the foundation of our general culture and guided by our commitment to public relations and external communications initiative ensuring an enhanced interaction with the community we are honored to serve.

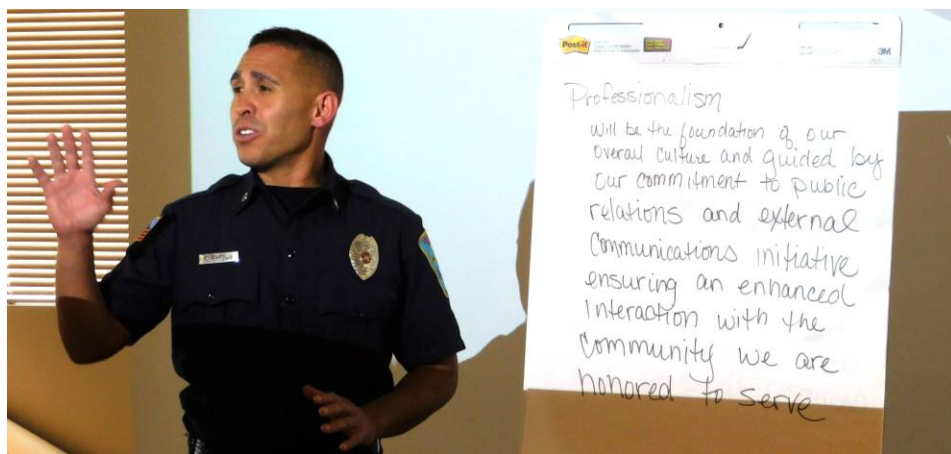
Readiness is demonstrated by our training, technology, physical resources, and our commitment to continuous improvement.

Integrity is demonstrated by doing the right thing on and off duty for the benefit of our department and the community.

Dedication to the improvement of the community and the safety and well-being of our fellow team members.

Excellence is at the heart of our individual and department goals, recognizing that we are entrusted with the safety and welfare of our community.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Los Alamos County Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.



Raymond Barela presents Values during a Department Stakeholders Work Session





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Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department’s core programs are provided below, while supporting services are provided in Appendix 2.

“It was great to see all ranks and positions coming together for one common goal.”
 – Marisol Padilla



Department Stakeholders Work Session

Core Programs of the Los Alamos County Fire Department

Emergency Medical Services	Fire Suppression	Wildland Fire Services
Technical Rescue	Hazardous Materials Mitigation	Domestic Preparedness Planning and Response
Community Risk Reduction	Public Fire and Life Safety Education	
Aviation Rescue and Firefighting Services		Fire Investigation

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

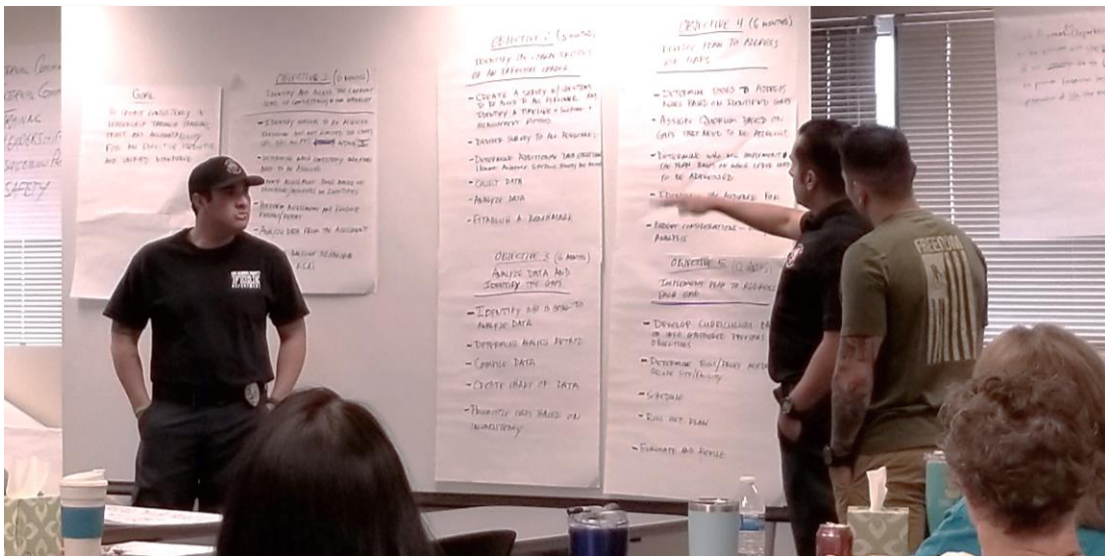
Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.





Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Rick Acedo, Matt Rodriguez, and Kenny Martinez present Critical Tasks at Department Stakeholders Work Session

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

“I’m glad I have this opportunity to be part of ‘change.’”
- LAFD Participant

Los Alamos County Fire Department Strategic Initiatives		
Internal Communication	External Communication	Training
Leadership		Succession Planning





“It’s always a pleasure to work together to develop our path ahead.”

– Donna McHenry



Donna McHenry, Ana Martinez, Louisa Martinez, Raymond Barela participate during a Department Stakeholders Work Session





Goals and Objectives

To continuously achieve the mission of the Los Alamos County Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the Los Alamos County Fire Department’s leadership.

Goal 1	Enhance internal communication to foster information sharing among all levels of the department to increase effective service delivery.	
Objective 1A	Identify current internal communications systems.	
Timeframe	2 weeks	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • List all current methods of internal communications and their purpose. • Identify a team from internal stakeholders to list the methods. • Finalize the list and submit to the leadership team for future consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Identify communication gaps in internal communications systems through evaluation.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine the effectiveness of the current internal communication methods. • Develop a survey for internal stakeholders to provide feedback on the effectiveness of the current methods. • Create the process and timeline. • Distribute the survey. • Analyze the data gathered. • Submit the findings to the leadership team with recommendations for future consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 1C	Identify improvement methods for each gap in the systems and explore effective alternative communications methods.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Based on the results of the survey, create an improvement plan considering consolidation, change, or elimination of current systems. • Research alternative methods of effective communications and best practices. • Conduct a cost/benefits analysis. • Submit the findings to the leadership team with recommendations for future considerations. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Develop a plan to deliver effective internal communications.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Remove or revamp non-functional/ineffective programs. • Develop or revise the identified systems to be used. • Select the methods of internal communications to use. • Develop any relevant training/education for all internal stakeholders. • Develop a plan of implementation for the systems to be employed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Implement the developed plan to delivery effective internal communications.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a timeline for implementation. • Assign all tasks to team members. • Provide training for all members. • Procure the necessary equipment/supplies. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1F	Evaluate the implemented plan.	
Timeframe	1 year, ongoing annually	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Complete an ongoing program effectiveness evaluation. • Survey internal stakeholders annually. • Adjust the systems as determined and directed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 2	Increase communication with our community stakeholders to improve positive relations.	
Objective 2A	Identify community communication gaps.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify various community stakeholders. • Create a list, organizing those stakeholders into pre-determined categories. • Create or acquire a methodology to subjectively identify communication gaps to include: <ul style="list-style-type: none"> • The type of survey/questions (standardized) • Priority matrix • Survey using the identified methodology. Consider using avenues such as: <ul style="list-style-type: none"> ○ Utility bills ○ Social media ○ County memos • Gather, analyze, and prioritize the data gathered from the survey. • Report the findings to department leadership with recommendations for future action. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Analyze all current practices and identify relevant industry best practices.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify and list all current practices used by the department. • Identify and list the determined and relevant industry best practices. • Research other processes from community engagement from other organizations, not necessarily fire departments. • Compare and contrast practices and findings. • Determine which practices will work best for the department. • Identify the costs of implementation of each identified practice to employ. • Conduct a cost/benefit analysis of each practice. • Prioritize practices to implement with timeline. • Report the findings to leadership with recommendations for future action. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 2C	Develop a comprehensive public outreach program to ensure the community is fully informed about service delivery issues and needs facing the department.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a project team by utilizing existing teams. Add community stakeholders and recruit additional stakeholders as needed. • Collect data. • Utilize all data gathered from the survey to develop/identify programmatic goals. • Identify a delivery methodology (social media, articles, etc.). • Acquire identified funding needed. • Develop delivery groups/teams, considering the Public Education Team and Allied Agencies contact team. • Develop a schedule for implementation. • Seek authorization to implement. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Implement the public outreach program.	
Timeframe	9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Solidify any new program guidelines. • Conduct program-specific training for staff on the new program guidelines. • Deploy staff to training events. • Recruit members needed from all available groups to implement the program. • Implement the new program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2E	Evaluate the new community outreach program.	
Timeframe	1 year, ongoing annually	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Compare monthly community outreach data. • Capture monthly outreach on LAFD Dashboard and LAFD Annual Report. • Conduct an Annual Program Appraisal and survey (annually) to evaluate the success of the program. • Identify any gaps revealed by the evaluation. • Adjust the program as needed to overcome the gaps. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 3	Maximize effectiveness of the department’s training program to better engage the employees while encouraging growth and enhancing our customer service.	
Objective 3A	Analyze the current training program and determine areas of deficiency or improvements needed and validate strengths.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a survey to distribute to all personnel to solicit input on training program strengths and deficiencies. • Evaluate the survey results with SMEs, STT, team leads, and chief officers. • Measure the current training plan against current standards, laws, and best practices to include: <ul style="list-style-type: none"> ○ LAC ○ LAFD ○ NFPA ○ DOE orders ○ CA ○ OSHA ○ ISO ○ EMS/National Registry ○ Industry best practices ○ New Mexico State • Report all findings to the leadership team with recommendations for further consideration and future direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Develop training programs based on the identified gaps from the analysis.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify resources needed to implement revised training programs. • Revise any relevant FCDs to align with the analysis results and the changes. • Submit the revised FCDs to the labor management process for approval. • Ensure training programs meet current standards, laws, and best practices. • Develop a proficiency evaluation system for member training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Objective 3C Implement program improvements.

Timeframe 6 months **Assigned to:**

- Secure necessary resources identified on the development phase that include but not limited to:
 - Funding
 - Personnel
 - Equipment

- Critical Tasks**
- Community the training plan with the labor management process and appropriate stakeholders (DOE, LANL).
 - Utilize the STT to deliver the training.
 - Establish and incorporate all minimum training requirements (type and hours) into the training plan for all ranks, positions, and specialty teams.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

Objective 3D Document, measure, and evaluation proficiency based on performance standards.

Timeframe 6 months **Assigned to:**

- Use the developed evaluation to measure system effectiveness.
- Document any additional external training.
- Document that minimum annual, mandated training requirements are met to include but not limited to:
 - Hours
 - CEs
 - Incentive-based teams
 - Specialty teams
 - Ranks/positions
 - ISO
 - LANL
- Revise the methodology as needed.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

Objective 3E Continuously evaluate the efficiency of the training program.

Timeframe 1 year, ongoing annually **Assigned to:**

- Evaluate the outcomes by utilizing pre-determined personnel such as:
 - SMEs
 - STT
 - Team leads

- Critical Tasks**
- Tailor future trainings based on the outcomes of the evaluation.
 - Document and disseminate the findings.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:





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Goal 4 Create consistency in leadership through training, trust, and accountability for an effective, productive, and unified workforce.

Objective 4A Identify and assess the current level of consistency of leadership.

Timeframe 6 months **Assigned to:**

- Critical Tasks**
- Identify leaders to be assessed including but not limited to:
 - Chiefs
 - Company Officers
 - Driver Engineers
 - Firefighters
 - Administration
 - Administrative Services Staff
 - Determine the consistency indicators need to be assessed.
 - Create assessment tools based on the identified indicators/modifiers.
 - Perform an assessment and produce findings/report.
 - Analyze the data from the assessment.
 - Establish baseline behavioral leadership knowledge, skills and abilities (KSAs).

Funding Capital Costs: Consumable Costs:
Estimate Personnel Costs: Contract Services Costs:

Objective 4B Identify the characteristics of an effective leader.

Timeframe 3 months **Assigned to:**

- Critical Tasks**
- Create a survey with questions to be asked to all personnel to identify what they believe to be the characteristics of an effective leader.
 - Identify a timeline to conduct the survey.
 - Create a scoring and measurement method.
 - Deliver the survey to all personnel.
 - Determine additional collection needs (format, audience, schedule, industry best practices).
 - Collect the data.
 - Analyze the data.
 - Establish a benchmark for future use.
 - Report the findings to the leadership team with recommendations for future direction.

Funding Capital Costs: Consumable Costs:
Estimate Personnel Costs: Contract Services Costs:





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Objective 4C Analyze the data and identify the gaps.

Timeframe 6 months **Assigned to:**

- Identify who is going to analyze the data.
- Determine the analysis methodology.
- Conduct the data analysis.
- Chart the data by analysis findings.

- Critical Tasks**
- Identify all existing gaps.
 - Prioritize the gaps based on inconsistency.
 - Determine what top gaps exist.
 - Report the findings to the leadership team with recommendations for future consideration.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

Objective 4D Develop a plan to address the identified top gaps.

Timeframe 6 months **Assigned to:**

- Determine the tools to be used to address issues based on the identified gaps.
- Assign a quorum based on gaps that need to be addressed.
- Determine who will implement the plan, based on which level needs to be addressed.
- Identify the audience for plan development.
- Conduct a cost/benefit analysis to apply for budget considerations.
- Complete the plan development.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

Objective 4E Implement a plan to address each identified gap.

Timeframe 1 year **Assigned to:**

- Develop the curriculum based on the information gathered in the previous objectives.
- Determine the tools/props needed and secure the site/facility.
- Schedule the required training and meetings.
- Conduct any needed training or meetings.
- Roll out the plan.
- Evaluate the plan and revise as needed.

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:





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Goal 5	Create and implement a process of knowledge sharing for position coverage to ensure that employees are recruited and developed to fill key roles.	
Objective 5A	Identify the roles, responsibilities, and duties for each position.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a committee consisting of management and labor. • Create a template for solicitation that collects data on daily, weekly, monthly, and annual deliverables for each position. • Distribute the template and collect the data. • Gather job descriptions and education requirements and experience. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Evaluate the data to determine programmatic needs for each position.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze the data collected. • Re-evaluate the job descriptions and education requirements/experience. • If changes to job descriptions are deemed necessary, then make the changes. • Report findings to the leadership team with recommendations for future consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5C	Develop policies/best practices to guide the creation and implementation of the succession planning initiatives.	
Timeframe	9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Use the analysis to determine the best practices. • Evaluate the current related FCDs. • Determine if new FCDs are valid and still needed. • If new FCDs are needed, have the committee write them. • Send any draft or revised FCDs through the department process for review. • Seek concurrence from the labor/management process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop a mentoring/cross-training program to prepare employees for position change/coverage/promotions.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a selection process for mentors. • Create/revise all criteria for mentors. • Determine the deliverables for the mentors and those to be mentored. • Develop the criteria for the need program. • Develop the program. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 5E	Create position-specific task books to define job performance requirements.	
Timeframe	13 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a position-specific task book based on the data collected and job education requirements. • Seek concurrence from the labor/management process. • Print and distribute the task books as indicated. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5F	Implement the succession plan to support employee development and customer service.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Communicate the information on the task books. • Solicit for mentors. • Use a selection process to pick the mentors. • Train the mentors on the process and requirements. • Solicit those interested in being mentored. • Par the mentors to those to be mentored. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5G	Evaluate the program performance to determine the gaps, issues, and successes.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review the collected deliverables. • Interview the mentors and those mentored on the experience. • Analyze the data collected. • Evaluate the gaps or problems identified. • Have the committee provide solutions and changes. • Seek approval of the labor management process of the changes. • Communicate the changes to the department. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5H	Develop and perform maintenance of the program to ensure utilization, uniformity, and success.	
Timeframe	1 year, ongoing annually	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Maintain the position-specific task books and revise based on duty and standard changes. • Have the committee review the books and mentor/cross-training programs annually or as need, based on retirements, promotions, duty changes, and standards changes. • Report any revisions to the leadership team for future consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

Los Alamos County Fire Department's 2024 Vision

is to continue to be widely known as an internationally accredited fire service agency that serves with **PRIDE**, while meeting our mission for our community.

Looking toward the futurity we seek, we will continue to strive for excellence with all of our pursuits. Our enhanced communications, both internal and external, will help us further connect with the people of Los Alamos, as well as become a more effective and efficient organization.

Acknowledging that we value professionalism, we will invest in our greatest asset, our members, through our initiative that focuses on improved leadership. This, along with comprehensive succession planning, will help move the department forward, sustaining and growing the quality that is the Los Alamos County Fire Department.

For us to demonstrate our readiness, our training initiative will bolster our ability to safely serve those who entrust us with the responsibility of their safety and welfare.

Dedication to those we serve and ourselves will be the mainstay in all that we do, while always personifying our traditions and calling by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing this vision to fruition.





Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- 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.

- 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

² Collins Good to Great and the Social Sectors. Boulder, 2009





A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable 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. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*





Glossary of Terms, Acronyms, and Initialisms

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.
ALS	Advanced Life Support
APS	Adult Protective Services
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
AWA	Alternative Work Assignment
CA	Cooperative Agreement
CASS	Commission on Accreditation of Ambulance Services
CAD	Computer Aided Dispatch
CE	Continuing Education
CISM	Critical Incident Stress Management
CFAI	Commission on Fire Accreditation International
CO	Company Officer
CPS	Child Protective Services
CPSE	Center for Public Safety Excellence
Customer(s)	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.
CYFD	Children Youth and Family Department
DOE	Department of Energy
EAP	Employee Assistance Program
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
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.





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ER	Emergency Room
FCD	Fire Chief's Directive
FEMA	Federal Emergency Management Agency
HR	Human Resources
IAFF	International Association of Fire Fighters
Input	A performance indication where the value of resources is used to produce an output.
ISO	Insurance Services Office
KSA	Knowledge, skills, and abilities
LA	Los Alamos
LAC	Los Alamos County
LAFD	Los Alamos County Fire Department
LAMC	Los Alamos Medical Center
LANL	Los Alamos National Laboratory
LAPD	Los Alamos Police Department
LAPS	Los Alamos Public Schools
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.
NFPA	National Fire Protection Association
NNSA	National Nuclear Security Administration
OSHA	Occupational Safety and Health Administration
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.
PERA	Public Employees Retirement Association of New Mexico
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
PR	Public Relations
SFCFD	Santa Fe County Fire Department
SME	Subject Matter Expert





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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 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 an action. Something to accomplish in assisting the agency to move forward.
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 provides 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 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.
STT	Shift Training Team
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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Appendix 1

Community Expectations

Understanding what the community expects of its fire 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 community needs.

Respondents were asked to list, in priority order, up to five expectations they have for the Los Alamos County Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the career field future direction responses of the key stakeholders:

Community Expectations of the Los Alamos County Fire Department (in priority order)

1. Fire protection and safety - quick response times. Excellent response time. Responsiveness - response time. Respond to medical/fires in a timely manner. Ability to respond quickly and efficiently to all emergencies. Response - timely and efficient. Adequate response time to calls. Respond quickly and safely to any fire, putting life above property, but trying to save property too. (190)
2. Maintain high level of training. Well-trained firefighters and staff. Maintenance of latest training and physical conditioning. Certification/training. Continuous training - fresh, new, innovative practices/skills. Well trained in their job, i.e. firefighting based on the area we live in (high desert, wildfire). Well trained in acute medical care in the field. Interdepartmental training to include communications to build a better relationship. Trained - continuous training and practice. Shared training with LANL so every is on the same page in an emergency. (161)
3. Develop fire safety classes to present to the community - campfires, dead trees, yard maintenance. Citizen education - such as wildfire mitigation, smoke detectors. Community fire prevention activities - frequent and effective. Community involvement. Community education on domestic preparedness and response. Education of the individuals and community leaders. Educate the





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community on fire mitigation, also somehow encourage community members to do mitigation on their properties for their safety and the safety of neighboring homes. (120)

4. Keeping the community safe. In fighting fires, protect life first and property second. Protection of the community. Keep community safe from fire and other hazardous situations. Assured safety for community. Safety of firefighters. (67)
5. Equipment. Big equipment that meets the need. Equipped - top of the line equipment that's fully funded and maintained. (41)
6. Cooperative, effective agreements with other agencies. Partnerships with neighboring communities (commuter population). Provide firefighting or assistance to the region, state, and nation as able. Coordinate with other county departments to achieve safe responses (e.g. natural gas, electric, water emergencies). Communication with other leaders perhaps once/twice a year with hospital leaders/police/etc. - meet to discuss community issues. Better communication with dispatch and involvement of dispatch. Coordination with other public safety services/agencies, including dispatch. Department that coordinates with LANL and local forest service officer. (40)
7. Community involvement. Community involvement/customer service, i.e. participation at the health fair, Science Fest, Chamber Fest, etc. Visible presence in the community. Serve as an active member of the school community. Visible. Public presence at events happening in the community. Positive community interaction. Customer service. Excellent customer service. (36)
8. Inspect commercial buildings, make recommendations to owners. Conduct regular fire safety inspections in all eight LAPS schools. Regularly, yet non-invasive fire prevention. Building, school inspections should be made more public. (27)
9. Transparency of money and funds used. Fiscally responsible to county and to staff (personnel). Efficient use of resources. Manage resources well. Wise stewardship of tax dollars. Efficiency. Fiscal responsibility. (20)
10. People in the fire/EMS department should display appropriate behavior - they represent public figures. Positive image in the community. Public relations - fire and EMS should be genuinely friendly and approachable when out in the public. (20)
11. Professionalism on and off the job. Professional. LAFD will respond in a professional and respectful manner. Professional in all interactions with the public and when not in the public eye. (17)





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12. Communicate with the community during emergencies. Communication with the community and surrounding communities. Notification/communication of impending disasters, wildfire, etc., and advising the community to shelter in place or evacuate. (17)
13. Have our fire stations staffed appropriately. Adequately staffed to serve the community. Quality workforce. Recruit and retain personnel. Enough employees to get the job done. Meeting staffing needs to ensure that each station is fully staffed. (14)
14. Wildfire vigilance and prevention. Forest fire dangers and what is being done to mitigate. (13)
15. Effective services (fire and emergency medical). Accurate response (getting to the right place, giving the right care, using the right techniques). (13)
16. Safety! That our firefighting personnel exercise safe practices. (12)
17. Assist other departments should the need arise. Have a good working relationship with other agencies we may be called upon for assistance. Continued mutual aid for fire/EMS with SFCFD. (8)
18. Ability to assess in the moment and make quick decisions. To possess fully operational equipment. (7)
19. Provide firefighting/protection to LANL. Respond to emergencies at LANL. (7)
20. Well kempt. Cleanliness. (7)
21. Collaboration with LANL. Take care of LANL. Knowledge of LANL facilities. (7)
22. Enforce fire safety codes. (6)
23. Good leadership/community bonding skills. Active and engaging leadership in the community health and safety concerns/challenges, opportunities/education. (6)
24. 911 readiness. Prompt, courteous, and knowledgeable 911 operator response. (6)
25. Highest level of comprehensive fire department services delivery to laboratory and community. (5)
26. Help keep students and staff safe in the Los Alamos public schools. (5)
27. Planning processes for possible emergencies in the community. (5)
28. Have a well-established and compassionate employee assistance program, in addition to any acute stress reduction. Peer support for members dealing with traumatic issues or events. (5)
29. More support (CISM) after events. (5)
30. Ambulance service and EMT - capacity and prompt service. (4)
31. Responsiveness. (4)





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32. Readiness to respond effectively and efficiently to unique and high hazards of the laboratory and community. (4)
33. Honesty of turnout times when called on the radio of being enroute. (4)
34. Have someone from the responding team ask thorough questions from the person who called for help, instead of taking the patient and leaving. (4)
35. Courteous. (4)
36. Providing a safe space - by that I mean if there is a person who is a victim of domestic abuse or violence, not only will the fire department take them in and refer them to care, but also be willing to actively promote this availability in the community. (4)
37. Judgement-free services provided should be made clear. I think that people are sometimes intimidated by fire response or EMT. (4)
38. Faster communication with the media so they can tell the public. (4)
39. Regularly scheduled tours of fire stations. Inform the public on hazards, training, and work completed. (3)
40. Balance mission between LA and LANL. (3)
41. Maintain first class infrastructure, operations. (3)
42. Calm when approached by someone in distress. (3)
43. Knowledge and awareness of wildfire risk. (3)
44. Continuing to use technology to help in rescues. (3)
45. Outstanding preparation, planning, and response to an active shooter situation. Included in this is excellent coordination with the police department, school district, LANL, and other agencies. (3)
46. Establish protocols on interagency response areas. (3)
47. Partner on forest thinning projects. (3)
48. Compassion (especially where loss is involved). (2)
49. Positively represent the community. Be a good example, department-wide, of civic duty. (2)
50. Fire crews and chiefs sit in on dispatch, so they may get a better understanding of what and how a dispatch center operates. (2)
51. Increased the numbers fighting wildland fires, forest fires in the Jemez Mountains. (2)
52. Knowledgeable of the community's landmarks. (2)





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53. Preparation. (2)
54. Emergency plans - evacuation of Los Alamos. (2)
55. Awareness of how to help both humans and animals evacuate safely in wildfire situations. (2)
56. Well-motivated, team-oriented organization. (1)
57. Be a team player/member of county government. (1)
58. Two-way communication. (1)
59. Commitment. (1)
60. Community medical delivery - increasingly fire departments are a key or primary component of community and rural medical/wellness service providers. (1)
61. Field ride-alongs for dispatchers with fire shifts other than the four-hour ride-along during the training phase. (1)
62. Coordination internally - every division invested in each other. (1)
63. Transparency. (1)
64. Community service, regional service, regional/national service. (1)
65. Gender awareness and equity. (1)
66. Not experience another fire like the Cerro Grande. (1)
67. Promote from within. (1)





Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Los Alamos County Fire Department (verbatim, in priority order)

1. Funding. The funding for the department in the face of change to LANL M&O contractor. Funding cuts could hamper readiness. Fire department funding and contract with LANL increases restrictions on the department's ability to meet community needs. Adequate funding - concerns about potential budget challenges facing the county. Fire department will be negatively impacted by county budget without GRT. LANL funding. (103)
2. Balance of capacity - training and services between LA and LANL. The capacity of the department in the face of increasing fires (due to drought and climate change). Too LANL focused. Because majority of funding is LANL based, worry that the community would be secondary in event. Split of attention between public and lab. (36)
3. Response time. Time delays on responding to accidents on Hwy 502. Response times. Response times for canyon fires (in residential areas). (26)
4. In general, do we have enough assets to handle a large-scale fire emergency? Ability to handle a natural disaster with proper resources. (25)
5. Safety of firefighters and the community. Life safety for firefighters. Safety of the firefighters. (19)





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6. Dissemination of fire prevention information. Communication. No information put out to the public when there is an emergency. Even a sentence on social media would help. Communication - perhaps forgetting that the fire department isn't a standalone department - part of a county government team. (16)
7. Hazardous materials. Exposure to toxic chemicals/materials. (16)
8. Adequate training? The level of training and practice of EMS personnel. (16)
9. Use of money and funds. Costs. That resources are not managed well. Cost to tax payers. (15)
10. Lack of public education - too many events are there for public handouts, not real education for the public. Will there be enough time/energy/resources for necessary public outreach and education to the community? Education of children about fire/wildfires/terrorism. Do citizens know what to do in an emergency? (14)
11. Global warming/droughts. Wildfires, lack of moisture. Larger wildfires due to drought. Climate change. (14)
12. Having adequate number of firefighters with clearance. Are there enough personnel to staff the jobs? (14)
13. Lack of Los Alamos "owned" equipment. Do you have the equipment to do the job quickly and safely? Does not own their own equipment. (12)
14. Domestic terrorism preparedness - and well trained between departments. Levels of preparedness. (11)
15. Growing aging population issues (hoarding). Elderly hoarding - causing fire issues. (10)
16. Geography of the county (resources spread too thin). Time size, topography, etc. - do these and environmental factors increase responsibilities beyond what is reasonable? Can they handle the variety? Geography - access/isolation.
17. Can cultivate the culture of fear/paranoia unnecessarily (trail closures). Closing trails. Lack of trust in trail users during fire season. (10)
18. Evacuation drills for community citizens. Evacuation. (9)
19. Minimal staffing at firehouses. Retention of current staff. Recruitment liability to recruit necessary staff. Recruitment issues could hamper performance. (9)
20. Too many employees and not enough work. Nowhere near enough work for full-time fire department on town side of bridge. (9)





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21. Sufficient mitigation resources for wildland fires? The possibility the fire department could be overwhelmed in a wildfire situation. (9)
22. Training/knowing the types of hazards. That personnel stop learning. (7)
23. As a community member and very active, I don't feel as I know our fire department. Perhaps more communication? Lack of communication with dispatchers. (7)
24. Over response - multiple units responding to a call even when units have been updated that it is a smaller incident. Too often lights and siren. Too many responders showing up for an EMS call. For fire, yes, you can't have too many. But for EMS, perhaps have a more reasonable and measured response approach. (7)
25. Fire Marshal not working with the community. Fire Marshal not small business friendly. (6)
26. Community involvement. That personnel become disengaged with the community. (5)
27. Can those big trucks fit down those narrow streets when cars are parked on both sides? (5)
28. Possible impact of the renegotiated agreement with the DOE. (5)
29. Please make sure they are paid what they are worth. I am not related or socially connected to any LAFD employees, but I fear their pay is not commensurate with their job risk. (5)
30. Stability. (5)
31. Limited roads and streets. (5)
32. Unification. (5)
33. Culture of arrogance. (5)
34. That politics get in the way of civil service. (5)
35. Management/prevention of loss and damage to equipment, vehicles and property/assets provided to the department. (5)
36. Very, very low number of certified wildland firefighters to be able to fight the Jemez fires. (5)
37. Lack of knowledge of who to contact with concerns so that appropriate direction can be given - it is always frustrating being transferred from one person to another. (5)
38. What is the chain of command and who are they? (5)
39. Need to update the firehouses. (5)
40. Keeping vehicles maintained on a timely basis - recalls not being scheduled. (5)
41. There could be dissatisfaction in the ranks that could affect meeting expectations. (5)





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42. Understanding protocols on interagency response areas, especially on LANL property. (5)
43. Sending our equipment across country to help with wildfire - we live in a wildfire zone, too. (5)
44. Never, ever a good understanding as to LANL-related risks/exposures/treatment/response. Seriously, never! LANL is too dysfunctional...how can you prepare? (5)
45. There is so much stigma and bias in the community regarding the poor, mental illness, and homelessness. Is the department doing enough to be advocates to support people? (5)
46. Exposure to hazards. (4)
47. Pre-arrangement with other agencies, re: logistics. Partnerships with neighboring agencies (commuter population). (4)
48. Access issues with limited ins/outs of the county. (4)
49. Less concern about fire department vs. community on education of defensible space around a home. (4)
50. Public relations - LAFD has had some "bad" PR related to employee conduct. This takes away from their public support. (4)
51. Organization is white mail dominated, especially at higher levels. This tends to make it much more difficult to interact in a positive way with others who are not white males. (4)
52. Robustness of pre-incident planning program to support effective response and decision-making at challenging facilities. (4)
53. How can we best provide physical barriers and school access control, while giving fire personnel access in case of fire. (4)
54. Over-burdensome DOE oversight. (4)
55. Lack of training with dispatchers to help them understand why things are done the way they are. (4)
56. Identifying health needs. (4)
57. EMS vs. fire - majority of calls are EMS calls, rather than other areas. Is it treated that way? Is it funded that way? Staffed that way? (4)
58. LAFD could be more attentive and responsive to community and stakeholder feedback. (4)
59. When I go into the administrative offices, why are the chiefs not willing to come out of their offices and say hi? (4)
60. Lack of community knowledge of who the firefighters are. (4)





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61. Need better training facilities. (4)
62. Efficacy of evacuation. (4)
63. Loss of knowledge/experience of seasoned firefighters through attrition. (4)
64. Life aid classes not publicly advertised widely. (4)
65. Some residents do not take responsibility for fire mitigation or maintaining defensible space on their property. They feel entitled that the responsibility falls on government. (4)
66. No follow up call from administration to explain why education was not done. (4)
67. Do you have a mobile crisis team to engage people in ways that are empathetic and supportive? (4)
68. Recruitment liability to recruit necessary staff. (3)
69. Community buy-in of fire mitigation strategies. (3)
70. Water supply in the event of a fire. (3)
71. Involvement/preparedness. (3)
72. Perception of readiness/availability when apparatus and crews are routinely seen at grocery store daily - when expectation is crews should be in district/in station for response readiness. (3)
73. Protection of employees on lab side of the bridge. (3)
74. Changes in leadership. (3)
75. Lack of knowledge by operations and fire chiefs on the ability and knowledge of dispatchers during crisis mode. (3)
76. Respect in the community? (3)
77. Future forest fires. (3)
78. LAFD priorities not aligned with hazards assessments and risk analysis. (3)
79. Lack of community knowledge of all LAFD does regionally/nationally and how it benefits Los Alamos. (3)
80. Environmental impacts from LANL. (3)
81. Balance of homelife versus working hours. (3)
82. Employee morale. (3)
83. Personnel retention Are you hiring enough to replace retirements? (3)
84. Are we in any danger of having a volcanic eruption? Have you done a risk assessment? Are we ready for that? (3)





85. Failure to act professionally at administrative level. (3)
86. Do you have a community engagement team that can help people beyond the initial contact they had with the department to prevent recurrences? (3)
87. Areas to go when emergency happens. (2)
88. Overuse or abuse of community calling 911 or ER utilization. (2)
89. Fire administration is still renting. (2)
90. Reliance on decisionmakers outside of the community for prioritization and resource allocation. (2)
91. Thinning of local forests. (2)
92. Over-simulation during drills/exercises - practice how you expect to respond and willingness to be self-critical. (2)
93. Top heavy with management. (2)
94. IT processes, i.e. response time data with new system. (2)
95. No trust or relationship between dispatch and fire personnel. (2)
96. Lack of coordination with the police department. Who's in charge? Do both have same training? Same gold/direction when possible? (2)
97. Budget being spent outside priority hazards. (2)
98. Lack of community knowledge of when they should help and when they shouldn't. (2)
99. Fire and police seem to get special treatment by council and county management. Can we put them on same level as other county employees? (2)
100. Length of shifts, excessive overtime. (2)
101. Radio capabilities. (2)
102. What is the true likelihood that a nuclear catastrophe could cause fires and destruction for the community? Risk assessment? Likelihood? Are you ready? (2)
103. Firefighters not trained to respond to fire at medical center to shut off medical air in the event of a fire. (2)
104. Do you have a process in place to transfer people over to a mental health line when the emergency is not related to your overall mission/vision so as that you are getting people connected with the right resources at the right time? (2)
105. Personnel issues - HR, union, discrimination, abuse of power. (1)





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- 106. Growing opioid epidemic. (1)
- 107. Accountability. (1)
- 108. Lack of experience of shift personnel on geographical area of Los Alamos County and their own response districts. (1)
- 109. Lack of experience/diversity. Where are the females? How many come from another agency? How many are deployed elsewhere to get experience? (1)
- 110. Compliance with industry standards. (1)
- 111. Ability to evacuate Sambrillo and Aspen Ridge. (1)
- 112. If there is an issue at the lab, are you ready to safeguard the community? (1)
- 113. I worry that our road layout could prevent LAFD from arriving at incidents quickly enough. (1)
- 114. Are you attending other community planning meetings to ensure there are not silos or duplication in services? (1)



Community Stakeholders Work Session





Positive Community Feedback

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

Respondents were asked to list up to five positives or strengths relative to the department. Responses were then analyzed for themes, but not weighted. "The data was processed to determine how many respondents had the same positive or strength theme. The themes were then sorted from the highest cumulative number to the lowest cumulative number and listed below. The numbers in the parentheses are the cumulative number (how many respondents had the same theme) that correlated with the theme identified. While the themes are listed in prioritized order, all responses were important in the planning process. The following are the positive and strengths of the community stakeholders prioritized accordingly:

Positive Community Comments about the Los Alamos County Fire Department (verbatim, in no particular order)

- LAFD's medical response is above average. Competent EMS. Exceptional EMS group. The fire department provides excellent EMS. (8)
- LAFD is heavily funded. Funded. Amount of funding. External funding source that provides modern equipment. Well-funded by both tax payers and LANL. (9)
- LAFD dispatch is very customer driven and provides above average customer service. (1)
- LAFD administrative assistants provide above average customer service. Good customer service from admin. Great customer service skills. Competent administrative staff. (9)
- LAFD has a good reputation in our community. All staff is friendly and show a high-level of respect to others. Kind and helpful both at work and at home. Courteous staff. Willingness to help out. Easy to work with. Approachable - especially kid friendly/family. Easy to communicate with. Every interaction with fire department staff is friendly and professional - great group of folks. Reputation is positive. (23)
- Community support. Community participants =visibility. Community outreach. Amazing participation by firefighters in community activities. (20)
- Facilities. Sufficient fire stations. I like that White Rock got the new station. Facilities condition. Location of stations. (6)





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- Equipment. Maintaining good equipment. Equipment looks excellent. Outstanding equipment. Well equipped. Equipment. (14)
- EMS and fire department have been quick to respond. Quick response. Quick response time and large response when needed. Seem to arrive and serve areas very well and timely. Responsive - excellent response times. (21)
- Open to community members questions. Approachable at community events. Community outreach. Great community involvement. (29)
- Available to help with safety concerns at the college and labs. (1)
- Excellent coordination w/LANL during 75th anniversary picnic. Collaboration with LAPD seems positive. Great interaction between LAFD and LAPD. Collaboration. (15)
- Good presence in town and on LANL. Community events are very positive. (12)
- Professional-always takes calls seriously and take time to evaluate. Takes responsibility. Professional demeanor of firefighters on and off duty in the community. Seem to be staffed with positive caring human beings. Professionalism on the job. Caring individuals. Employees care about the department and community. Responsive. Pride in the work they do. (24)
- Knowledge. Training and promoting staff. Well trained. Firefighters/EMS exhibit their high-level training in how they behave when responding to an emergency. Well trained and certified employees. Strong maintenance of technical training. (33)
- Organized. (1)
- Response to other regional/national fires. Became a part of the RMP and deployable for wildland events. Mutual aid to wildland and other events. Strong wildfire vigilance. New wildland fire division. The wildland division has been deploying crews offsite to gain more experience, this is beneficial to Los Alamos as well. (14)
- Excellent Chief. Strong leadership. Progressive leadership. Strong leadership observed from the top down. Leadership and participation in various county/community committees. Professional management that seeks self-improvement. (11)
- We are certified. Commitment to the accreditation process. (2)
- DOE support. (1)
- The service where a firefighter or two will come out and evaluate a person's property for fire hazards and give advice and written information. Wish everyone would do that. (1)
- The fire department pays in a timely manner. (1)





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- Passionate employees - I have yet to meet an employee that didn't love the profession and a desire to serve. (1)
- Loved by the community. (1)
- Efforts to teach children fire safety and to be comfortable with fire personnel. First aid classes are appreciated. Willingness to engage with kids is great. Teaching our children about fire safety. My kids love to visit the fire stations for tours with various groups. (8)
- LAFD represents itself and the county to the highest standards. I 100% believe they are a valuable asset to our community. Does represent LA County positively. (2)
- I feel extremely safe because of LAFD. I feel safe in this community. (2)
- Programs currently managed by the department. (1)
- Using technology to help in response times. (1)
- This planning session as evidence of effort to understand and respond to community values and concerns. Very proactive. Willingness to improve the department. Forward thinking (attempting). Vision. (7)
- Highly publicized discipline/behavior problems seem to have been dealt with effectively - a thing of the past. I 100% believe that they ethical. (2)
- Seems to be well staffed. Number of personnel to match community need. More than sufficient resources for "normal" community. Staffing levels. Resources. (5)
- Working with code enforcement to minimize fire hazards at permit and building stage. (1)
- Website is good. (1)
- Ongoing training at St. 2 evident. Training opportunities. (2)
- Low call volume. (1)
- Good on scene decisions, i.e., public safety. (1)
- Nice to see promotions coming internally - good for morale. (1)
- Home town feel. (1)
- Experienced personnel. (1)
- To my knowledge the fire department is the only ISO 1 department in the state, beneficial as a homeowner. (1)
- Command staff knows how to navigate the political landscape. (1)
- Excellent support of schools. (1)





Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Los Alamos County Fire Department (verbatim, in no particular order)

- Appreciative of what they do.
- Very supportive of fire wanting to incorporate training w/police and improve relationship.
- Interesting that expectations and concerns overlap of have similar themes.
- As county risk manager, I monitor LAFD risk performance.
- I believe LA should plan for a reduced role at LANL or total separation from LANL. Funding and current issues with NNSA/DOE should make us challenge our decisions today to consider an independent LAFD.
- Thanks for asking!
- Department is doing a great job!
- Thank you for asking the Los Alamos schools to be part of the strategic planning for the fire department.
- I remember about 8 + years ago there were personnel issues, ethics issues, etc. I don't believe that is the case anymore. Every interaction I have had with LAC fire department staff has been w/people whom are professional, caring, solution driven. Thank You!!
- Our department has a strange existence given its connection/contract with LANL. By nature, this causes the community to view them differently than that of the average department. They should probably get some special PR training on how to discuss and deal with this.
- Overall, I think the fire department does a great job in the community. They always have a presence in all the functions that I have attended. On a personal note the emergency and or ambulance service is very professional well done.
- Our fire department is one of the best groups of people I have ever encountered they are professional, friendly, helpful and knowledgeable. However there does not seem to be enough work to keep them all busy all the time. Community sees them play basketball, eat at Smiths, etc., all while on duty. Gives the impression not enough work to keep them busy.





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- Thank you to the entire fire department and EMS people. All my experiences with you have been positive and I am grateful to all of you for your compassion and care.
- Wish I knew more of the firefighters. You feel safer in a community where you know the people keeping you safe.
- Fire department personnel care.
- Please remember that LAFD is greater than just those immediately in its employ – there are multiple agencies that supply support (critical support) that are overlooked until something “bad” happens then the blame falls on them. Convenience is not the only time we should matter.
- I had a neighbor once who I believe had mental health problem and would call the fire department (911) for many reasons not related to an emergency. Is there a process in place for identifying and channeling these type mental health individuals and connecting them to help?
- I think the fire safety education programs for children in the community are exceptional.
- Recently had the pleasure of working with EMS in the emergency department. Wonderful crew, helpful, knowledgeable, stayed until the patient stabilized.
- Are they prepared and or trained to handle a nuclear attack? Assist in what if any war possible.
- If there is another Cerro Grande fire would they handle different?
- Attrition rates vs ability to fully staff department w/upcoming retirees.
- Personal experience shows me a great cohesive partnership between LANL/LAFD.
- I once had a very positive experience with the department upon reporting odor of gas. They came immediately, were efficient and polite. (May not have needed to use sirens however – a bit of overkill!)
- The community relies heavily on the county to maintain defensible space either through programs such as LAFI (cleaning mulching) trees on residential property or through solid waste providing brush or bulk collection. At what point does the responsibility fall back on the homeowner?
- Training for chaplains/CISM training, PTSD.
- Communications, especially for people that work in town who do not live here could improve.
- Some officer’s customer interactions are negative/threatening, this can lead to a reluctance to cooperate with you or to call you when there are concerns.
- Need greater focus on defensible space.
- Interaction with the department has been positive.
- They are very good to work with.





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- I would encourage you to consider sending this community input form out via email to those that didn't attend, as well as those that are in the Department of Health and the Department of Human Services.
- I was incredibly disappointed that the fire department and county chose to close our local trails during the fire season. Trail users are not starting fires on county land. They could, however, spot lightning caused fires much quicker if they were actually on the trails. Lack of trail access was a mental health issue for many in this town.



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Appendix 2

Supporting Services of the Los Alamos County Fire Department

Law Enforcement	Emergency Communications	Information Technology
Human Resources	Finance	Medical Director
Department of Energy	Los Alamos Public Schools	Los Alamos National Laboratory
Chaplain Program	Vendors	IAFF Local 3279
Fleet Management	Training Division	Safety Division
State Department of Transportation	Hospitals	State Fire Marshal's Office
Colleges	Administration	CPSE
Service Organizations	Honor Guard	Atomic City Transit
Classic Air	National Guard	ATF
Community Development Division	LANL Wellness	LANL Occupational Health
Clearance Processing	Forestry	Public Works
State EMS Licensing	National Registry	Utilities





Appendix 3

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and 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 staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department’s strengths as follows:

Strengths of the Los Alamos County Fire Department	
Funding – training, staffing, equipment	Staffing – amount, training
Equipment – quality, up-to-date, modern	Support – administrative staff, community, open door
Internal promotions	Personnel – diversity, skill sets, background, ideas
External relationships – LAC, LANL, DOE/DOD, ProForce, LAPD, LAMC, forest service, SFCFD	Higher education – conducive to greater learning and degrees
Technology – tracker, hours med vendor	Response times – overall total response times
Compensation – pay, benefits, retirement, tuition reimbursements	Training opportunities – off site, CEs, on site, specialized
Internal relationships	Strong leadership
Public education/Outreach program	Specialized teams – knowledge, response
Core values	Fitness initiative/Wellness program/peer support
Trust in more members and their abilities	Q cleared – proof of integrity
ISO rating	Accreditation
Diversity of programs	Wildland deployments
Safe from typical community threats	Labor management process
Professionalism	Paramedic school
AWA	Strategic planning
Leave donations	Generosity by department members
Wellness facility	Schedule
Successful outcomes – deliverables, responses	Media/PR – community relations
Uniform allowance	Laundry service/contamination control
Shift trades	Multi-year collective bargaining agreement
Incentives	Familiarity with staff





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Weaknesses

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 department stakeholders as weaknesses:

Weaknesses of the Los Alamos County Fire Department	
Turnover, loss of knowledge	Call volume, lack of experience
Training opportunities	Uncertain revenue stream
Facility maintenance causing problems	Too many FCDs
Exhaust-related health problems	EMS division – limited interaction, communication
Physical fitness standards lack discipline	Lack of confidence in leadership
Lack of discipline	Lack of succession planning
Compliance with security measures	Commuter department (community pride)
New hire probation – holds no teeth	Inconsistent expectations from Cos
Addressing poor performance (transfers)	Accountability inconsistency, not following FCDs
Uniformity in fire ground tactics	Embracing change
Executime	Always playing catch up
Lack of communication (labor management, vice versa)	Operation personnel don't understand what admin does daily to support
Number of ALS providers versus number of ALS calls	
Culture of entitlement	Lack of workforce diversity
Not enough public relations to educate public of LAFD programs, progress	Lack of empathy for/ lack of knowledge of how to help/steer those with mental illness
Lack of use of training facility	Lack of program updates
Outdated stations at LANL	Lack of communication between divisions
Professionalism – untucked uniforms, backwards hats	Lack of positive reinforcement
Favoritism	Lack of accountability (to include COs and chiefs)
Apathy	Lack of planning
Lack of chain of command	No relationship between admin and crews at times
Current promotional process extension	





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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. The department stakeholders identified the following potential opportunities:

Opportunities for the Los Alamos County Fire Department	
Additional county-owned vehicles/apparatus for all hazards deployment	Grants – research availability of grants, look into and apply for more
Drones – better trail rescue, HazMat response, wildland response, etc.	Motorcycles – trail response, replace bikes for EMS (faster response)
Mitigation program used as a feed program into LAFD	Mutual aid training – burn building, TRT, HazMat team, training at LANL
NM fire academy, NFA class, Auto X	
LANL transition	Training opportunities
Outside employment (post-retirement, second job)	Promotions – from within, apply for specific BC
Higher education	Sharing knowledge with other DOE entities
Wildland deployment (experience, financial gain)	Partnerships with schools, forest service
NM taskforce – resurrect, airplane, international/national response	Application of LANL technology to fire department operations
External relationships – community relationships	LANL SME
LA visiting nurses	Community paramedicine, APS, CPS, CYFD
FEMA typing – disaster response	Integrated health care with hospital
Cell phones – new apps and programs (executive, Scott safety asset management, hand tevy, truck checks, trail maps, HazMat, weather, rescue task force, etc.)	CAAS accreditation
	Improve public outreach to high school and college
	Heart-safe community designation
	Horse team – more reliable than a motorcycle





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Threats

By recognizing possible threats, an organization can 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 department stakeholders were as follows:

Potential Threats to the Los Alamos County Fire Department	
Public perception	DOE takeover – external agencies offering services
Decrease in community support	Loss of accreditation/ISO rating
Lawsuit/legal actions	PIT production
NFPA standards, best practices – influence organization, unfunded mandates	County policy changes that affect LAFD
	Station security
Technology hampering LAFD response (social media)	Aging infrastructure (buildings, hydrants, etc.)
Active shooting	Dispatch turnover
Community not following codes/code enforcement	Lab shutdown
Dispatch training	Politics
Terrorism/War	News media
Natural disaster	Exposure to legacy/unknown hazards
Technology – robots (staffing replaced)	Health, environmental, political, financial
Attrition/staffing – loss of knowledge and experience	PERA solvency
Decrease in funding – loss of cooperative agreement	Security
Increased oversight by federal agencies	





Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p>Communication - internal</p> <ul style="list-style-type: none"> ○ Crews not communicating with administration – assumptions, unclear communications, conflicting ○ Communication skills ○ Lack of open forums – participation ○ Priority of messaging – email ○ Concise communications ○ Updates – closed-loop communications ○ Personal accountability 	<p>Communications - internal</p> <ul style="list-style-type: none"> ○ Too many emails – not reading ○ No clear point of contact ○ Prioritizing time for communications ○ Identifying who needs to know ○ Demands on time ○ Closing loop on training – requests – backwards ○ Poorly communicating change
<p>Community Outreach</p> <ul style="list-style-type: none"> ○ Conflict with different teams ○ Lack of personnel involvement ○ More risk specific ○ Lack of fire department involvement in events ○ Commuter department ○ Lack of exposure ○ LANL presence ○ Public perception ○ Lack of platform 	<p>Communication - external</p> <ul style="list-style-type: none"> ○ Perception ○ Social media ○ Ignorance ○ Community outreach ○ Underutilizing the press ○ LANL – who is what?
<p>Leadership</p> <ul style="list-style-type: none"> ○ Lack of discipline ○ Lack of accountability ○ Lack of leadership development ○ Favoritism ○ Too many/convoluted FCDs ○ Inconsistency ○ Lead by example ○ Succession planning 	<p>Accountability</p> <ul style="list-style-type: none"> ○ Lack of company officer training ○ Initiative ○ Lack of leadership training ○ Deterioration of chain of command ○ Friendship versus leadership ○ Reluctant to make difficult decisions ○ Unity of command (good cop/bad cop) ○ Consistent consequences
<p>Training</p> <ul style="list-style-type: none"> ○ Lack of community involvement/exposure ○ Opportunities ○ Apathy/participation ○ Training with other agencies ○ Turnover/loss of knowledge ○ Knowledge sharing ○ Rollout of new training ○ Motivation 	<p>Succession Issues</p> <ul style="list-style-type: none"> ○ Transition ○ Preparation for next gig ○ No initiative ○ Create blueprint for future opportunities ○ Promote for position ○ Lack of interest ○ Pay/compaction ○ Commuter department





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Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
Planning <ul style="list-style-type: none"> ○ Strategic planning ○ Reactive – proactive ○ Marketing – national publications ○ Program management ○ Overall goals ○ Project planning 	Facilities <ul style="list-style-type: none"> ○ Old ○ Timeline of repairs ○ Little control ○ Can't fix ourselves ○ Unaccountable for facility condition ○ Fire department – low priority
Safety <ul style="list-style-type: none"> ○ Lack of heart saver toner ○ Health/fitness – cancer ○ PPE ○ Technology ○ Rehabilitation program ○ Peer support ○ Underutilizing programs ○ Lack of calls/practical experience ○ Culture 	Technology <ul style="list-style-type: none"> ○ Unclear why we can't use ○ System capabilities ○ LANL security ○ IT – lack of customer service ○ Slow to change/implement Unity <ul style="list-style-type: none"> ○ Understanding chain of command ○ Tact in communications ○ Understanding the business end ○ Limited perspective (operations/administration) ○ Communicate ○ Commuter department ○ Geographic boundaries – size limits communications ○ Clicks ○ Silos



Colorado Cordova and Allen Quintana present Critical Tasks at the Department Stakeholders Work Session

