

LAS CRUCES FIRE DEPARTMENT

Strategic Business Plan

Draft

Mission Statement

The mission of the Las Cruces Fire Department is to provide Prevention, Response and Recovery services to Residents, Businesses and Visitors so they can experience a safer community and receive compassionate care in their time of need.

Issue Statements

Issue 1: Increased City Growth

The City of Las Cruces is experiencing growth in residential and commercial development, and the associated increase in the City population, if not responded to the impact will be:

- Longer wait times for emergency response
- Reduced level of service to customers during an emergency due to inadequate resources for the increased demand
- Higher insurance premiums for home/business owners
- Reduced ability to provide public education in fire and life safety
- Inability of staff to complete all annual business inspections

Issue 2: Internal Services

A continued lack of support and appreciation of the Fire Department as a valued customer from internal service departments, if not addressed will result in:

- Increased apparatus downtime leading to decreased ability to respond adequately and appropriately to emergency calls within the community
- Increased degradation of fire stations and communications systems negatively impacting response capabilities within the community
- Non-essential duties being assigned to Fire Department personnel
- Decreased morale of personnel due to poor working/living conditions
- Continued barriers to implement technology to enhance customer service

Issue 3: Paramedic Depth

The community's continuing high emergency medical system expectations combined with an insufficient number of paramedics, if not addressed, will result in:

- The inability to replace lost paramedics due to attrition will cause a reduction of the level of service to the community
- The inability to expand emergency medical programs to meet identified needs of the community
- The creation of an internal environment of frustration and "burnout"

Issue 4: Recruitment Diversity and Professional Development

The continuing challenge to recruit, hire, retain and promote a diverse workforce, if not addressed will result in:

- A workforce that does not represent the community
- Public/internal concern
- Reduced trust in the department by the community
- Diminished ability for Fire Department staff to meet the community's evolving needs

Issue 5: Health and Wellness for Firefighters

The rapidly increasing rate of cancers and stress related health complications, along with the ongoing incidence of cardiovascular disease among fire service personnel, if not addressed will result in:

- Premature disability/death with long-term impacts to the individual and their families
- Decline of emotional/physical/psychological capacity of the individual to perform their duties
- Loss of employment/income and increased absenteeism of workforce
- Unmanageable health care costs and increased workers' compensation claims
- Negative perception of the department's commitment to employees' well-being and overall decline in morale

Issue 6: County and City Relationship

The continued lack of resources provided by the contracted ambulance service and Mesilla Valley Regional Dispatch Authority if not addressed will result in:

- Increase in the number of mutual aid responses into Dona Ana County
- Increase in the number of incidents when Las Cruces Fire Department personnel and equipment to transport patients to local hospitals
- Inconsistent dispatch procedures
- Inadequate level of response by contracted ambulance service to city residents
- Reduced availability of Las Cruces Fire Department personnel and equipment to emergency calls within the city
- Continued inappropriate dispatch of Las Cruces Fire Department personnel and equipment to emergency calls

Issue 7: Increased Demand on 911

The increased use of the 911 system driven by the increase in population growth and the inability to access health care, if not addressed will result in:

- Community members needing transport by ambulance will need to wait longer for one to arrive
- Fire department staffing and resources will not be able to meet increasing 911 demands from the community
- An overloaded 911 dispatch center will cause increased wait times for 911 callers and a decrease in the ability to dispatch appropriate units
- Reduced ability to perform non-emergency fire department functions such as: community outreach, public education and fire prevention services

Issue 8: Mental Health Issues

A rapid increase of mental/behavioral health care needs in the community, combined with the lack of appropriate treatment available for behavioral health emergencies, if not addressed will lead to:

- Increased use of the 911 system by community members needing behavioral health care with no other means of access to such care
- Increased demand on fire department resources to provide emergency behavioral health care response, which the fire department is not appropriately trained for
- Increased use of hospital emergency room facilities for behavioral health patients
- Persons with behavioral health issues continuing to receive ineffective care

Issue 9: EMS Contract

The continued lack of authority regarding the emergency medical services transport contract for the City of Las Cruces, and the increasing costs of emergency medical services delivery, if not addressed will result in:

- Increased wait times for transport to the hospital for residents and visitors of the city
- Decreased quality of care for emergency medical calls
- Increased morbidity/mortality for residents and visitors of the city
- Decreased capacity to respond to other emergencies
- Disincentives for retirees and business to locate in Las Cruces

Issue 10: Performance and Succession

The increasing community expectation around the department's need to collect, report and analyze public safety information combined with the absence of a comprehensive succession plan, if not addressed will result in:

- Missed opportunities to obtain grant funding
- Misinterpretation of public safety data
- Inefficient use of personnel and equipment
- Fewer opportunities for staff professional development
- Less prepared internal candidates for future department roles
- The department will be less prepared to use performance information to make operational decisions

Strategic Results

Strategic Result 1

As the City population continues to grow and residential and commercial areas are developed, the Las Cruces Fire Department's high level of service delivery and performance for the community will be maintained as evidenced by:

- By December 31, 2019, 50% of all occupants residing in an assisted living facility in Las Cruces will receive Fire & Life Safety Education*(COMMUNITY ENGAGEMENT)
- By December 31, 2019, 90% of paramedic-required medical calls, a paramedic will arrive on the scene within 9 minutes from dispatch* (EMERGENCY MEDICAL RESPONSE)
- By December 31, 2019, 90% of all emergency fire calls the first due unit shall arrive on the scene within 7 minutes from dispatch (FIRE RESPONSE)
- By December 31, 2019, In commercial structures inspected by LCFD that experience a fire, the fire will be confined to the area of origin 90% of the time* (PREVENTION)
- By 2020, 90% of all LCFD inspected structures will not have a fire within the first year following inspection* (PREVENTION)
- By 2020, 75% of all 2nd and 3rd graders in the Las Cruces Public Schools will receive Fire Safety Education* (COMMUNITY ENGAGEMENT)
- By 2020, annual dollar loss due to structure fires will be \$600,000 or less (PREVENTION)
- By December 2021, Replace and relocate Fire Station 3 to include staffing, fleet and equipment (CHIEF'S EXECUTIVE OFFICE)
- By 2021, Mesilla Valley Dispatch Authority dispatch times will be 90 seconds or less for 90% of all emergent calls* (CHIEF'S EXECUTIVE OFFICE)
- By 2021, there will be no deaths attributable to structure fires (PREVENTION)
- By December 2022, Build Fire Station 9 in the Del Rey Blvd/Engler area to include staffing, fleet and equipment (CHIEF'S EXECUTIVE OFFICE)

Aligned with Issue Statements 1,6,7

Strategic Result 2

The Las Cruces community will experience a diverse, highly capable, healthy and effective fire department workforce, as evidenced by:

- By 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan (TRAINING & PROFESSIONAL DEVELOPMENT)
- By June 2019, there will be a peer support group in place (WELLNESS)
- By 2020, we will have a comprehensive cancer and health screening program (WELLNESS)
- By 2020, we will have a 30% reduction in lost-time due to injuries/illness* (WELLNESS)
- By 2020, there will be a succession plan to provide qualified personnel to fill programs and ranks (TRAINING & PROFESSIONAL DEVELOPMENT)
- By 2023, 10% of the workforce will be female* (CHIEF'S EXECUTIVE OFFICE)
- By 2023, the Las Cruces Fire Department will better reflect the diversity of the community (CHIEF'S EXECUTIVE OFFICE)

- By 2023, 25% of the workforce will hold associates degree or higher* (TRAINING & PROFESSIONAL DEVELOPMENT)

Aligned with Issue Statements 3,4,5,10

Strategic Result 3

All residents and visitors to the City of Las Cruces will experience a level of emergency medical care and transport that is customer focused, timely, and appropriate as evidenced by:

- By December 31, 2019, 90% of all emergency calls within the City of Las Cruces that requires transport services will have an ambulance arrive within 9 minutes from dispatch* (EMERGENCY MEDICAL RESPONSE)
- By December 31, 2019, the City of Las Cruces will obtain a transport certificate for emergency medical services (CHIEF’S EXECUTIVE OFFICE)
- By December 31, 2019, patients will receive paramedic level care on 90% of emergency service medical calls when paramedic level treatment is required (EMERGENCY MEDICAL RESPONSE)
- By 2021, the City of Las Cruces will control the terms of transport within the incorporated city limits (CHIEF’S EXECUTIVE OFFICE)

Aligned with Issue Statements 1,3,6,7,8,9

Strategic Result 4

Las Cruces Fire Department in collaboration with the City of Las Cruces internal service departments will establish performance standards as follows:

- By 2019, 75% of City of Las Cruces departments and agency partners will say they have a positive collaborative relationship with Fire Department that assists them in furthering their mission* (CHIEF’S EXECUTIVE OFFICE)
- By June 2019, develop a comprehensive plan to establish timelines for facility preventative maintenance, repairs and approved capital improvement projects (OPERATIONAL SUPPORT)
- By June 2019, develop a comprehensive plan with Fleet Services to establish minimum training requirements for technicians, timelines for preventative maintenance and major repair and replacement schedule for Fire Department vehicles (OPERATIONAL SUPPORT)
- By June 2019, develop a comprehensive procedure with timelines to evaluate new technologies that may enhance internal or external customer service (OPERATIONAL SUPPORT)
- By June 2019, develop a comprehensive plan for the purchase and deployment of new computers and radio systems (OPERATIONAL SUPPORT)
- By June 2019, develop a comprehensive plan to reallocate workflow processes to appropriate sections within Finance Department (OPERATIONAL SUPPORT)
- By June 2019, establish standard financial reports to be utilized for reporting (CHIEF’S EXECUTIVE OFFICE)
- By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions* (CHIEF’S EXECUTIVE OFFICE)
- By 2022, have certified technicians (Emergency Vehicle Technicians) working on emergency vehicles (OPERATIONAL SUPPORT)
- By 2022, 90% of timelines established in facilities plan are being met* (OPERATIONAL SUPPORT)
- By 2022, 90% of timelines for vehicle maintenance and major repairs are being met* (OPERATIONAL SUPPORT)

- By 2022, 90% of timelines to evaluate new technology are being met* (OPERATIONAL SUPPORT)
- By 2022, 90% of time new computers and radio systems are purchased and deployed within established timelines* (OPERATIONAL SUPPORT)

Aligned with Issue Statements 2

Strategic Result 5

City Residents will have an increased access to health and social resources, as evidenced by:

- By December 2018, Las Cruces Fire Department will have an established mobile integrated healthcare program (MOBILE INTEGRATED HEALTHCARE)
- By December 31, 2018, Las Cruces Fire Department will have a Community Engagement Representative that will provide public education, life safety and emergency preparedness (COMMUNITY ENGAGEMENT)
- By 2020, Las Cruces Fire Department will partner with local behavioral and social resources to provide mobile behavioral crisis response to the residents of Las Cruces (MOBILE INTEGRATED HEALTHCARE)
- By 2022, Las Cruces Fire Department will have an established Community Paramedic program, partnered with local healthcare resources to provide alternative treatment to residents with chronic health conditions (MOBILE INTEGRATED HEALTHCARE)
- By 2022, The City of Las Cruces will experience a 50% rate in bystander initiated CPR* (EMERGENCY MEDICAL RESPONSE)

Aligned with Issue Statements 1,7,8

<i>Department Organization</i>	
<i>1. Administrative Line of Business</i>	
	<ul style="list-style-type: none"> • Program: Chief's Executive Office • Program: Operational Support
<i>2. Community Engagement Line of Business</i>	
	<ul style="list-style-type: none"> • Program: Fire Prevention and Risk Reduction • Program: Mobile Integrated Healthcare • Program: Community Engagement
<i>3. Support and Education Line of Business</i>	
	<ul style="list-style-type: none"> • Program: Fire Department Wellness and Safety • Program: Training and Professional Development
<i>4. Emergency Response Line of Business</i>	
	<ul style="list-style-type: none"> • Program: Fire Response • Program: Emergency Medical Response • Program: Airport Safety Emergency Response • Program: HazMat Response • Program: Technical Rescue Response

<i>Lines of Business & Key Results</i>	
<i>Administrative Line of Business</i>	
Purpose Statement	The purpose of the Administrative Line of Business is to provide coordination, management and logistical support services to Las Cruces Fire Department members and other City of Las Cruces departments so they can work in a safe and livable environment and have what they need to efficiently meet the needs of the greater Las Cruces community.
Key Results	<ul style="list-style-type: none"> • By June 2019, working with Facilities, Fleet and Information Technology to develop comprehensive plans which will improve the level of services provided • 90% of Las Cruces Fire Department strategic results achieved*
<i>Community Engagement Line of Business</i>	
Purpose Statement	The purpose of the Community Engagement Line of Business is to provide education and prevention services to the greater Las Cruces community so they can have a reduced risk of experiencing a fire or medical emergency.
Key Results	<ul style="list-style-type: none"> • By 2022, the City of Las Cruces will experience a 50% rate in bystander initiated CPR* • 100% of businesses inspected annually • 90% of Mobile Integrated Healthcare participants reduce their use of 911 system*
<i>Support and Education Line of Business</i>	
Purpose Statement	The purpose of the Support and Education Line of Business is to provide wellness initiatives and professional development services to Las Cruces Fire Department Personnel so they can be safe, healthy and realize their career potential.
Key Results	<ul style="list-style-type: none"> • By 2020, we will have a comprehensive cancer and health screening program • 85% of professional development goals achieved by Las Cruces Fire Department personnel* • 50% of firefighters participate in one or more of department wellness initiatives*

<i>Emergency Response Line of Business</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.
Key Results	<ul style="list-style-type: none"> • By 2019, 90% of all emergency fire calls the first due unit shall arrive on the scene within 7 minutes from dispatch • By 2021, patients will receive paramedic level care on 90% of emergency service medical calls when paramedic level treatment is required • 90% of fires a full alarm response will arrive within 10 minutes from dispatch* • 90% of all hazmat and technical rescue high-risk incidents, the team consisting of a minimum of 5 technicians plus equipment shall arrive on scene within 20 minutes within the City of Las Cruces from dispatch* • 90% of all aircraft emergency incidents will have 3 ARFF certified responders*

<i>Programs</i>	
<i>Line of Business: Administrative</i>	
Purpose Statement	The purpose of the Administrative Line of Business is to provide coordination, management and logistical support services to Las Cruces Fire Department members and other City of Las Cruces department so they can work in a safe and livable environment and have what they need to efficiently meet the needs of the greater Las Cruces community.
<i>Program: Chief's Executive Office</i>	
Program Purpose Statement	The purpose of the Chief's Executive Office program is to provide leadership, management and reporting services to members of the Fire Department and the City Manager's Office so they can make decisions and allocate the resources needed to accomplish program, department and city strategic results.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 2019, 75% of City of Las Cruces departments and agency partners will say they have a positive collaborative relationship with Fire Department that assists them in furthering their mission* • By June 2019, develop comprehensive plan to reallocate workflow processes to appropriate sections within Finance Department • By June 2019, establish standard financial reports to be utilized for reporting • By December 31, 2019, the City of Las Cruces will obtain the transport certificate for emergency medical services • By 2020, 80% of Board/Council members will report that they receive the information they need to make informed decisions • By 2021, Mesilla Valley Dispatch Authority dispatch times will be 90 seconds or less for 90% of all emergent calls*

*Establish Baseline

	<ul style="list-style-type: none"> • By December 2021, replace and relocate Fire Station 3 to include staffing, fleet and equipment • By December 2022, build Fire Station 9 in the Del Rey Blvd/Engler area to include staffing, fleet and equipment • By 2023, 10% of the workforce will be female* • By 2023, the Las Cruces Fire Department will better reflect the diversity of the community • 90% of Las Cruces Fire Department strategic results achieved*
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of Internal management data analysis reports • # of Financial reports
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of Management and financial reports expected to be requested
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per management and financial report produced • \$ Program expenditure per department member
Program Services	Administrative Policies Alternative Funding Recommendations Audit Responses Budget Consultations Budget Performance Reviews Capital Improvement Advisory Committee Reports Capital Improvement Plan Recommendations Capital Improvement Recommendations Career Development Consultations Citizen Complaint Responses City Council Presentations Disciplinary Meeting Minutes Transcription Reports Dispatch Meeting Representations Dona Ana County Fire Officers' Association Representations Emergency Medical Service Contracts Emergency Medical Service Protocol Review Financial Reports Fixed Asset Reports Grant Consultations Incident Analysis Reports Internal Investigation Reports International Association of Fire Chief's Constitution and By-Laws Representations Labor Meeting Representations Labor Request Responses Local Emergency Planning Committee Representations Meeting Agendas Mesilla Valley Regional Dispatch Authority Representation Mutual Aide Agreements NAT Representations New Mexico Fire Chief's Representation New Mexico Fire Marshal's Association Board Member Representations

	<p>Ordinance Adoption Recommendations</p> <p>Personnel Actions</p> <p>Public Information Responses</p> <p>Public Safety Master Plan</p> <p>Public Safety Meeting Representations</p> <p>Records Management Systems Consultations</p> <p>Recruitment Analysis Reports</p> <p>Recruitment Plans</p> <p>Recruitment Policies</p> <p>Staffing Deployment Recommendation Reports</p> <p>Standard Operating Guidelines</p> <p>Station Deployment Recommendation Reports</p> <p>Statistical Reports</p> <p>Striving for Excellence Committee Representations</p> <p>Travel Order Approvals</p> <p>Unit Deployment Recommendation Reports</p> <p>Veteran’s Advisory Board Representations</p>
Manager	Chief Eric Enriquez
Program Budget	

<i>Programs</i>	
<i>Line of Business: Administrative</i>	
Purpose Statement	The purpose of the Administrative Line of Business is to provide coordination, management and logistical support services to Las Cruces Fire Department members and other City of Las Cruces department so they can work in a safe and livable environment and have what they need to efficiently meet the needs of the greater Las Cruces community.
<i>Program: Operational Support</i>	
Program Purpose Statement	The purpose of the Operational Support program is to provide procurement and maintenance services to the Las Cruces Fire Department and its members so they can work in a safe, healthy and livable environment with the resources needed to safely and efficiently render aid to the greater Las Cruces community.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By June 2019, develop a comprehensive plan to establish timelines for facility preventative maintenance, repairs and approved capital improvement projects • By June 2019, develop a comprehensive plan with Fleet Services to establish minimum training requirements for technicians, timelines for preventative maintenance and major repair and replacement schedule for Fire Department vehicles

	<ul style="list-style-type: none"> • By June 2019, develop a comprehensive procedure with timelines to evaluate new technologies that may enhance internal or external customer service • By June 2019, develop a comprehensive plan for the purchase and deployment of new computers and radio systems • By 2022, have certified technicians (Emergency Vehicle Technicians) working on emergency vehicles • By 2022, 90% of timelines established in facilities plan are being met* • By 2022, 90% of timelines for vehicle maintenance and major repairs are being met* • By 2022, 90% of timelines to evaluate new technology are being met* • By 2022, 90% of time new computers and radio systems are purchased and deployed within established timelines* • 90% of portable radios considered fully functioning (including extend-a-mic and batteries) * • 10% of days internal climate of Station 1 is outside of range of 72 to 77 degrees Fahrenheit* • 3% of unit downtime due to medical supply restock*
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Facility service request responses • # Apparatus service request responses • # IT service request responses • # of supply deliveries
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Facility service requests expected • # Apparatus service requests expected • # IT service requests expected • # of supply delivery requests expected
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per member • \$ Program expenditure per unit • \$ Program expenditure per station/facility
Program Services	<p>Apparatus Purchases and Replacements Apparatus Tool and Equipment Purchases Apparatus Wi-Fi Connectivity Cell Phones Emergency Medical Services Equipment Emergency Medical Services Medications Emergency Medical Services Supplies Fire Station Furnishings Fire Station Furnishings Fire Station Supplies Ground Ladder Tests Hose Tests</p>

	Mobile Data Terminals Portable Radios Pump Tests Small Engine Preventative Services and Repairs Software Purchases Staff Vehicles Work Orders Workstations (Computers, Printers, Monitors)
Manager	DC Steve Mims
Program Budget	

<i>Programs</i>	
<i>Line of Business: Community Engagement</i>	
Purpose Statement	The purpose of the Community Engagement Line of Business is to provide education and prevention services to the greater Las Cruces community so they can have a reduced risk of experiencing a fire or medical emergency.
<i>Program: Fire Prevention and Risk Reduction</i>	
Program Purpose Statement	The purpose of the Fire Prevention and Risk Reduction program is to provide fire investigation and code compliance services to property owners, firefighters, residents and visitors so they can live and prosper in a safe environment.
Family of Measures	Results <ul style="list-style-type: none"> • By 2019, In commercial structures inspected by LCFD that experience a fire, the fire will be confined to the area of origin 90% of the time* • By 2020, 90% of all LCFD inspected structures will not have a fire within the first year following inspection* • By 2020, annual dollar loss due to structure fires will be \$600,000 or less • By 2021, there will be no deaths attributable to structure fires • 100% of businesses inspected annually • 90% of investigations closed within 5 business days*
	Outputs <ul style="list-style-type: none"> • # of Fire investigations conducted • # of Life safety inspections conducted • # of Building life safety final inspections
	Demands <ul style="list-style-type: none"> • # of Fire investigations expected to be required • # of Life safety inspections expected to be required # of Building life safety final inspections expected to be required
	Efficiencies <ul style="list-style-type: none"> • \$ Program expenditure per fire investigation • \$ Program expenditure per building life safety final inspection

Program Services	Annual Business Inspections Building Final Inspections Business Registration Inspections Code Adoptions Code Inquiries Development Review Committee Representation Fire Alarm Permits Fire Plan Reviews Fire Sprinkler Permits Hazardous Materials Preparedness Consultations Plan Reviews Planning and Zoning Representation Pre-Submittal Plan Reviews Special Event Permits Special Event Plan Reviews Subdivision Reviews
Manager	BC Ted Sweetser
Program Budget	

<i>Programs</i>	
<i>Line of Business: Community Engagement</i>	
Purpose Statement	The purpose of the Community Engagement Line of Business is to provide education and prevention services to the greater Las Cruces community so they can have a reduced risk of experiencing a fire or medical emergency.
<i>Program: Mobile Integrated Healthcare</i>	
Program Purpose Statement	The purpose of the Mobile Integrated Healthcare program is to provide referrals, visitations and treatment services to high utilizers of the 911 system and community members with limited access to health/social services so they can access appropriate health/social resources and reduce their use of the 911 system.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By December 2018, Las Cruces Fire Department will have an established mobile integrated healthcare program • By 2020, Las Cruces Fire Department will partner with local behavioral and social resources to provide mobile behavioral crisis response to the residents of Las Cruces • By 2022, Las Cruces Fire Department will have an established Community Paramedic program, partnered with local healthcare resources to provide alternative treatment to residents with chronic health conditions • 90% of Mobile Integrated Healthcare participants reduce their use of 911 system*

	<ul style="list-style-type: none"> • 75% of Mobile Integrated Healthcare participants will have a primary care provider* • 75% of Mobile Integrated Healthcare participants will have alternative transportation to their healthcare providers*
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of Mobile Integrated Healthcare responses • # of Mobile Integrated Healthcare client resource interventions • # of community healthcare liaison interactions • # of client management plans
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of 3rd party referrals • # of 911 high utilizers identified
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per client enrolled in the Mobile Integrated Healthcare Program
Program Services	<p>Alternative Medical Treatment Plans Community Health Liaison Emergency Medical Services Community Contact Referrals High-Risk Patient Identification Home Safety Evaluations Social Resource Navigation Vecino Program</p>
Manager	BC Shane Mouchette
Program Budget	

<i>Programs</i>	
<i>Line of Business: Community Engagement</i>	
Purpose Statement	The purpose of the Community Engagement Line of Business is to provide education and prevention services to the greater Las Cruces community so they can have a reduced risk of experiencing a fire or medical emergency.
<i>Program: Community Engagement</i>	
Program Purpose Statement	The purpose of the Community Engagement program is to provide fire and life safety awareness, education and information services to the Greater Las Cruces Community so they can better understand and utilize Las Cruces Fire Department services and participate in reducing the risk of injury, illness and death for a safer and healthier Las Cruces.

Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By December 31, 2018, Las Cruces Fire Department will have a Community Engagement Representative that will provide public education, life safety and emergency preparedness • By December 31, 2019, 50% of all occupants residing in an assisted living facility in Las Cruces will receive Fire & Life Safety Education* • By 2020, 75% of all 2nd and 3rd graders in the Las Cruces Public Schools will receive Fire Safety Education* • By 2022, the City of Las Cruces will experience a 50% rate in bystander initiated CPR* • 100% Junior Fire Setter program participants that do not repeat* • 90% of Fire incidents followed by a social media post or press release*
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Public information posts, notices and releases • # of Public safety education classes • # of Car seat education and installations • # of Community CPR classes
	<p>Demands</p> <ul style="list-style-type: none"> • # of Public safety education classes expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per person served through community engagement
Program Services	<p>Burn Permits Car Seat Checks Emergency Medical Technician Student Evaluations Fire Safety Public Education Classes Fire Station Tours Home Safety Visits Honor Guard Bell Ceremonies Honor Guard Funeral Presentations Honor Guard TAPS Presentations Life Safety Classes Open Public Ability Test Partner Agency Ride Alongs Press Releases Provide Sandbags Public Immunizations Public Ride Alongs Recruitment Seminars Safety Presentations School Visits Social Media Posts Special Event Inspections</p>
Manager	BC Ted Sweetser
Program Budget	

*Establish Baseline

<i>Programs</i>	
<i>Line of Business: Support and Education</i>	
Purpose Statement	The purpose of the Support and Education Line of Business is to provide wellness initiatives and professional development services to Las Cruces Fire Department Personnel so they can be safe, healthy and realize their career potential.
<i>Program: Fire Department Wellness and Safety</i>	
Program Purpose Statement	The purpose of the Fire Department Wellness and Safety program is to provide equipment, evaluation and education services to Fire Department personnel so they can be healthy in a career free from work-related injury or illness.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By June 2019, there will be a peer support group in place • By 2020, we will have a comprehensive cancer and health screening program • By 2020, we will have a 30% reduction in lost-time due to injuries/illness* • 100% of firefighters that receive a cardiac evaluation every year* • 50% of firefighters that receive a cancer screening every year* • 50% of firefighters participate in one or more of department wellness initiatives*
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Wellness and safety training sessions • # of Annual physicals, cardiac evaluations and cancer screenings
	<p>Demands</p> <ul style="list-style-type: none"> • # of Wellness and safety training sessions expected to be requested • # of Annual physicals, cardiac evaluations and cancer screenings expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per Fire Department member
Program Services	Annual Physicals Cardio Machines Firefighter Immunizations Firefighter Well-Being Sessions Fitness Equipment Inspections Free Weight Sets Infection Control Exposure Consultations Infection Control Exposure Referrals Infection Control Training Sessions Injury Prevention Plans OSHA Compliance Corrections OSHA Compliance Reviews Peer Fitness Consultations Peer Support Consultations Personal Protective Equipment for Emergency Services Personal Protective Equipment for Fire Services Self-Contained Breathing Apparatus Functional Tests

*Establish Baseline

	Self-Contained Breathing Apparatus Mask Fit Tests Station Boot Stipends Station Uniforms Tactical Gear Sets Universal Fitness Machines
Manager	BC Adrian Arias
Program Budget	

<i>Programs</i>	
<i>Line of Business: Support and Education</i>	
Purpose Statement	The purpose of the Support and Education Line of Business is to provide wellness initiatives and professional development services to Las Cruces Fire Department Personnel so they can be safe, healthy and realize their career potential.
<i>Program: Training and Professional Development</i>	
Program Purpose Statement	The purpose of the Training and Professional Development program is to provide new and continuous educational services to Fire Department Personnel and Public Safety Partners so they can realize their potential and deliver the highest level of service to the community.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • By 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan • By 2020, there will be a succession plan to provide qualified personnel to fill programs and ranks • By 2023, 25% of the workforce will hold associates degree or higher* • 90% of personnel who sign up for promotional processes demonstrate proficiency* • 85% of professional development goals achieved by Las Cruces Fire Department personnel*
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of External training classes • # of Internal training classes • # of Collaborative training classes • # of Mandatory training classes
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of External training classes expected to be requested

	<ul style="list-style-type: none"> • # of Internal training classes expected to be requested • # of Collaborative training classes expected to be requested
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per training class provided
Program Services	Academy Training Props Blue Card Certifications Certification Opportunities Certifications Emergency Medical Services Continuing Education Opportunities Emergency Medical Services Development Opportunities Emergency Medical Services Licenses Emergency Medical Services Medical CE Employee Performance Evaluations Fire Department Instructor Conference Attendance Fire Inspector Certifications Fire Investigators Certifications Fire Service Instructor Council Attendance Fire Training Props FRI Conference Attendance Health and Safety Seminars Health Education Seminars Incident Command Standards International Association of Instructors Attendance Mandatory Classes Mentorship Consultations National Fire Academy Training Opportunities OSHA Classes Promotional Testing Opportunities Regional Agency Training Special Teams Certifications Training Overtime Training Service Agreements
Manager	BC Shane Mouchette
Program Budget	

<i>Programs</i>	
<i>Line of Business: Emergency Response</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.

<i>Program: Fire Response</i>	
Program Purpose Statement	The purpose of the Fire Response program is to provide fire suppression and support services to residents, visitors and business of the greater Las Cruces community so they can experience minimal loss of life and property and recover quickly from the impact of fire.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By December 31, 2019, 90% of all emergency fire calls the first due unit shall arrive on the scene within 7 minutes from dispatch • By 2021, there will be no deaths attributable to Structure fires • 100% of fire reports completed within 5 business days (for insurance reporting) * • 90% of fire victim referrals receiving follow up support within 7 calendar days* • 90% of fires a full alarm response will arrive within 10 minutes from dispatch* • 90% of fires confined to the area of origin* • 80% of property value saved from structure fire* • 4% of fires with a fire injury*
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Fire responses • # of Fire investigations
	<p>Demands</p> <ul style="list-style-type: none"> • # of Fire responses expected • # of Fire investigations expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditures per fire response • \$ Program expenditures per capita
Program Services	Brush Fire Responses Commercial Fire Responses Dumpster Fire Responses Fire Alarm Responses Fire Investigation Fire Mutual Aide Responses Fire Rescues Fire Victim Follow-Ups Fire Victim Referrals High Rise Fire Responses Illegal Burn Responses Residential Fire Responses Vehicle Fire Responses
Manager	BC Tony Espiritu
Program Budget	

<i>Programs</i>	
<i>Line of Business: Emergency Response</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.
<i>Program: Emergency Medical Response</i>	
Program Purpose Statement	The purpose of the Emergency Medical Response program is to provide treatment and transport services to the residents and visitors of the greater Las Cruces community so they can have quick arrival of life-saving care, relief of medical symptoms, and arrive at a medical facility as quickly as appropriate for their condition.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • By December 31, 2019, 90% of all emergency calls within the City of Las Cruces that requires transport services will have an ambulance arrive within 9 minutes from dispatch* • By December 31, 2019, 90% of paramedic-required medical calls, a paramedic will arrive on the scene within 9 minutes from dispatch* • By December 31, 2019, patients will receive paramedic level care on 90% of emergency service medical calls when paramedic level treatment is required • 80% of patients complaining of pain will report a decrease in pain after pain medication administration* • 50% of patients will experience an improvement in symptoms after emergency medical care is rendered* • The City of Las Cruces will experience a 25% success rate in the return of spontaneous circulation for patient’s experiencing cardiac arrest due to ventricular fibrillation*
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of patients who need pain management • # of patients served • # of cardiac arrest patients • # of medical responses • # of paramedic-required responses
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of patients expected to request pain management • # of medical patients expected to request service • # of cardiac arrest interventions expected to be needed

	<ul style="list-style-type: none"> • # of medical responses expected to be requested • # of paramedic-required responses expected to be requested
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure per patient served
Program Services	Active Shooter Responses Bee Swarm Responses Burn Victim Responses Diabetic Emergency Responses Drowning Responses Emergency Medical Services Special Event Standbys Emergency Vehicle Lockout Responses Fall Victim Responses Heart Attack Responses Lift Assists Medical Alarm Responses Medical Mutual Aide Responses Medical Transports Motor Vehicle Collision Responses Overdose Responses Paramedic Responses Patient Care (QA/QI) Quality Improvement Reports Seizure Responses Stroke Responses Traumatic Injury Responses Trouble Breathing Responses
Manager	BC Sean Heck
Program Budget	

<i>Programs</i>	
<i>Line of Business: Emergency Response</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.
<i>Program: Airport Safety and Emergency Response</i>	
Program Purpose Statement	The purpose of the Airport Safety and Emergency Response program is to provide education, prevention and emergency services to all users and visitors of the Las Cruces International Airport so they can safely operate at the airport and receive quick and effective assistance in the event of an emergency.

Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By 2022, Las Cruces Fire Department will provide adequate airport safety and emergency response resources to support anticipated growth • 100% of assigned hangar inspections completed each year* • 90% of on-airport emergency responses the first-arriving Airport Safety Emergency Response unit will arrive within 3 minutes from dispatch* • 90% of all aircraft emergency incidents will have 3 Aircraft Rescue Firefighter certified responders* • 90% of days with 2 Aircraft Rescue Firefighter certified responders on duty at Fire Station 7*
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Airport emergency responses • # of Air traffic standbys
	<p>Demands</p> <ul style="list-style-type: none"> • # of Airport emergency responses expected to be requested • # of Air traffic standbys expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per takeoff and landing
Program Services	<p>Air Traffic Standbys Airport Emergency Responses Airport Fire Extinguisher Classes Airport Fire Prevention Education Sessions Airport Public Assist Responses FAA Compliance Reports Hangar Inspections</p>
Manager	BC Mike Daniels
Program Budget	

<i>Programs</i>	
<i>Line of Business: Emergency Response</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.
<i>Program: Hazmat Response</i>	
Program Purpose	The purpose of the Hazmat Response program is to provide hazardous materials guidance and mitigation services to residents, businesses and industry affected by

Statement	the use or release of hazardous materials so they can quickly and safely return to daily life or normal business operations.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • For 90% of all hazmat incidents the first-arriving unit will arrive within 7 minutes or less from dispatch within the City of Las Cruces* • 90% of all high-risk hazmat incidents, the hazmat team consisting of a minimum of 5 hazmat technicians plus equipment shall arrive on scene within 20 minutes within the City of Las Cruces from dispatch* • 90% of low/medium* risk hazmat incidents where the affected area is rendered safe within 12 hours or less after first unit arrival (*list of incident types; carbon monoxide, fuel leaks, gas leaks, gas odors, hazmat investigations, biological threat)
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Hazmat responses • # of Hazmat team responses
	<p>Demands</p> <ul style="list-style-type: none"> • # of Hazmat responses expected to be requested • # of Hazmat team responses expected to be requested
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per hazmat response
Program Services	Agency Assist Responses Air Monitoring Responses Biological Hazard Responses Carbon Monoxide Responses Chemical Spill Responses Clandestine Drug Laboratory Responses Explosive Emergency Responses Fuel Leak Responses Gas Leak Responses Hazmat Consultations Hazmat Responder Certification Classes Hazmat Team Responses Nuclear Emergency Responses Odor Investigation Responses Radiological Emergency Responses Railroad Responses Suspicious Package Responses
Manager	BC Cody Haver
Program Budget	

<i>Programs</i>	
<i>Line of Business: Emergency Response</i>	
Purpose Statement	The purpose of the Emergency Response Line of Business is to provide Fire, Rescue and Emergency Medical services to Residents, Businesses and Visitors of the greater Las Cruces community so they can be assured of a timely and effective response to their emergency and return to a normal life.
<i>Program: Technical Rescue Response</i>	
Program Purpose Statement	The purpose of the Technical Rescue Response program is to provide victim extrication and emergency stabilization services to entrapped persons and animals requiring specialized rescue so they can be quickly and safely removed with minimal injuries.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 90% of technical rescue incidents within the City of Las Cruces the first arriving unit will be on scene in 7 minutes or less from dispatch* • 90% of high risk technical rescue incidents in the City of Las Cruces the technical rescue response team consisting of a minimum of 5 technicians and equipment will arrive on scene within 20 minutes with the appropriate resources from dispatch* • 90% of motor vehicle extrication incidents where the victim is removed within 15 minutes or less from Fire Department arrival* • Technical rescue survival rate from the start of rescue efforts, including post rescue, to transfer to another medical transport provider will be 100% *
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Technical rescue responses • # of Vehicle extrications
	<p>Demands</p> <ul style="list-style-type: none"> • # of Technical rescue responses expected to be requested • # of Vehicle extrications expected to be required
	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program expenditure per technical rescue response • \$ Program expenditure per high risk technical rescue response • \$ Program expenditure per low risk technical rescue response
Program Services	<p>Animal Rescue Responses Building Collapse Responses Confined Space Responses Elevator Rescue Responses Heavy Machinery Responses Rope Rescue Responses Swift Water Responses Trench Collapse Responses</p>

*Establish Baseline

	Vehicle Extrication Responses
Manager	BC Jeremiah Lay
Program Budget	