



Santa Fe County Fire Department Strategic Plan 2019-2023

A Safer, Healthier and More Sustainable Community

February 3, 2019



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MESSAGE FROM CHIEF SPERLING

The Santa Fe County Fire Department is a unique organization responsible for providing a wide range of emergency and non-emergency fire and emergency medical services to the citizens and visitors of Santa Fe County. As a combination fire department, utilizing the vast and diverse resources of volunteers and career staff, we are charged to save lives and property across nearly two thousand square miles of largely rural landscape pocketed with growing suburban, urban and commercial development. Our volunteer and career staff must have the skills and knowledge to successfully address life safety challenges associated with 62 thousand New Mexicans who call our vast areas of high desert ranchland, foothills, forested mountains, isolated homesteads, compact traditional and historic communities, Native American Pueblos, and urban developments, home.

Since the consolidation of SFCFD in 1997 from 15 independent volunteer fire departments, the planning function, and in particular the development of 5-year plans, has been an important tool in the evolution and growth of our services. In a little over twenty years, the department has evolved from a small handful of paid staff and a large core of volunteers to, in 2018, nearly 150 career firefighters and Emergency Medical Technicians, Fleet Mechanics, Fire Prevention Specialists, Wild Land Fire Specialists, Training Officers, and an experienced Command and Administrative group. Throughout it all, the department continues to support over two hundred volunteer personnel and one hundred fifty staff who on a daily basis may fill multiple roles in meeting the department's mission of providing outstanding service, every call, every day.

As I look back over the previous planning efforts, I marvel at the good work that was done to communicate the need to expand and professionalize services while emphasizing the difficult work ahead. The experience of developing previous 5-year plans, perhaps as much as the final documents, has helped the leadership of the department and the county understand the challenges, as well as the opportunities, associated with growing a combination fire department while respecting the traditions that form our foundation and unique qualities.

The development of this 2019-2023 Plan brings into focus the successes of these past efforts; it also shines a spotlight on the many significant challenges and opportunities the future may hold for us. Throughout the planning process, we have purposefully retained the spotlight on these challenges and opportunities, and with the assistance of our consultant Michele Lis, we have been able to formulate and articulate our path forward into five simple, but not simplistic, department goals. These goals have been further distilled into realistic and achievable Strategic Priorities that are accompanied by staff assignments and time lines to help us achieve measurable success.

Throughout the development of this 2019-2023 Plan, I have greatly appreciated the willingness of so many members to share their insights and ideas. It is clear that many recognize and truly appreciate the core values and beliefs that form the backbone of Santa Fe County Fire Department. I am struck by the strength and resilience of our outstanding and dedicated staff and volunteers who truly desire to serve their Santa Fe Communities. And I am greatly heartened by their willingness to applaud the department's strengths and successes, to tackle the challenges that remain unmet, and to welcome the opportunities that await our attention.

I. INTRODUCTION

The Santa Fe County Fire Department (SFCFD) is pleased to present its 2019-2023 Strategic Plan, *A Safer, Healthier and More Sustainable Community*. The purpose of this Strategic Plan is to clearly define the department’s vision, mission, values and goals while developing a roadmap for continued excellent services for the next five years. This plan will be used to provide information to the Santa Fe County Board of County Commissioners, County Administrators, division personnel and the general public. Additionally, the department’s overall mission, values, goals and strategic priorities must be adequately communicated and the role and responsibility of each individual understood in order to achieve success.

The plan was developed using an Appreciative Inquiry process that included input from over two hundred staff and community volunteers. The Strategic Plan also builds upon the foundational work completed during the Santa Fe County Strategic Planning process and in accordance with best practices. The following chart outlines how the SFCFD’s work connects to and helps to fulfill the Santa Fe County Mission to make Santa Fe County a safer, healthier and more sustainable community.

Santa Fe County Mission Statement: To provide a safe, sustainable, healthy community through a proficient, transparent and accessible government.

OUTCOMES	DIVISION CONTRIBUTION TO OUTCOMES
A Safer and Healthier Community	Emergency Operations
A Sustainable Community	Wildland Fire Prevention and Suppression, Emergency Management
A Healthier Community	Fire Department Health and Prevention Initiatives
Proficient and Transparent Government	All SFCFD Divisions

SFCFD provides essential emergency and non-emergency services to the residents and visitors to Santa Fe County. The department is a combination organization integrating paid staff and the service of dedicated volunteers. Formed in 1997 from the consolidation of 15 volunteer fire departments and the former Office of the County Fire Marshal, the department protects approximately 1900 square miles of unincorporated area as well as the incorporated Town of Edgewood.

Within these borders, the Department provides protection to approximately 61,000 residents, as well as several million square feet of commercial development. Santa Fe County is also home to four Pueblos – Nambe, Pojoaque, Tesuque, and San Ildefonso - which rely on the Santa Fe County Fire Department for emergency services.

Currently the Department supports 145 paid career firefighters and support staff, 14 volunteer fire districts with over two hundred volunteers, and maintains 32 fire stations countywide, including 5 staffed regional stations and 1 staffed substation. The department has an extensive inventory of vehicles including Fire and EMS response apparatus, command and support vehicles.

Besides providing fire and emergency medical services to the residents and visitors of Santa Fe County, the Department also provides mutual aid for fire, EMS and rescue services to Bernalillo County, Los Alamos County, Rio Arriba County, Sandoval County, San Miguel County, Tarrant County, the City of Espanola, the City of Moriarty, the Village of Pecos, and the City of Santa Fe.

A Safer, Healthier and More Sustainable Community is a strategic plan that will be used to guide the future work of the department. The strategic priorities and initiatives described within the plan will be instrumental to our organizational success. It highlights our dedication to building and supporting a highly skilled workforce and integrated combination department, developing leaders and creating partnerships to improve the health capacity of the community and to ensure Santa Fe County is prepared to handle potential environmental disasters. It will serve as a guide for continued excellence in meeting the needs of the community and making Santa Fe a safer, healthier and more sustainable community.



A. Strategic Planning Development Process

The SFCFD Strategic Plan was developed using the Appreciative Inquiry framework to engage stakeholders in an inclusive inquiry process to identify organizational strengths and best practices and to envision the future strategic direction for the department. SFCFD engaged a facilitator to solicit input from staff and community volunteers through surveys and focus groups. A total of 207 members participated in the development of this plan, to include seventy-two volunteers and fifty-four career staff in focus groups sessions, and eighty-one members completed surveys (thirty volunteers and forty-six staff).

A total of nine focus groups and planning sessions were held over a four-month period.

- Northern region focus group (Pojoaque, Tesuque, La Puebla and Chimayo volunteers)
- Eastern region focus group (Hondo, Galisteo, El Dorado and Glorieta Pass volunteers)
- Southern region focus group (Edgewood and Stanley volunteers)
- Western region focus group (La Cienega, Madrid, Agua Fria and Turquoise Trail volunteers)
- Administrative staff focus group (Administrative, Prevention and Wildland Divisions)
- Two regional career staff focus groups
- Two planning sessions with a strategic planning committee comprised of leaders throughout the department and two sessions with Chiefs Officers

Participants were asked about the department's strengths, opportunities and aspirations for continued excellence. A summary of themes and findings from the input gathered was used to generate the revised vision, mission, values and goals presented in this plan. *A Safer, Healthier and More Sustainable Community* is a strategic plan that will be used to guide the work of SFCFD by providing a roadmap based on five goals and corresponding strategic priorities. The goals will be achieved by implementing specific strategies, and progress on the goals will be measured by tracking progress on several critical performance indicators that support the department's updated vision, mission and core values.

The Appendix includes a proposed organizational chart, as well as a sample Action Plan that will be used by work teams to track actions, timelines and progress on performance indicators. The capital outlay spreadsheets appearing in the Appendix represent the department's best effort to anticipate the capital outlay needs of each fire district over the next five-year period. Each of the previous five-year plans incorporated district capital outlay as an important component of the plan. The listings serve as an effective planning tool for the expenditure of district funds, and keep the fire districts and the department aligned with addressing the highest priority capital outlay needs each fiscal year as part of the overall strategy to meet the department's mission.

Santa Fe County extends gratitude to the numerous staff and community volunteers who participated and took time to share their concerns, ideas and aspirations for the department.

Thank you!

B. Commitment to Continuous Improvement

The Appreciative Inquiry method used by the facilitator to solicit input included an inquiry process around four central themes: identification of strengths, opportunities, aspirations and results to achieve. A strategic framework including a vision, mission, core values, goals and corresponding strategic priorities are outlined in this plan, which incorporate input from stakeholders.

SFCFD is committed to a process of continuous improvement, using the plan as a living document and starting point for our work to build on our strengths and to improve performance. During the implementation phase of the planning process, SFCFD will employ a continuous improvement process to consistently ensure that we are assessing whether we are making progress on our strategic priorities.

The following are key to a successful implementation.

- Team leads are assigned to each priority area and are accountable for convening work teams and developing an action plan with assignments, deadlines and measures of progress.
- Results, in the form of thirteen priority performance indicators, have been identified to track progress over time (see page 16 – 22 for baseline data on performance indicators).
- Teams working on strategic priorities may identify additional performance indicators and track progress on those measures as needed.
- A cycle of planning the work, taking action, analyzing data and then making adjustments will be an important part of continuous improvement.



II. STAKEHOLDER INPUT: STRENGTHS, OPPORTUNITIES AND ASPIRATIONS

Highlights from stakeholder input are outlined in the section below and were used to inform the SFCFD's Strategic Framework and Plan. The Strategic Plan will serve as a living document and guide SFCFD's work to address the many challenges and opportunities in providing emergency services in a rapidly changing and increasingly complex environment. Santa Fe County faces many of the same challenges as fire and EMS agencies across the country. The growth in population and changing demands from communities has resulted in an increase in the number of calls for service. For instance, Santa Fe County Fire Department has experienced more than a 70% increase in emergency response activities over the last decade, a trend of 7% per year, which represents a significant challenge for a young combination department. The next decade will also present additional challenges as the population demographics change, and the number of seniors over 60 years of age continues to swell in Santa Fe County. As one survey respondent noted, "With an ever-increasing population of elderly residents and a general trend to greater income disparity, the needs and demands will shift in Santa Fe County."

The demands of fire service work have also shifted, with an increasing focus on requirements related to training, safety and health. "The reality today is that in many communities, to be a contributing, effective firefighter, a person has to meet significantly higher standards physically, in terms of training and in terms of 'on the job' experience (Lighting the Path of Evolution, The Red Ribbon Report, Leading the Transition in Volunteer and Combination Fire Departments)." The evolving and more demanding nature of fire service work often challenges combination fire departments' ability to recruit, retain and engage adequate numbers of volunteers who have the time to commit to training and other requirements. In line with the rest of the country, SFCFD has seen a decrease in the number of active volunteers engaged in fire service, at a time when community demands are increasing, as well as the need for community engagement which volunteers do so well due to their connections and roots in their individual communities.

Staff and volunteers shared many stories about how the nature of the work has changed, necessitating more prevention and outreach into communities, as well as the need to partner with other stakeholders to address these diverse community needs. Staff and volunteers also shared many stories about how problem solving has become a critical part of their work, as they engage with community members with diverse physical and behavioral health needs.

Another key challenge identified is the need to evolve fire service to prepare for the impacts of climate change and to ensure that the county is prepared to handle a potential catastrophic, cascading disaster. Fire Prevention and Emergency Management outreach efforts is key to keeping the Santa Fe community safe.

A. Strengths

The following were major themes related to departmental strengths identified by focus group and survey participants:

- Teamwork and collaboration
- Quality workforce – staff (field staff and across the department) and volunteers
- Better outcomes – 24/7 coverage, improved response times, STEMI program – lives saved
- Quality training and support for staff and volunteers (e.g., Volunteer Training Academy)
- Problem-solving
- Volunteer commitment and contribution, connection to and knowledge of local communities
- Good reputation in community, community outreach efforts
- Improved apparatus, equipment and staffing resulting in increased capacity
- Department Fleet Maintenance staff does a good job keeping apparatus functional and operational
- Union professionalism and effectiveness working with County
- Ability to change and adapt to changes in the department and areas served
- Administrative support and leadership
- Adaptability
- Diversity

B. Opportunities and Aspirations

The following include highlights from focus group and survey participants about the aspirations they have for the department. These are the major themes identified by focus group and survey participants related to challenges and opportunities:

1. Importance of an integrated, well-functioning combination department to be responsive to growth and the changing nature and demands of the work of the fire department.
2. Need to prioritize emergency preparedness and prevention.
3. Quality workforce and creation of pathways for leadership development.
4. Greater need for focused and integrated joint training and meaningful volunteer engagement.
5. Need for increased standardization and consistency to improve safety and quality of services.
6. Improved internal communications and the integration of a more appropriate unified organizational structure.
7. High quality resources, facilities, equipment and administrative support.
8. Importance of follow through on strategic plan priorities and commitments.

C. Focus Group and Survey Highlights

1. Need to prioritize emergency preparedness and prevention

The need for prevention, outreach and homeowner education in the urban-wild land interface is a critical priority for SFCFD as climate change impacts the region. “Increased preparedness for emergencies should be a high priority and core function of local government,” shared one participant. Others shared that emergency management should be elevated, funded and staffed adequately in order to be prepared for future disasters such as wildfire disasters experienced by other regions in the west. Fire Prevention and outreach efforts are key to keeping our communities safe.

2. Quality workforce and creation of pathways for success and leadership development; focused and integrated training and meaningful volunteer engagement

Perhaps the largest area of overlap among the different focus groups was about the need to support the people who do the work, invest in their training and compensation, and create pathways for both volunteers and staff to develop their skills and expand their roles within the department. Participants shared that high quality, joint training with staff and volunteers provides opportunities to understand each other's strengths and build teams that work effectively together. Participants shared a variety of suggestions about ways to provide high quality, standardized training for staff and volunteers (including ways to address barriers to volunteer participation), as well as cross training between division areas. It was suggested that a focused, integrated training plan to train career staff and volunteers together would ultimately increase effectiveness as a combination department.

An aspiration expressed by many participants was for a well-integrated department where everyone works together with clear expectations, roles and support. Another key theme shared was the need to create meaningful experiences and expanded roles for volunteers in order to retain new and existing volunteers. Volunteer numbers have been declining locally and nationally, so it is especially important to provide a successful outreach and recruitment program, as well as incentives, support and meaningful roles to keep volunteers engaged. Volunteers shared that it is important to create a culture of mutual respect and to acknowledge the value of volunteers as partners in achieving the shared mission.

Another important factor in a quality workforce is an orientation towards a healthy workforce. Participants shared that fitness standards and a high quality fitness program would help to keep the workforce healthy and injury free. Mental health was also raised as a priority area, with need for improvement both in services that provide support for PTSD as well as outlets for volunteer support. Providing adequate compensation and staffing levels are believed to be important factors in retaining positive morale and retention. Participants shared that there needs to be a plan to develop career pathways/ladders to ensure opportunities are available for continued staff and leadership development.

3. Quality and safety: Need for standardization and consistency

Another common theme was that that Standard Operating Guidelines (SOGs) and Standard Operating Procedures (SOPs) need to be followed consistently or in some cases outdated or inadequate procedures need to be updated to address the changes the department has undergone over the last few years. Many participants suggested that the revision and consistent implementation of SOGs across all districts and shifts should be a high priority to ultimately provide a safer working environment and better outcomes for the community. Participants suggested that revised SOGs should be aligned with NFPA standards and should follow best practice standards for safety and quality. Once SOGs are revised, a plan to train staff is essential for effective and consistent implementation.

4. Effective internal communications and a unified and integrated organizational structure

Participants highlighted both strengths and challenges of Santa Fe County's combination staff and volunteer structure, and shared an aspiration that better two-way communication needs to happen between the different levels of leadership and "boots on the ground", as well as respectful communication between staff and volunteers. It was shared that command structures need to be integrated and working in coordination so that resources are used efficiently and so that we can provide better and faster service to our communities. An aspiration shared was to have consistent

unity on the fire ground and in the field, and a continual focus on safety for all. Participants suggested that leadership roles are key to success. A continuous focus on two-way and timely communication and development of structures/opportunities for collaboration and communication between the lines were suggested as priorities.

5. High quality resources, facilities, equipment and administrative support

Participants described infrastructure issues such as limited or reduced bandwidth, old radio systems, lack of cell coverage, and poor road accessibility as challenges they face. While understanding that some challenges are related to external issues outside the County's direct control, it was suggested that there might be creative approaches to ensuring communication infrastructure backup systems are in place. It is also important to match the right fit equipment with the needs of the district, and to promote high equipment standards. Survey participants shared that all facilities need to be brought up to current standards as well.

Participants shared that administrative tasks (e.g. day-to-day purchasing process) are often time-consuming and burdensome on volunteer leadership, and suggested that additional support for purchasing functions would be helpful (e.g. designated staff, volunteer support or streamlined functions). Participants highlighted the need to grow administrative capacity (Accounts Receivable, Purchasing, Human Resources) to support growth and to employ strategies that increase revenue (e.g. increasing staff in ambulance billing increases revenue). IT infrastructure and technology could help to automate key functions and replace outdated manual systems that limit efficiencies.

Administrative staff recommended the need for improved coordination with other County departments to improve efficiencies around hiring, human resource and purchasing functions. Participants shared that having other departments understand the unique nature and urgency of public safety work would help bridge the gap in understanding the need for quicker turnaround times and the effects of equipment downtime. Participants also shared that the department could do a better job with marketing and educating staff, Commissioners and the public about SFCFD.



III. STRATEGIC FRAMEWORK

SFCFD Vision: To protect life, property and the environment; to ensure the safety and welfare of our personnel; to treat everyone with respect and compassion; and to build a safer and more resilient community.

SFCFD Mission: To provide outstanding and compassionate emergency medical services and fire protection and prevention. Every Day. Every Call.

SFCFD Core Values

- **DEDICATION TO THE COMMUNITY.** We are committed to serving the community.
- **RESPECT.** Our peers and customers are treated with respect, kindness, and compassion.
- **TEAMWORK AND COLLABORATION.** We value one another and welcome every contribution.
- **INTEGRITY.** We are truthful and honest in all of our transactions.
- **PROFESSIONALISM.** We employ high standards and continually improve the quality of our services.
- **RESPONSIBILITY.** We are individually and collectively accountable and responsible for our actions and for ensuring that all personnel return safely at the conclusion of each mission.

SFCFD Goals

1. Enhance the safety of Santa Fe County residents and visitors by providing high quality fire suppression, emergency medical, prevention, emergency management, and administrative services.
2. Develop a high quality professional workforce, and develop pathways for success, leadership development, and personal excellence.
3. Improve the health capacity of the community through innovative, pro-active and professional approaches that integrate with our community partners.
4. Ensure that Santa Fe County is prepared to handle catastrophic, cascading disasters with a focus on building capacity through planning, adequate staffing and the acquisition of appropriate resources.
5. Increase the awareness of SFCFD's mission, values and services, and engage partners to create safer, healthier, and more resilient communities.

IV. GOALS AND STRATEGIC PRIORITIES

The following chart restates the goals and outlines the strategic priorities related to each goal.

Goals	Strategic Priorities	Team Lead(s) Responsible	Timeline - Year
Goal One: Enhance the safety of Santa Fe County residents and visitors by providing high quality fire suppression, emergency medical, prevention, emergency management, and administrative services.	1a. Continuously improve quality and service through the development and consistent implementation of Standard Operating Procedures and Standard Operating Guidelines.	Operations Division Administrative Division	Year 1 Years 1-3
	1b. Deploy strategies that continue to grow a highly professional integrated career and volunteer department through policy development and the implementation of efficient, consistent operational and administrative standards.	Fire Chief	Years 1-5
	1c. Ensure high quality, safe, and efficient facilities, apparatus and equipment.	Administrative Division	Years 1-5
	1d. Build greater efficiencies in administrative support services.	Fire Chief & Administrative Division	Years 1-3
	1e. Expand the role of fire inspections in building a safer and more sustainable community.	Fire Prevention Division	Year 1
	1f. Implement hazard mitigation strategy and program.	Wildland Division	Years 1-2
Goal Two: Develop a high quality workforce and create pathways for success, leadership development, and personal excellence.	2a. Expand standardized training opportunities and plan, combining trainings for volunteers and career staff whenever practical.	Operations Division & Training Section	Years 1-2
	2b. Expand volunteer roles and support to result in an engaged volunteer force and higher rate of volunteer retention.	Volunteer Recruitment and Retention	Years 1-5
	2c. Implement enhanced programs and support services to improve the physical and emotional strength and resiliency of staff.	Operations Division and Volunteer Retention	Years 1-2
	2d. Succession plan development and implementation to grow current and future leadership and management through career pathways and staff development	Fire Chief	Years 1-5

Goals	Strategic Priorities	Team Lead(s) Responsible	Timeline - Year
Goal Three: Improve the health capacity of the community through the development and implementation of pro-active and integrated health and prevention services.	3a. Develop pro-active, preventative programs in collaboration with other community services and providers.	Fire Chief	Years 1-5
	3b. Develop implementation strategies for collaborative programs, working closely with community partners.	Operations Division and Medical Section	Years 1-5
Goal Four: Ensure that Santa Fe County is prepared to handle catastrophic, cascading disasters with a focus on building capacity through planning, adequate staffing and the acquisition of appropriate resources.	4a. Validate Emergency Management as a core function of local government. Identify realistic support in human resources, funding, technology and facilities.	Fire Chief	Year 1-2
	4b. Train and exercise emergency plans with internal County staff and community partners to build capacity and response capabilities.	Emergency Management Division	Years 1-3
	4c. Build emergency management core capability in warning and emergency public information.	Emergency Management Division	Years 1-5
Goal Five: Increase awareness of SFCFD's mission, values and services, and engage partners to create safer, healthier, and more resilient communities.	5a. Improve internal communication between command staff and staff/volunteers through consistent and direct communication channels.	Fire Chief	Years 1-5
	5b. Strengthen external communications with the community and stakeholders including targeted outreach and public education efforts.	Fire Chief	Years 1-5
	5c. Expand the Wildland Division planning, prevention and suppression capabilities to enhance the safety and resiliency of the County's Wildland Urban Interface.	Wildland Division	Years 1-3

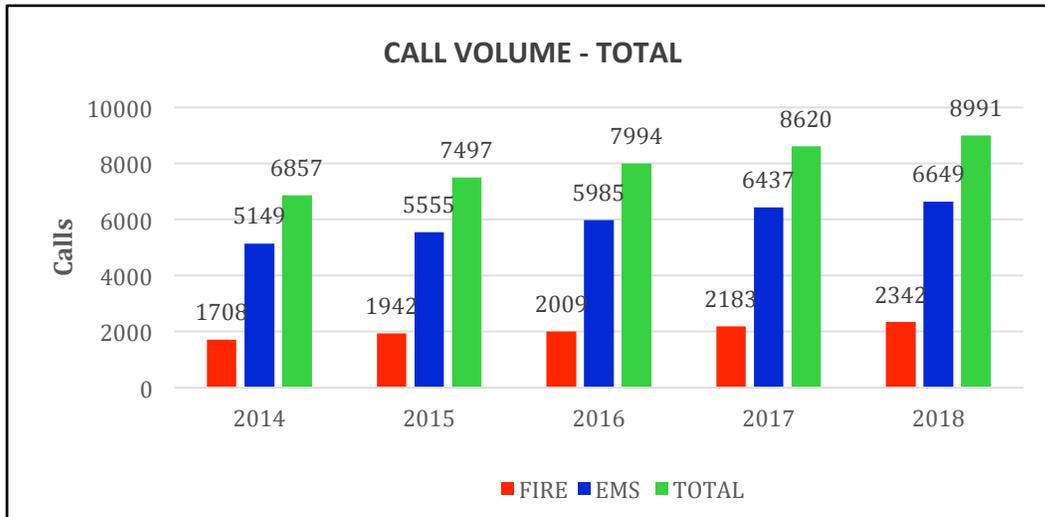
V. RESULTS: HOW DEPARTMENTAL PROGRESS WILL BE MEASURED

Santa Fe County Fire Facts

The following data shows the call volume, volume by region and incidents by category.

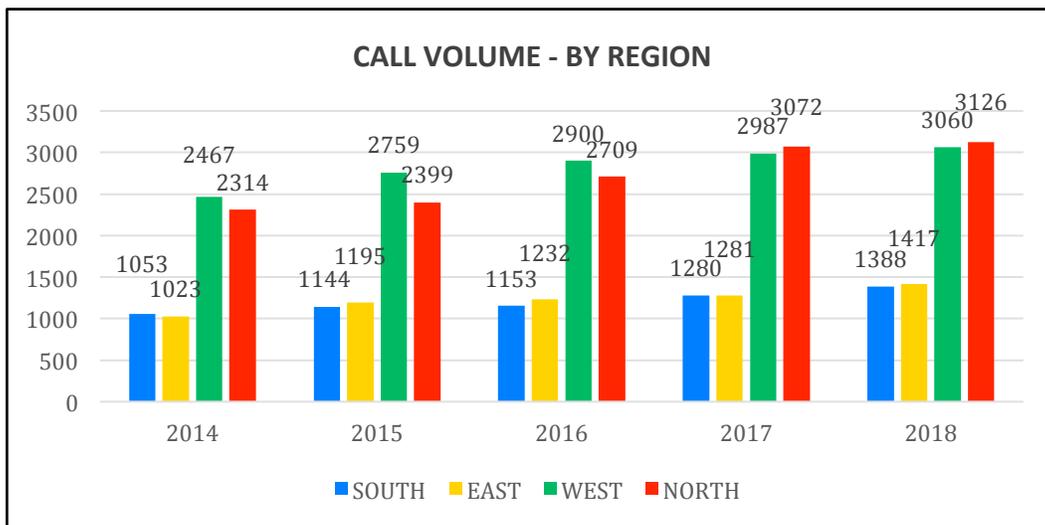
Call Volume – Total

This represents the actual number of fire and Emergency Medical (EMS) responses for the entire department. Derived from our Emergency Reporting (ER) records system.

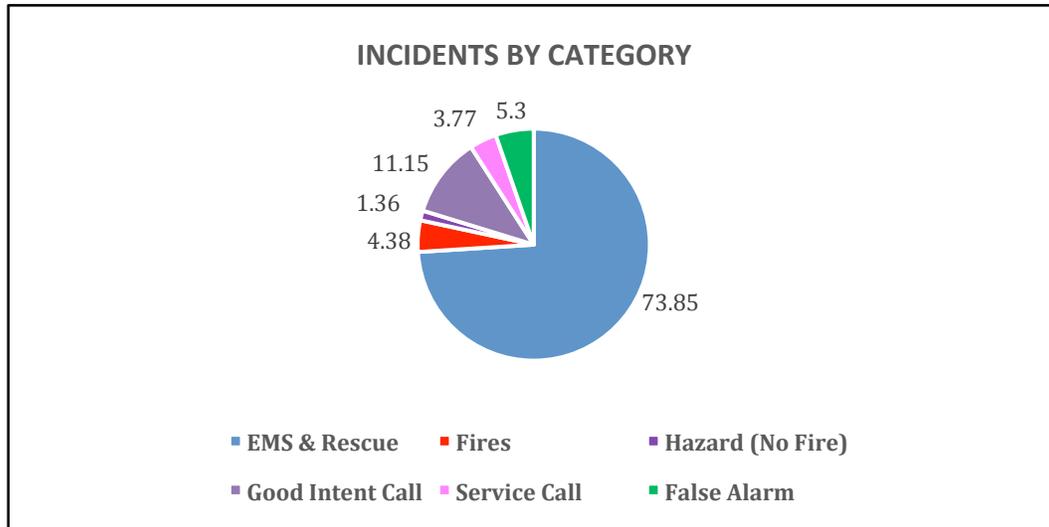


Call Volume – Region

This represents the actual number of fire and EMS responses for each of the county's four geographic regions. Derived from ER.



Incidents by Category



The above Santa Fe County Fire Fact charts demonstrate the following:

- SFCFD has experienced more than a 70 percent increase in emergency response activities over the last decade, a trend of 7 percent per year;
- Call volume has increased in fire and EMS/rescue over the last five years;
- Call volume has increased in each of the four regions over the last five years; and
- 73.85 percent of all incidents are EMS & Rescue calls.

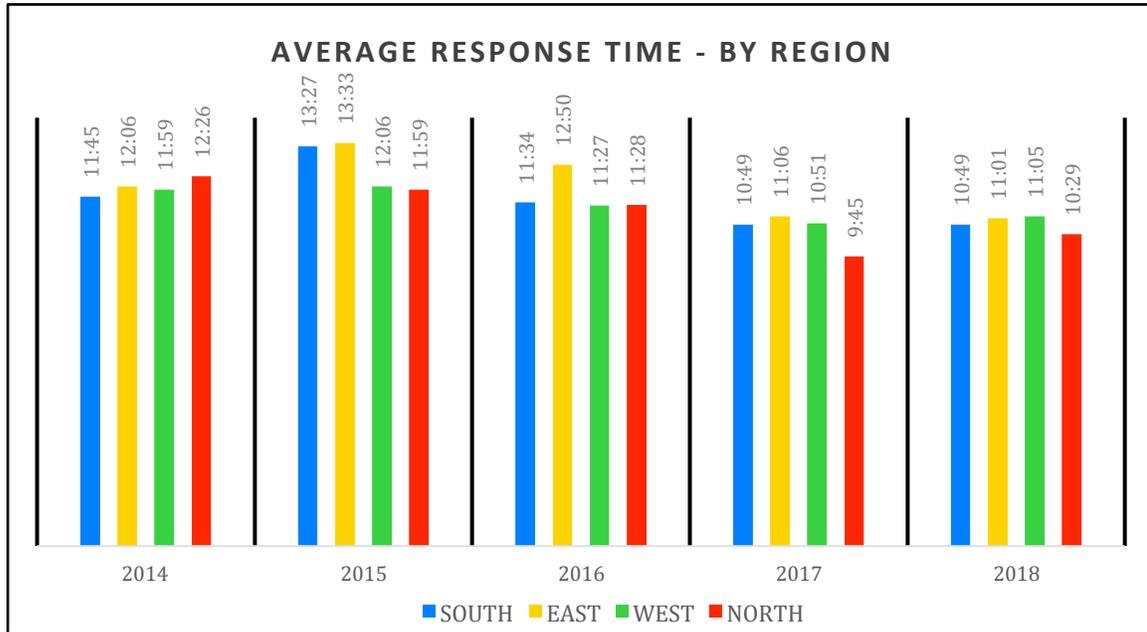


PRIMARY PERFORMANCE INDICATORS

A core component of SFCFD’s strategic framework is a focus on results and continuous improvement. Thirteen performance indicators have been identified to measure the Santa Fe County Fire Department’s progress on strategic priorities over the next five years. Baseline data from the last three to five years is presented below for each performance indicator to show the history of performance on each indicator.

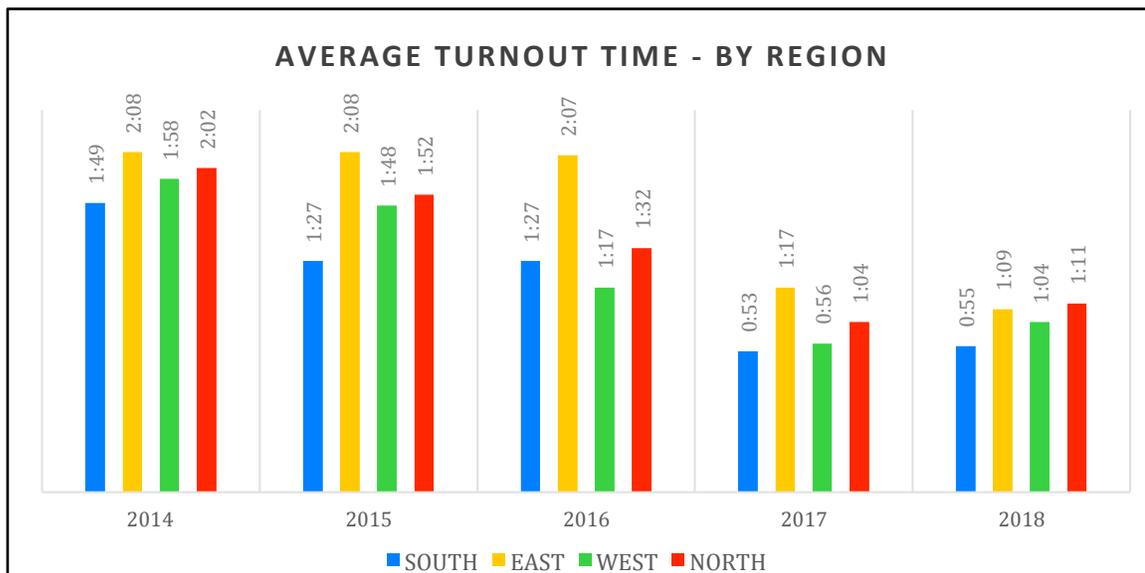
Average Response Time – Region

These numbers represent by region the average time from 911 dispatch to arrival at the scene. Derived from ER.



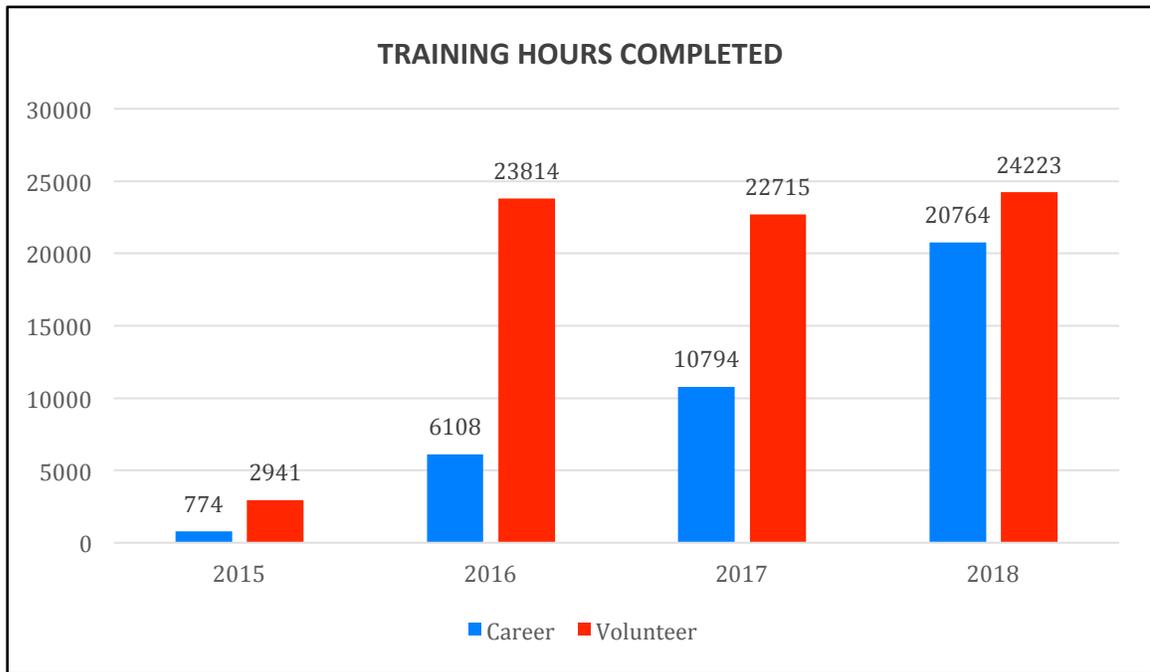
Average Turnout Time – Region

This represents by region the average time required from 911 dispatch to the initiation of response activities. Derived from ER. The department goal is 60 seconds or less on average.



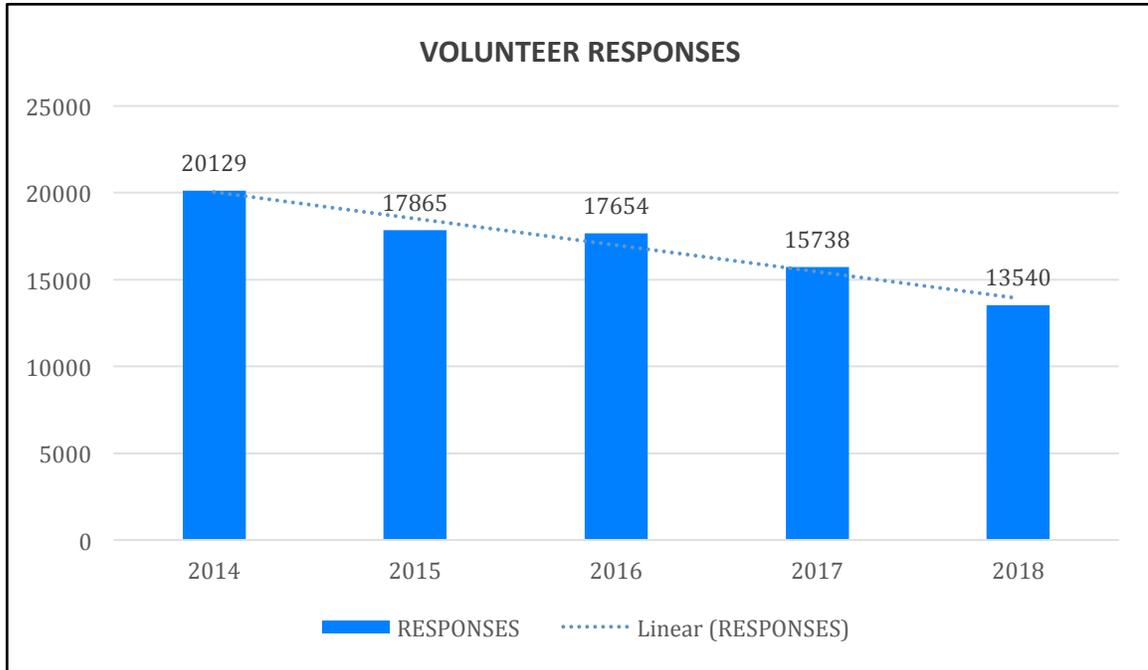
Training Hours Completed

These numbers represent the training hours recorded in ER for volunteers and Target Solutions (online training management system for public safety) and ER for career staff. Target Solutions was initiated in 2016 with a requirement that all training hours department wide be recorded in the two electronic record systems in accordance with Insurance Services Organization (ISO) categories.



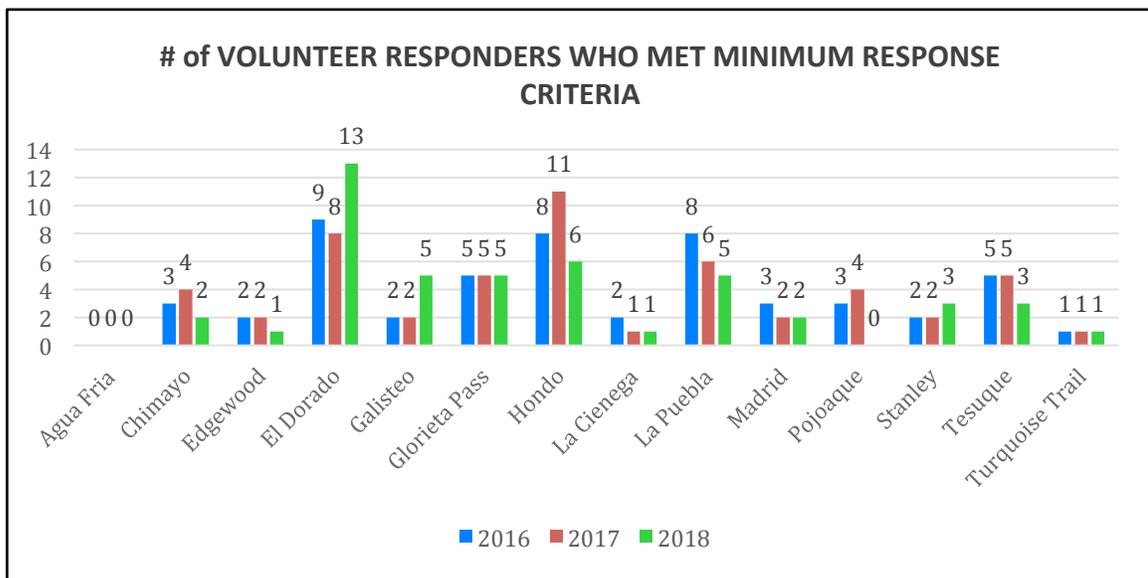
Volunteer Responses

This bar chart and trend line represent individual volunteer responses to emergency scenes. Derived from ER.



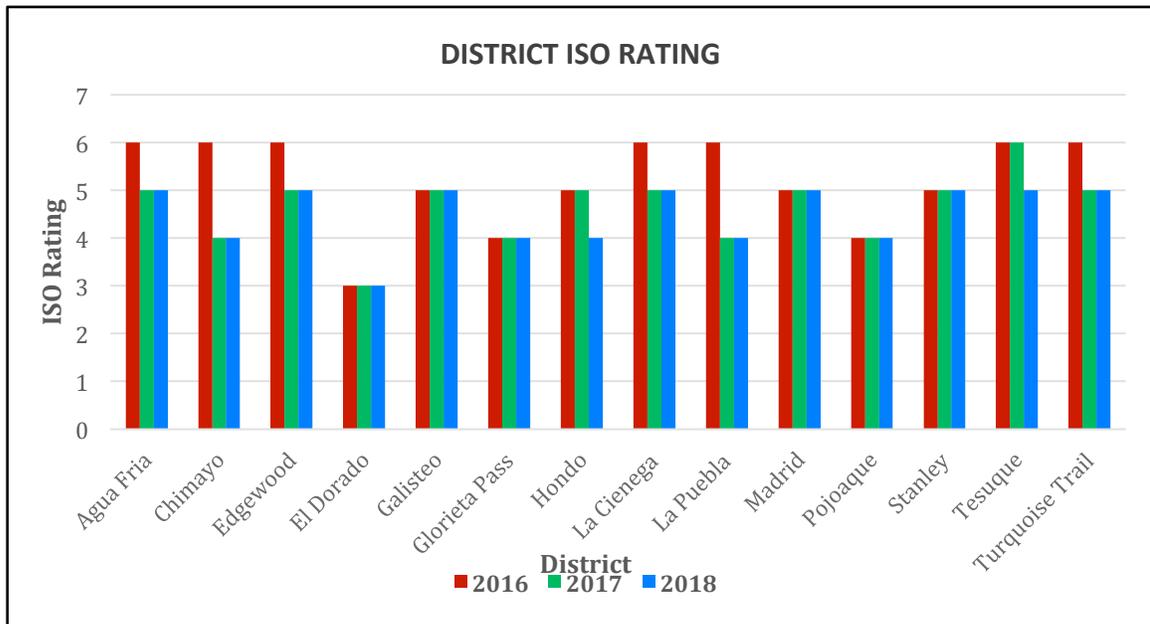
Volunteer Responders who met minimum Response Criteria

This chart represents the number of volunteers in each district who meet the minimum response criteria as specified in the department By-Laws for fire district operations. Minimums have been established for individual volunteer responses as a percentage of District call volume.



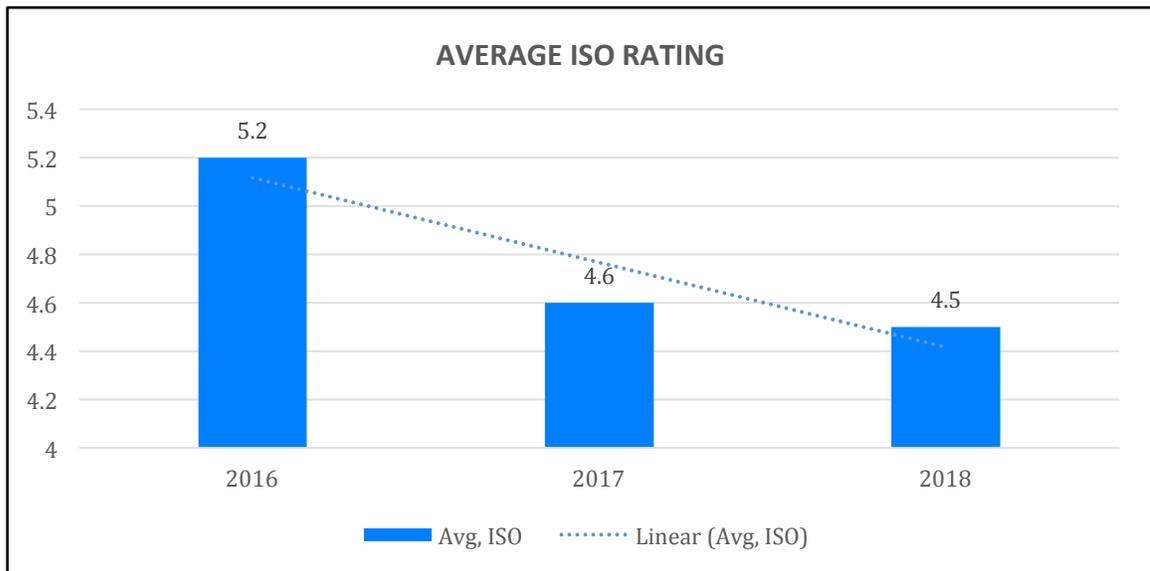
District ISO Rating

The Insurance Services Organization (ISO) collects and evaluates information from communities throughout the United States on their structure fire suppression capabilities. The data, collected on each fire district, the county’s emergency communications system, community fire suppression water supply, and community risk reduction efforts, is analyzed by ISO and then a numerical grade of 1-10 is assigned to the district – Class 1 represents an exemplary fire suppression program, and Class 10 a program that does not meet ISO minimum criteria. Insurance companies use ISO ratings to establish insurance premiums for both homeowners and businesses.



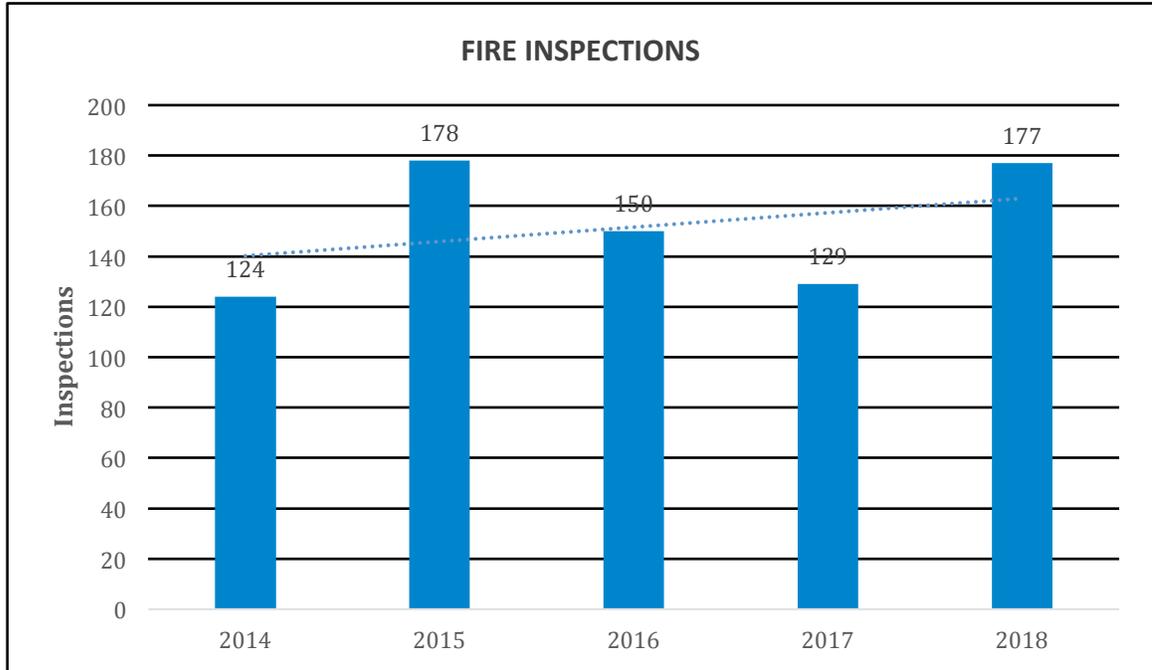
Average ISO Rating

This chart demonstrates the 3 year trend associated with the Department’s average ISO score compiled across all 14 Fire Districts. Each District is individually evaluated by ISO once every 2-3 years. A trend toward lower scores is positive.



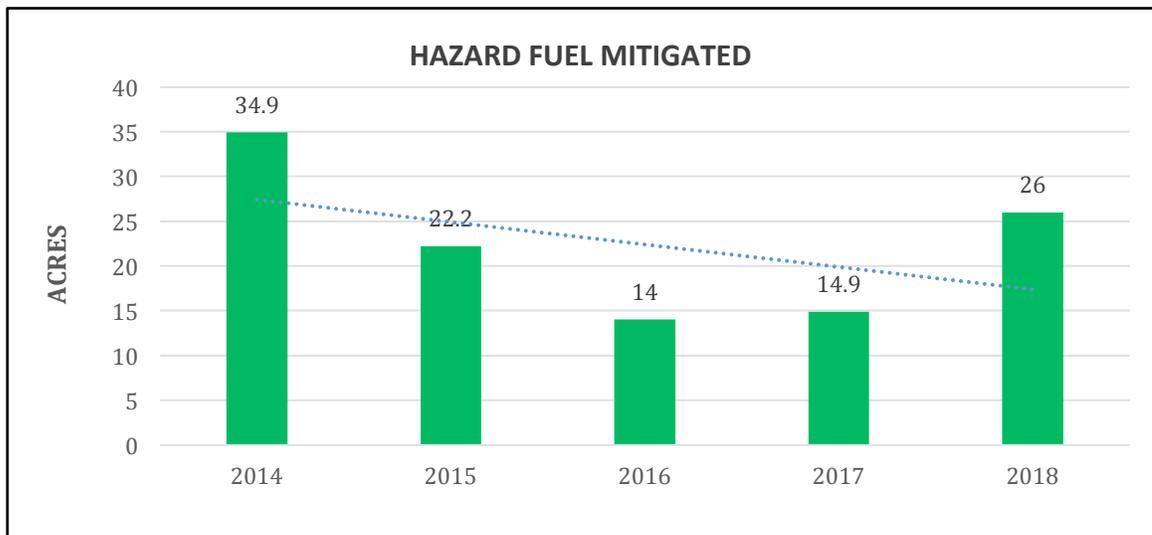
Fire Inspections

This measure represents the number of commercial fire inspections conducted by the Fire Prevention Division to ensure compliance with Life Safety codes.



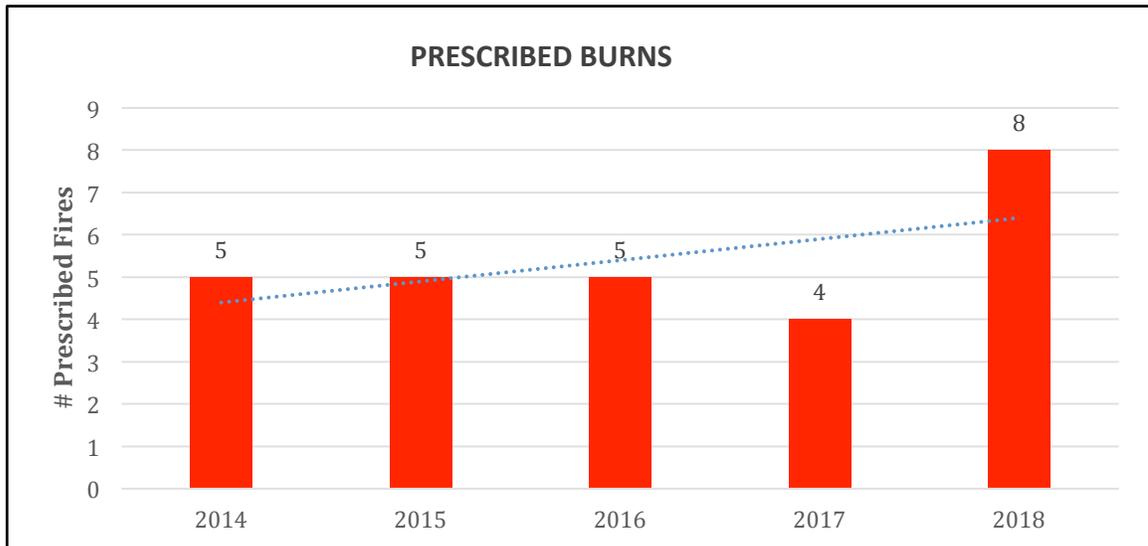
Hazard Fuel Mitigation

This chart depicts the number of acres of hazardous wildland fuels mitigated by the Wildland Division's Black Canyon crew through hand thinning techniques.



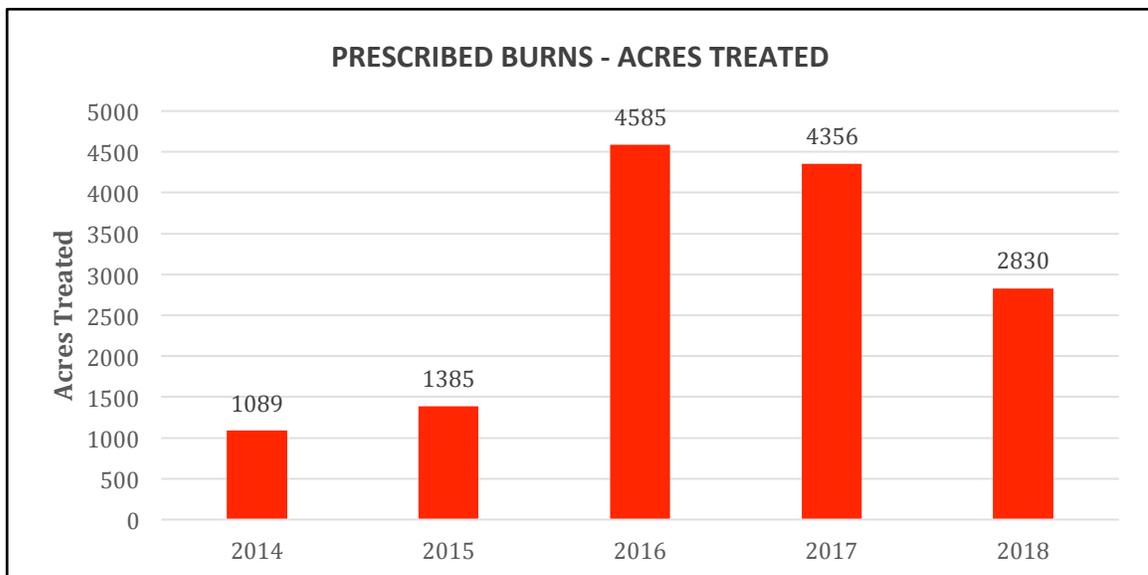
Prescribed (RX) Burns

This chart represents the number of prescribed (RX) burns Black Canyon Hand Crew has participated in since 2014. RX burns are normally conducted by other agencies such as the US Forest Service, with the County Black Canyon Hand Crew participating as an outside partner. Black Canyon conducted its first sponsored and managed RX burn in December 2018.



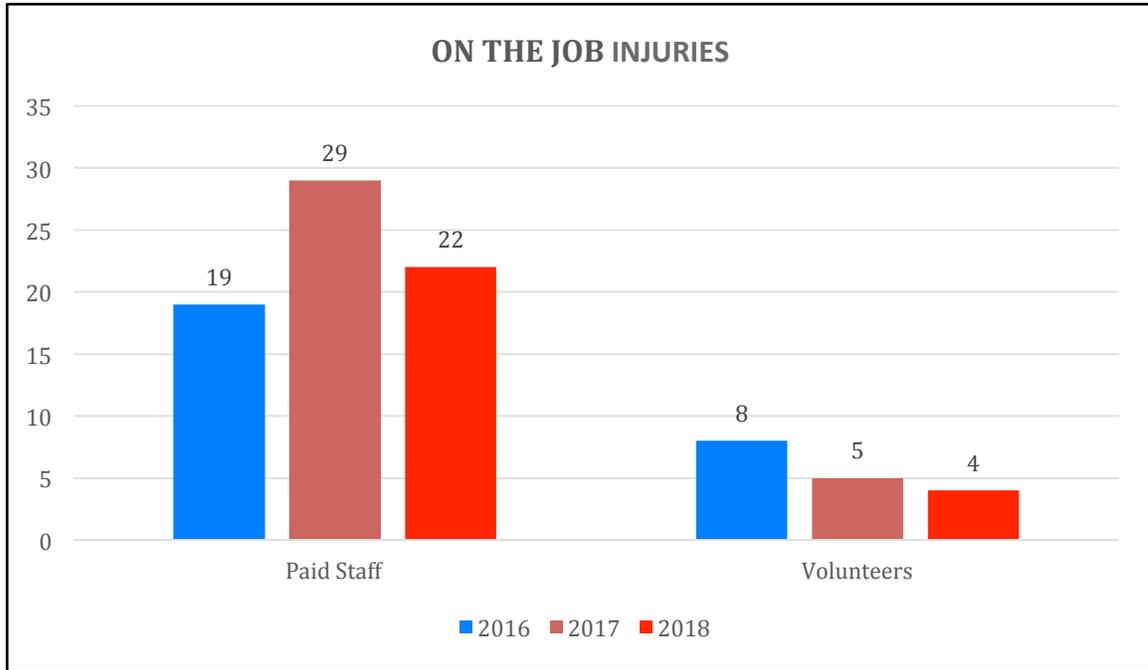
Prescribed (RX) Burns – Acres Treated

This chart depicts the number of acres of hazardous wildland fuels treated by Black Canyon through the use of prescribed fire.



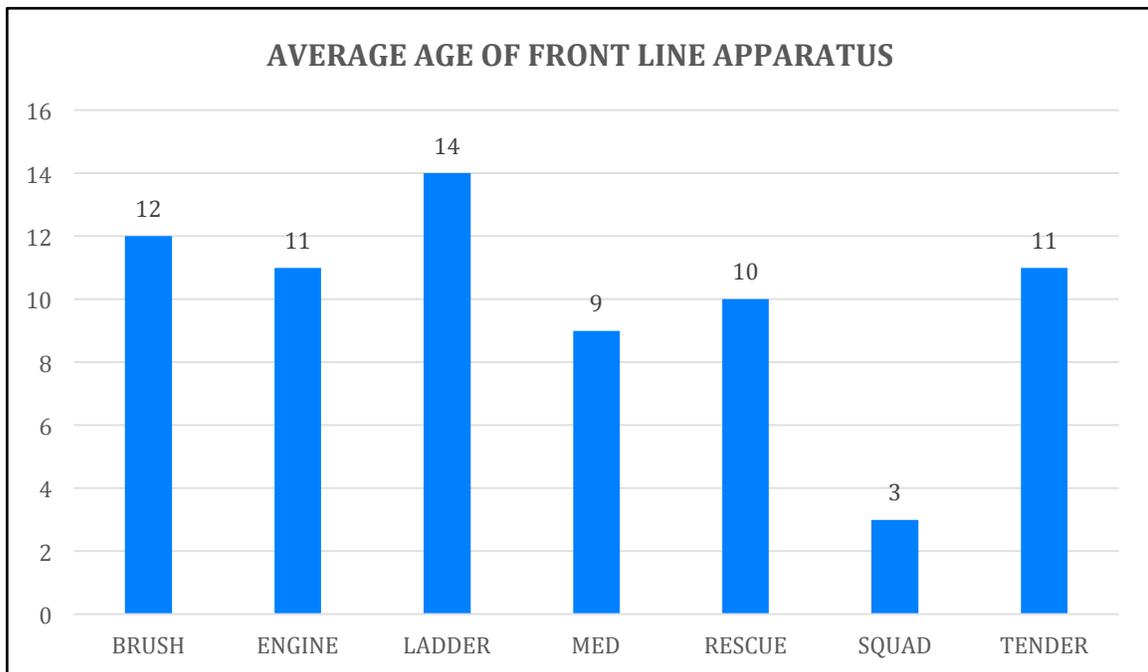
On The Job Injuries

This measure represents the number of injuries suffered on the job and reported by career and volunteer staff.



Average Age of Front Line Apparatus

These numbers represent the average age of the department's fleet of emergency apparatus.



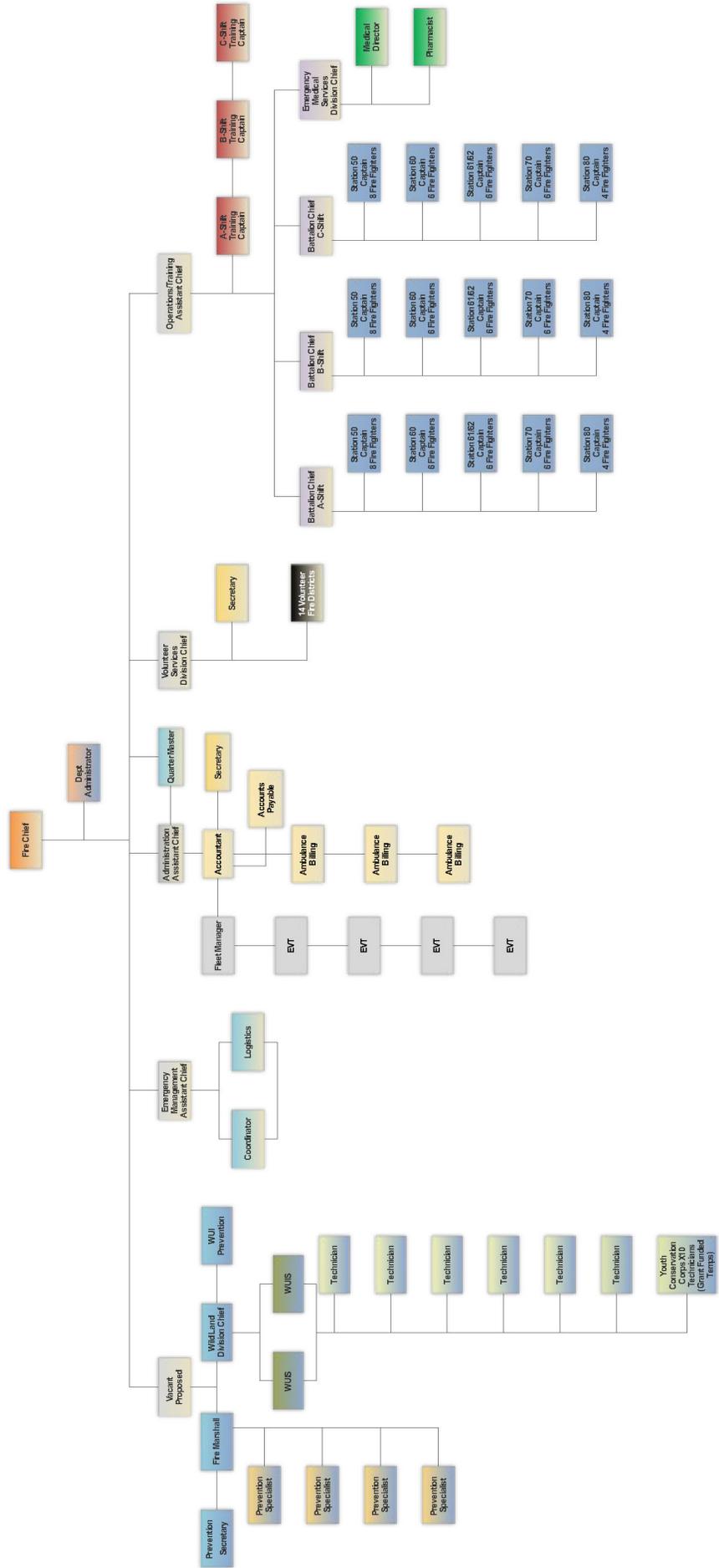
APPENDIX A

Team Action Plan

Goal One: Enhance the safety of Santa Fe County residents and visitors by providing high quality fire suppression, emergency medical, prevention, emergency management, and administrative services.

Strategic Priority	Team Lead and Team Members			
1a. Continuously improve quality and service through the implementation of SOPs and SOGs.				
Measure of Progress: (Add quantifiable result you hope to achieve – e.g. completion of revised SOPs and SOGs, or a performance indicator on a specific outcome – response time, injury rate, etc.)				
Actions	Member Assigned	Target Date	Done	Notes
1.				
2.				
3.				
4.				
5.				
6.				

SANTA FE COUNTY FIRE DEPARTMENT PROPOSED ORGANIZATIONAL CHART 5-YEAR PLAN 2019



**Santa Fe County Fire Department Strategic Plan
Fiscal Year 2019 - 2023
Capital - Equipment**

Department:

Fire District:

Date:

Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Agua Fria Station #2	Addition of apparatus bay and renovation to crew quarters	1		XX			
2	Replacement of Engine	Replace Engine 2	1				XX	
3	Replacement of Rescue	Replace or re-chassis Rescue	1					XX
4	New Main Station	New fire station for fire district	1					XX
5	Command Unit	Command vehicle	1			XX		

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Fire District:

Year:

Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Construction and renovation of Station #1	Additional bay and renovation of Station #1	1	XX				
2	New Command Vehicle	Command Vehicle	1		XX			
3	New Rescue	Replace Rescue	1			XX		
4	New Mini-pumper	New Mini-Pumper	1					XX
5	New Substation in Cundiyo	Develop a replacement for Station #2	1					XX

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Date:

Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	New Aerial Truck	New Aerial Truck	1	XX				
2	Renovation to Station 1	Design and construct stair case	1		XX			
3	New Tender	Replace Tender	1			XX		
4	New Engine	Replace Engine #3	1				XX	
5	New Brush Truck	Replace Brush Truck #3	1					XX
6	New Command vehicle	Command vehicle	1					XX

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Date:

Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Construction and renovation of Station 1	Additional bay and renovation of existing station 1	1	XX				
2	Replace Tender	Replace tender 2	1			XX		
4	Replace Engine	Replace engine 2	1			XX		
5	Renovation of Station 1	Renovation of training room and kitchen	1				XX	
6	Design and Construction of station 4	Design and construct station 4	1					XX
7	Upgrade Station #3	Interior and Exterior Improvements	LS		XX			
8	Upgrade Station #2	Interior and Exterior Improvements	LS					XX

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				2019	2020	2021	2022	2023
1	New Recue Unit	Replace Med 1	1			XX		
2	New Engine	Replace Engine 1	1				XX	
3	New Tender	Replace Tender 1	1					XX
4	New Command Vehicle	Replace Command Vehicle	1		XX			

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	New Tanker	Replace Tanker #4	1					XX
2	New Engine	Replace Engine #2	1				XX	
3	Renovate Station #1	Interior and Exterior Improvements	LS			XX		
4	New Brush Truck	Replace brush 1	1					XX

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Design and Construct Station 2 addition	Design and construct crew quarters and renovations.	1			XX		
2	New Rescue	Replace or re-chassis Rescue	1		XX			
3	New Tanker	Replace Tender 2	1				XX	
4	New Command Vehicle	Replace command vehicle	1					XX
5	Improve Station #1	Interior and exterior improvements	1	XX				
6	Life pack 15	New Life Pack for Med unit	1			XX		

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	New Squad	Mini-Pumper	1	XX				
2	New Engine	Replace Engine 2	1		XX			
3	New Tender	Replace Tender 2	1			XX		
4	New Engine	Replace Engine 1	1					XX

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Construction of Station #1	Construction of Station #1 crew quarters and renovation of station	1	XX				
2	Renovation of Station #2	Renovations of bay and building	1		XX			
3	New Tender	Replace Tender 2	1				XX	
4	New Tender	Replace Tender 1	1					XX
5	New Engine	Replace Engine 2	1					XX

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Fiscal Year 2019 - 2023
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Fire District:

Date:

Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Addition to Station #1	Interior and exterior improvements to Station #1	1	XX				
2	New Engine	Replace Engine 1	1			XX		
3	New Tender	Replace Tender 1	1				XX	

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Date:

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				2019	2020	2021	2022	2023
1	New Squad/mini-pumper	New Squad/mini-pumper	1			XX		
2	Design and Construction of new substation in Jacona	Construct improvements to Station 3	1				XX	
3	Improvements to Station #2	Construct improvements to Station #2 to include kitchen and restroom remodel	1		XX			
4	New Engine	Replace Engine	1					XX
5	New Tender	Replace Tender	1					XX
6	New Brush Truck	Replace Brush truck	1					

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Improve Station #1	Interior and exterior improvements	1		XX			
2	Improve Station #2	Interior and exterior improvements	1			XX		
3	New Engine	Replace Engine 3	1				XX	
4	New Command	Replace Command Vehicle	1					XX

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Bank Stabilization station 1	Stabilize bank behind station 1	1	XX				
2	New Engine	Replace Engine #2	1		XX			
3	New Tender	Replace Tender	1			XX		
4	New Brush	Replace Brush truck	1				XX	
5	Hydrant in front of Station 1	Install fire hydrant at station 1	1					XX
6	Renovation of Station 2	Interior/Exterior Improvements to Station #2	1					XX

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Priority	Item	Description/Justification	Qty	Fiscal Year				
				2019	2020	2021	2022	2023
1	Replace Station #3	Develop a new Station in the Village of Cerrillos	1	XX				
2	Upgrades to Station #1	Improvements to Station #1/pavement and ladder	1		XX			
3	New Engine	Replace Engine #2	1			XX		
4	Rescue Tech Vehicle	Replace Rescue	1				XX	