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STANDARD OPERATING GUIDELINES PROCESS

PURPOSE:

The purpose of the Fire Chief's Executive Directives is to provide policies and other procedures for activities which are not addressed by other rules and regulations.

INTRODUCTION

Fire Chief Morris L. Huling, appointed a committee comprised of I.A.F.F. Local 244 and Management to review all written policies within the Albuquerque Fire Department.

STANDARD OPERATING GUIDELINES PROCESS

SOGs will serve as a valuable resource for personnel seeking a clear understanding of operational issues, and will facilitate compliance with current laws, regulations, and standards related to emergency services.

A standard operating guideline is "an organizational directive that establishes a standard course of action." SOGs explain what is expected and required of fire service personnel in performing their jobs. This comprehensive set of SOGs defines in detail how the department intends to operate.

The highest ranking officer in each Division is responsible for ensuring the accuracy of the SOGs. This will be done annually at a minimum, no later than February 1st.

Listed below is the new SOGs and the responsible division for reviewing, evaluating and revising of the SOGs.

		Responsible Division
SOG 1	Rules of Conduct	Human Resources
SOG 2	Staffing Management Guidelines	Human Resources
SOG 3	Standard Fire Ground Operating Procedures	Operations
SOG 4	Medical Protocols/EMS Procedures	EMS
SOG 5	I.A.F.F. Local 244, Local 2962, and Local 624 Contract	Human Resources
SOG 6	Job Descriptions	Human Resources
SOG 7	Merit System Ordinance	Human Resources
SOG 8	Personnel Rules and Regulations	Human Resources
SOG 9	Fire Chief's Executive Directives	Fire Chief
SOG 10	CAO Executive Administrative Instruction	Fire Chief

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INFORMATIONAL MEMOS

The informational memos are to be posted in all stations on the bulletin boards and initialed by all personnel. Informational memos are just that, informational. The informational memos are to be thrown away on the discard date indicated.

DESKTOP PROCEDURES

All Divisions/Sections will develop and implement desktop procedures. The Desktop procedures are functions that are unique to the divisions/sections i.e., hiring process, etc. Desktop procedures will be approved by the Fire Chief and then placed into the division's/section's desktop procedures manual.

The highest ranking officer in each Division is responsible for ensuring the accuracy of SOGs. This will be done annually at a minimum, no later than February 1st.

ALBUQUERQUE FIRE DEPARTMENT	Vision and Mission Statement	
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VISION AND MISSION STATEMENT

PURPOSE:

The purpose of the Vision and Mission Statement is to identify where the Albuquerque Fire Department will strive to be in the future.

VISION AND MISSION STATEMENT

The Albuquerque Fire Department entered the twentieth century with the mission to provide fire protection to a city of less than three square miles. The Department of today will enter the twenty-first century with a global perspective of all the needs of our community and our responsibility in the scheme of service.

Through a tradition of integrity, compassion, and valor, yesterday's fire department labored to build an unprecedented public trust in this honorable service. Armed with those values, and augmented with knowledge, tomorrow's AFD will be the cutting edge that carries that hard-earned public confidence into the new millennium.

The fire service of today – and tomorrow – must look beyond its own agenda. For a publicly-funded service organization such as ours, innovation is not a luxury, it is truly a matter of survival. To continue our success as an organization, we must be able to adapt to meet the dynamics of change. The ever-changing role of the fire service demands that we only adapt, but also, that we innovate to create solutions to unanswered needs.

In the latter half of this century, the City's fire service has undergone major evolutionary changes. In the 1960s, major issues were growth and the development of comprehensive fire prevention programs. The 1970s witnessed the integration of emergency medical services (EMS) into our fire service mission. In the 1980s, we became a major player in the area of hazardous materials containment and control, and the 1990s ushered in the development of special operations. The AFD of tomorrow will see the realization of revenue-generating public safety initiatives.

Already in place is the City's first groundwater protection program. This is a significant indicator of the expanded roles this department can expect. The program has thus far allowed the department to provide a low cost solution to a vital and potentially ponderous threat to the middle Rio Grande valley watershed. In seeking out new ways to serve the community, we have also provided the department with a means by which to generate revenue.

The demands for our services are continually growing, while the funding to support them is not. To adequately address the demands placed upon us, we have developed a plan to serve as a working strategy for effective managerial direction and efficient allocation of resources. In it, we have identified the nature and extent of the risks faced by this community, established service

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levels deemed adequate for the city, identified the most productive and proficient use of resources to reach proscribed service levels; and have developed and implemented a process to manage all components of the emergency service system.

The process of sound organizational planning is one of the most fundamental components of effective management. And, it is through the development of viable plans that we can continue to provide for the sensible, methodic, and efficient employment of resources in the control of current and future public safety risks.

The plan that this administration has identified on which to focus can be described in three words. **Back to basics.** We will realize the plan through performance of the following four steps.

First is the reevaluation of all department job descriptions. The process will include participation by all employees in a common effort to define the roles and responsibilities for each of their respective assignments.

The second step is to identify any knowledge or skill deficiencies relative to essential job functions as they are identified in prescribed job descriptions. A training regimen – specific to that skill or knowledge process – will be developed and presented to eliminate any training inadequacies.

The third step is to establish benchmarks. These will be the minimum performance standards that will be acceptable within the department. We will make each member of the department aware of these standards.

The fourth and final step is an analysis of department behavior to the established performance standards. A process of systematic review and objective analysis will provide the framework for an unbiased and rational revision of the process. Through this we will cultivate and achieve the habit of continual improvement.

It is my firm belief that we can and we will reach the goals that we have set for the betterment of this department. The key to achieve this is the development of better communication among all facets of this organization. We are all aware of the problems in interdepartmental communication – stemming from a number of reasons. Eliminating these problems has become a cornerstone of the foundation for my administration. I will do everything I can to improve the flow of information from managers to those on the front line of operations, and in all support programs.

Since I was appointed Fire Chief, I have conducted mandatory, monthly meetings for all members of the executive staff. The sole purpose of which has been to provide a forum for the introduction and open discussion of issues pertaining to the operation of the department. Each manager is encouraged and expected to take the information discussed there and share it with all

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personnel under their command. Minutes from these meetings are prepared and distributed to all stations and support divisions. It is my hope that the information shared by these managers will provide clear answers to any questions held by department staff.

The plan also calls for the best training and tools we can get to fulfill our mission. The days of compromise are gone. The days of providing equipment that meets only minimum specifications are gone. The fire fighters of this department deserve – and will have – the latest and most technologically advanced equipment that the current market provides. And, along with the tools comes the need for training in techniques and concepts that make up the core service of our mission and to enhance our capabilities to fulfill that mission.

I am often asked about specific, short-term goals for the department. Most of you already know about plans in effect for the construction of the new Communications Center and EOC, the new Station 20, the renovation of Station 11, and the construction of a new Station 14. You may be assured that we will see each of these projects completed. I know how long we've needed a new facility at station 14. I've made a promise to members of this department and to members of the Westgate community to build a new Station #14; it is at the very top of my list of priorities.

In answer to the most frequently asked question – about consolidation – I have to say this. Yes, I have opened dialogue with the Bernalillo County Fire Chief in regard to consolidation, however, this issue is very complex. The answer reaches beyond the needs or wants of the Albuquerque Fire Department or needs or wants of the Bernalillo County Fire Department. The people of the City and the people of the County must decide, as a common constituency, to charge both the Albuquerque City Council and the Bernalillo County Commission to move toward the sound and sensible goal of a regional public safety authority.

I am providing you with a statement to illustrate the vision and the mission I hope that we will all hold for the future of this department:

VISION:

We are dedicated to providing total quality service to enhance the lives of those in our community.

MISSION:

The Albuquerque Fire Department will save lives, protect property and the environment with emphasis on fire fighter safety and survival.

ALBUQUERQUE FIRE DEPARTMENT	Performance Measures
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PERFORMANCE MEASURES

PURPOSE:

To make accessible to all Firefighters the department's performance measures approved by the Administration and City Council.

2 PARENT PROGRAM STRATEGY: AFD Headquarters
DEPARTMENT: Fire

AFD Headquarters

SERVICE ACTIVITY:

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Our primary customers are those who populate our established jurisdiction, neighboring communities, local, state, and federal agencies, and the firefighters and support staff of the AFD. In the citizen satisfaction survey completed in 1998 the Fire department met or exceeded citizen satisfaction. Additionally the Occupational Health and Safety Program is administered through this service activity.

CHANGES AND KEY INITIATIVES:

In order to measure required data for operational and budget planning, a process for collecting and reporting data will be implemented based on the process as defined in the Albuquerque Fire Department Management Plan. This process includes the development of a Division Steering team that will determine the requirements necessary to provide the required information. Moved Safety from Training and Safety to AFD Headquarters. Occupational Health and Safety: Respiratory Protection Program (upgraded to NFPA compliant respirators for firefighting), met NFPA standards for Ladder, Hose and fire pump testing

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	974
PROPOSED FY/02	
General Fund 110	1,341

OUTPUT MEASURES:	FY/00	FY/01	FY/02 (projected)
Accounts Payable	2,000	2,000	
Accounts Receivable	120	120	
# of complaints	20	20	10

STRATEGIC ACCOMPLISHMENTS

FY/01: Reviewed customer expectations, set department direction and coordinated our resources in order to meet or exceed these expectations.

FY/02 (projected): Continue to review customer expectations, set department direction and coordinated our resources in order to meet or exceed these expectations and repeat annual testing for pumps, ladders and hose.

QUALITY MEASURES:	FY/00	FY/01	FY/02 (projected)
Provide same day service in regards to providing information/customer services to our internal and external customers.	NA	80%	90%
Meet and/or exceed applicable Occupational Health and Safety Standards	95% compliance	100% compliance	100% compliance
Measure the number of AFD personnel completing internal certification requirements at each rank.	80%	>90%	>90%
Track percentage of AFD personnel maintaining required licensure	90%	100%	100%
Percent of recruits successfully completing Academy Training	90%	90%	>90%

FY/01 Priority Objectives: OBJECTIVE 5. Continue to develop and enhance a utilization plan of City and County fire facilities, staffing, equipment and resources to improve service delivery and response times to the citizens of Albuquerque / Bernalillo County and report results to the Mayor and the City Council by the end of the second quarter, FY/01. OBJECTIVE 6. Develop and implement a Master Plan utilizing the independent review of fire resources information, including station location, equipment rehab and replacement, and staffing allocation; and submit to the Mayor and City Council for review by the end of the second quarter, FY01.

2 PARENT PROGRAM STRATEGY: Fire Suppression
 DEPARTMENT: Fire

Fire Suppression

SERVICE ACTIVITY: Fire Suppression and wildland firefighting to provide superior fire suppression services for family dwellings, commercial and wildland fires to protect property and save lives through 19 strategically located stations.

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Emergency response units dispatched to a fire are configured based on the size of the complex. A single-family residential dwelling, for example, would necessitate three engines, one ladder, one haz-mat unit, one rescue and two battalion supervisors, totaling 22 firefighters. Customer oriented activities at fire scenes include, dispatch, size-up, initial fire attack line and back-up hose lines, forcible entry, ventilation, search, rescue and evacuation, command, control and personnel accountability, utility control, loss control and protection of exposures and the loss control, and protection of the environment. The goal of suppression is to limit fire spread and contain the fire to the room of origin before flashover occurs. All fire suppression personnel are trained to at least an EMT-Basic level and provide rescue services to include patient assessment and care, preparation for patient transport, vehicle extrication, medical rescue, and assistance to paramedic rescue Advanced Life support crews. Additionally, all fire suppression personnel are trained to provide activities at haz-mat scenes.

CHANGES AND KEY INITIATIVES:

Changes: Continued with the delivery of field oriented training programs delivered in the field for firefighting and providing personnel with modern personal protective equipment.

Key Initiatives: Addition of Fire Station #20, Fire Station #21 development, a Westside Ladder company, and continuing the coordinated effort with Bernalillo County will be highlights for this service activity for FY02.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	24,765
PROPOSED FY/02	
General Fund 110	25,793

OUTPUT MEASURES:	FY/00	FY/01	FY/02 (projected)
# of response to all Basic Life Support Calls	26,028	26,809	27,613
# of Response to all fire calls	7,809	8,043	8,285
Total # of emergency unit response not including paramedic resources	90,793	93,517	96,322
# of Hazardous materials calls	775	798	822
# of Haz-Mat Task Force instructors trained to meet federally recognized standards for training personnel for terrorist event response	2 <small>69 is the members trained for haz mat.</small>	2	9
# of Heavy Technical Rescues recorded	10	10	
# of requests for public safety and education at special events	400	440	480
# of responses by a fire engine	NA	<small>Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.</small>	83,465
# of responses by ladder companies	4,825	4,970	5,991
# of responses by other emergency response units	2,503	2,578	2,655

STRATEGIC ACCOMPLISHMENTS

FY/01: Consolidated services with Bernalillo County Fire Department in two county response districts. Provided emergency services and coordination of emergency responses at the New Mexico State Fair, KAIBF, and Summerfest.

FY/02 (projected): Provide emergency services and coordination of emergency responses at the New Mexico State Fair, KAIBF, and Summerfest.

QUALITY MEASURES:	FY/00	FY/01	FY/02 (projected)
% of calls within 90% reliability under 6 minutes.	63.9%	63%	62%
Percentage of incidents successfully mitigated.	100%	100%	100%
Attain an average rating of 7 on service delivery survey.		100%	
Accommodate 90% of requests for service for public safety and education events.	100%	100%	100%
% of emergency calls for service with 90% of reliability under 8 minutes		NA	90%

Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.

2 PARENT PROGRAM STRATEGY: Emergency Management
 DEPARTMENT: Fire

Emergency Management

SERVICE ACTIVITY: Emergency Management

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

The OEP, through the use of Emergency Management (mitigation, preparedness, response and recovery) will coordinate the effective employment of resources in order to protect lives and the health and safety of citizens and the environment, while maintaining continuity of government during an emergency.

CHANGES AND KEY INITIATIVES:

Changes: The Office of Emergency Preparedness recently moved into a new facility, which will streamline work flow and create a more efficient operation in the Emergency Operations Center.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	84
PROPOSED FY/02	
General Fund 110	72

OUTPUT MEASURES:

	FY/00	FY/01	FY/02 (projected)
# of requirements for Local Performance Plan.	45	45	45
# of hours developing and executing an emergency management exercise program	4,680	4,680	4,680
# of emergency management exercises conducted annually.	4	4	4

STRATEGIC ACCOMPLISHMENTS

FY/01: Developed an annual Local Performance Plan for Emergency Management.

FY/02 (projected): Develop an annual Local Performance Plan for Emergency Management.

QUALITY MEASURES:

	FY/00	FY/01	FY/02 (projected)
% of objectives met during functional exercises.	100%	100%	100%

Logistics

SERVICE ACTIVITY: Logistics

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Logistics encompasses fleet coordination, resource management, and building maintenance coordination for front-line emergency services and support. Emergency front-line forces require emergency and routine delivery of supplies and equipment to maintain service capabilities 100% of the time. This includes personal protective equipment, special operations equipment, emergency medical supplies, and consumables. Vehicle safety standards must be met for all motorized apparatus 24 hours per day to maintain response capability. Building maintenance coordination with outside and internal agencies is accomplished through this section to maintain safe, healthy, comfortable environments and facilities that are within regulatory compliance. Field and Support personnel are primary customers; a baseline for customer satisfaction will be developed for FY01.

CHANGES AND KEY INITIATIVES:

Changes: Fleet Liaison position was added. Fleet Management, Resource Management, and Building Maintenance were combined into one area to increase efficiency of operations. A baseline for customer satisfaction was developed in FY01.

Key initiatives include the efficiency of apparatus readiness and maintenance in partnership with Fleet Management Division. To accomplish this a plan is being implemented to move the repairs currently being done at the Fourth Street Yard to the Pino yards. This move should provide a more efficient repair environment due to increase supervision of the mechanics, better scheduling and a bigger pool of mechanics available.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	790
PROPOSED FY/02	
General Fund 110	1,049

OUTPUT MEASURES:

	FY/00	FY/01	FY/02 (projected)
# of supply requisitions processed.	757	600	600
# of building maintenance and/or repair requests processed	790	623	650
# of Vehicle Maintenance and/or repair requests processed.	2,329	2,343	2,400
Amount of time that front-line emergency force equipment is out of service for repairs.	NA	NA	15%

STRATEGIC ACCOMPLISHMENTS

FY/01: Developed baseline data plan to acquire output measures.

FY/02 (projected): Increase satisfaction levels in surveys of internal customers in the areas of Resource Management, Building Maintenance and Vehicle Maintenance.

QUALITY MEASURES:

	FY/00	FY/01	FY/02 (projected)
customer satisfaction with Fleet (vehicle) Maintenance	NA	LOW	MEDIUM
customer satisfaction with Building Maintenance	NA	HIGH	HIGH
customer satisfaction with supply support	NA	MEDIUM	HIGH

Dispatch

SERVICE ACTIVITY: Alarm Room Dispatch – E-911

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

The purpose is to provide prompt processing of all requests for emergency assistance received through E-911, provide pre-arrival medical assistance over the phone and provide communication support at all emergency incidents. The first contact the citizens have with the fire department is a trained Emergency Medical Dispatcher providing pre-arrival medical instructions to the caller. Instructions are delivered over the phone for events ranging from non-breathing (CPR), life-threatening bleeding, emergency childbirth and trauma. In addition, dispatchers insure effective communications for critical fireground safety and act as contacts with outside agencies for additional resource needs. Each customer service call is evaluated for compliance with established medical protocols, fireground guidelines and special operations requirements.

CHANGES AND KEY INITIATIVES:

Technologically superior equipment and software are being utilized in a modern facility. In order to measure required data elements for operational and budget planning a Records Management System (RMS) will be implemented that will be able to track information collected at emergency incidents and report any information related to the data elements collected. This information will be available to all personnel in the Albuquerque Fire Department, as well as other stakeholders and interested parties. The Data elements that will be collected are defined by state and federal agencies that require incident reporting. The process to select and implement the RMS is defined in the Albuquerque Fire Department Management Plan. Dispatch is a critical component of a true real time records management system. Data will be fed to the record management system each time an event is closed allowing for all dispatch information to be immediately available for incident reporting.

INPUT MEASURE (\$000's)	PROPOSED FY/01
General Fund 110	1,553
	PROPOSED FY/02
General Fund 110	1,601

OUTPUT MEASURES:

	FY/00	FY/01	FY/02 (projected)
# of emergency calls for service	56,675	58,375	60,127
# of dispatches of emergency units within 1 minute	56,675	58,375	60,127
# of non-emergency calls for service	114,000	117,420	120,943

STRATEGIC ACCOMPLISHMENTS

FY/01: Move to new Public Safety Consolidated Communication Facility. Implementation of upgraded computer aided dispatch system. Integration of the 800 MHZ system.

FY/02 (projected): Implement new records management system tied to the CAD and evaluate utilizing the 800 MHZ system for data transfer.

QUALITY MEASURES:

	FY/00	FY/01	FY/02 (projected)
% of emergency calls answered within 3 rings	96%	96%	98%
% reliability calls to 1 minute dispatch	95%	93%	90%
% of non-emergency calls answered	100%	100%	100%

2 PARENT PROGRAM STRATEGY: CIP Funded Employees
DEPARTMENT: Fire

CIP Funded Employees

SERVICE ACTIVITY: CIP Funded Employees

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

CIP Funded Employees rehab aging fire department facilities.

CHANGES AND KEY INITIATIVES:

Changes: An independent assessment of current facility conditions will establish standards required to meet OSHA, NFPA, and ADA mandates.

Key initiatives: Results will be used to establish schedules for structural and infrastructure needs, and in turn will drive appropriate project implementation.

INPUT MEASURE (\$000's)	PROPOSED FY/01
General Fund 110	81
PROPOSED FY/02	
General Fund 110	83

STRATEGIC ACCOMPLISHMENTS

FY/01: Started the process for independent review of current facility conditions.

FY/02 (projected): Complete the independent review of current facility conditions to establish standards required to meet OSHA, NFPA, and ADA mandates.

2 PARENT PROGRAM STRATEGY: Technical Services
 DEPARTMENT: Fire

Technical Services

SERVICE ACTIVITY: Technical Services

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Technical Services section is the infrastructure support for computer-aided dispatch, radio communications, computer support, GIS and mapping, and E-911. Functions are to maintain, install, plan for and implement systems and processes to support front-line emergency forces. The public, response personnel, dispatchers for AFD and APD, as well as the Emergency Operations Center are our primary customers.

CHANGES AND KEY INITIATIVES:

- New systems for E-911 that allow for cell phone coordinate location display on electronic map are being developed.
- Design a AVL system for the department.
- Increase role in non-emergency computer support.
- Research and develop digital maps for field.
- Research and develop integration of geographic geofile manager (GGM) with geographic information systems (GIS).

INPUT MEASURE (\$000's)	PROPOSED FY/01
General Fund 110	309
	PROPOSED FY/02
General Fund 110	292

OUTPUT MEASURES:

	FY/00	FY/01	FY/02 (projected)
Number of requests for CAD, radio, MDC, computer and E-911 requests for service.	7,126	7,761	
Number of units preventative maintenance completed on CAD, radio, MDC, computer and E-911.	192	250	347
Conduct 5% review of all MPDS calls for service per year.	2,163	2,250	2,835
Number of requests for tapes and/ or CAD printouts.	55	58	72

STRATEGIC ACCOMPLISHMENTS

FY/00: Increased role in non-emergency computer support.

FY/01 (projected): Design a GPS system for the department, increase role in non emergency computer support, R&D digital maps for field, R & D Integrate geographic geofile manager (GGM) with geographic information systems (GIS).

QUALITY MEASURES:

	FY/00	FY/01	FY/02 (projected)
% of time 24 hour-a-day technical support is available	50% of the time	90% of the time	95% of the time
% operational For 800 MHz Radio CAD, PSAP maintenance support.	100% operational	100%	100%
% of time Public Safety Answering Point (PSAP) maintenance support	90%	90%	95%
Percent of time service request for non-emergency PC support responded to within 24 hours.	90%	95%	99%

Paramedic Rescue

SERVICE ACTIVITY: Paramedic Rescue Services

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

The purpose is to deliver advanced life support services that positively impacts patients' outcomes and saves lives. This is facilitated through 16 strategically located rescue squads that carry EMT-P (paramedic) cross-trained firefighters and 28 strategically located engines, ladders and haz-mat squads that carry EMT-B (Basic) cross-trained firefighters. These units utilize an array of technical medical equipment for delivery of cardiac episode drug and monitoring intervention, and equipment for dealing with higher-level trauma incidents. In addition, specialized extrication equipment is available on these units. Medical direction is supported through direct communication with hospitals via dedicated medical radios.

CHANGES AND KEY INITIATIVES:

Changes: Implementation of Rescue 27 and 29, insuring the most appropriate and timely response in areas previously served by the County, implementation of Rescue 11 at 5403 Southern SE, and the graduation of a Paramedic Class to provide continual quality paramedic services.

Key initiatives: Continue the review of service delivery options to be more efficient with existing resources.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	6,852
PROPOSED FY/02	
General Fund 110	8,026

OUTPUT MEASURES:

	FY/99	FY/00	FY/01 (projected)
# of responses to all Advanced Life Support Calls	22,029	22,690	23,371
# of responses by paramedic rescues	58,943	60,611	62,533

STRATEGIC ACCOMPLISHMENTS

FY/01: Contract for Executive Medical Director as called for in the EMS Ordinance.

FY/02 (projected): Contract for Ambulance Transport Services as called for in the EMS Ordinance.

QUALITY MEASURES:

	FY/99	FY/00	FY/01 (projected)
Percentage of ALS calls within 90% reliability under 8 minutes	90.1%	90.0%	

2 PARENT PROGRAM STRATEGY: Training and Safety
DEPARTMENT: Fire

Training

SERVICE ACTIVITY: Training

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:
 Services that are provided through Training: Recruit Selection and Training, Emergency Medical Services Training and Licensure, Emergency Operations Training, Promotional Testing and Certification, and Administration of Community Training Center.

CHANGES AND KEY INITIATIVES:
 Changes: Management training program was provided to all upper and middle management. Implemented certification program at all levels of the organization. Community Training Center initiative continues to train large numbers of citizens in CPR and as Emergency Medical Technicians.

Key initiatives: recruiting program enhanced to recruit trained paramedics and to meet city affirmative action guidelines.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	1,548
PROPOSED FY/02	
General Fund 110	1,418

OUTPUT MEASURES:	FY/00	FY/01	FY/02 (projected)
# of cadets trained	28	27	
# of training hours	53,000	62,680	65,000
# of customers served by the Community Training Center (CTC)	3,800	3,400	3,500
# of AFD personnel receiving internal certification training	120	500	550
# of personnel receiving EMT, Paramedic and Emergency Dispatcher courses	160	600	650

STRATEGIC ACCOMPLISHMENTS

FY/01: Completed and taught the exposure control plan, provided Quality Improvement Officer training, Completed OSHA physicals, completed annual testing for pumps, ladders and hose, Urban Search and rescue training props were completed, Emergency medical Technician refreshers were completed, burn tiles were installed in the burn training room, and trained AFD personnel to be hazardous materials instructors.

FY/02 (projected): Complete the Back-to-Basics course, continue Wildland training and certification, start tanker operations/water shuttle training, teach Hazardous Materials Technician course.

QUALITY MEASURES:	FY/00	FY/01	FY/02 (projected)
Number of AFD personnel completing internal certification requirements at each rank.	80%	85%	90%
Percent of AFD personnel maintaining required Licensure	>99.5%	99.8%	100%
Percent of recruits successfully completing Academy Training	90.5%	82%	>90%

2 PARENT PROGRAM STRATEGY: State Fire Fund
 DEPARTMENT: Fire

Fire Special Improvements

SERVICE ACTIVITY: Fire Special Improvements

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Provides Fire Special Improvements for maintenance of the fire department, the purchase, construction, maintenance, repair and operation of the fire stations, fire apparatus and equipment.

CHANGES AND KEY INITIATIVES:

No significant changes in FY/00 or anticipated in FY/02.

INPUT MEASURE (\$000's)	PROPOSED FY/01
State Fire Fund 210	478
PROPOSED FY/02	
State Fire Fund 210	730

OUTPUT MEASURES:

Purchase identified items prior to grant deadline.

FY/00	FY/01	FY/02 (projected)
100%	100%	100%

QUALITY MEASURES:

Percent of grant spent.

FY/00	FY/01	FY/02 (projected)
100%	100%	



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT

AFD HEADQUARTERS

PROGRAM STRATEGY: Provides leadership , direction, and services that impact the work environment.	SERVICE ACTIVITIES: • AFD Headquarters
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STRATEGY PURPOSE AND DESCRIPTION:

AFD Headquarters' vision is to be recognized by the community as the agency of choice for superior services accomplished through a leadership philosophy which promotes respect and open communication. The purpose is to provide consistent and continuous management, set directions and build and sustain an organization conducive to high performance, individual and organizational learning, empowerment, and innovation. Additionally, the Safety Section is now managed through AFD Headquarters.

CHANGES AND KEY INITIATIVES:

Changes: Continued implementation of the business management plan, evaluating the efficiency, effectiveness, and flexibility (acceptance of change), enhance leadership, and personnel management skills, enhance two-way communications between management and employee customers and suppliers, and communications within and between other City departments and divisions and outside agencies. Moved Safety from Training and Safety to AFD Headquarters. Occupational Health and Safety: Respiratory Protection Program (upgraded to NFPA compliant respirators for firefighting), met NFPA standards for Ladder, Hose and fire pump testing.

Key initiatives: Champion continuous quality improvement activities.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	974
	PROPOSED FY/02
General Fund 110	1,341

STRATEGY OUTCOMES:	Measure	FY/00	FY/01	FY/02 (projected)
Development and utilization of the workforce to its full potential.	<i>Percent certification and compliance with all applicable training standards and regulations.</i>	100% certification and compliance with all applicable training standards and regulations	100% certification and compliance with all applicable training standards and regulations	100% certification and compliance with all applicable training standards and regulations
Communicate the department's direction and key performance expectations and goals, to the entire department.	<i>Percent of employees briefed on key performance expectations and goals and direction.</i>	100% certification and compliance with all applicable training standards and regulations	100% of employees briefed on key performance expectations and goals and direction.	100% of employees briefed on key performance expectations and goals and direction.

FY/01 Priority Objective: OBJECTIVE 5. Continue to develop and enhance a utilization plan of City and County fire facilities, staffing, equipment and resources to improve service delivery and response times to the citizens of Albuquerque / Bernalillo County and report results to the Mayor and the City Council by the end of the second quarter, FY/01.



DESIRED COMMUNITY CONDITIONS: Residents feel safe. Residents are safe.
Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

DISPATCH

PROGRAM STRATEGY: Alarm Room Dispatch - E-911 provides prompt processing of all requests for emergency assistance for pre-arrival medical assistance over the phone as well as communication support at all emergency incidents.

SERVICE ACTIVITIES:
• Dispatch

STRATEGY PURPOSE AND DESCRIPTION:

The purpose is to provide a diversity of superior emergency services response in a timely, consistent, and professional manner. Firefighters in the Emergency Fire/Rescue Services provide 24 hours-a-day service and are assigned to 19 engine companies, 13 rescue companies, 5 ladder companies, two hazardous materials response units and 4 battalion management positions. In addition, dispatch activities are conducted through Alarm Dispatch.

CHANGES AND KEY INITIATIVES:

Changes: Technologically superior equipment and software is being utilized in a modern facility. Currently, a study is underway evaluating the operations of the communications section.

Key initiatives: Develop standard operating guidelines for dispatch to fires, structural and wildland, hazardous materials, and heavy technical rescue emergencies.

In order to measure required data elements for operational and budget planning a Records Management System (RMS) will be implemented that will be able to track information collected at emergency incidents and report any information related to the data elements collected. This information will be available to all personnel in the Albuquerque Fire Department. The Data elements that will be collected are defined by state and federal agencies that require incident reporting. The process to select and implement the RMS is defined in the Albuquerque Fire Department Management Plan.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	1,553
PROPOSED FY/02	
General Fund 110	1,601

STRATEGY OUTCOMES:

Measure	FY/00	FY/01	FY/02 (projected)
Prompt dispatches are made to requests for emergency service, dispatching the closest available units in most appropriate response configuration, based on incident needs. Professional service is provided at all emergency and non-emergency calls.			
Assure that established response times are met or decreased to reduce injury, death, and property loss, through enhanced service delivery, so that Albuquerque is a safer place to live.			

The amount of time from receipt of call to AFD Dispatching units

Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.

Response time data based on 90% reliability.

FY/01 Priority Objective: OBJECTIVE 7. Develop and implement a Record Management System (RMS) for data compilation that will direct the AFD for placement of equipment and resources to improve service delivery and response times to the citizens of Albuquerque/Bernalillo County. This system and reported data will meet the requirements from the state and federal governments for data and statistical reporting. These results will be reported to the Mayor and the City Council for review.



DESIRED COMMUNITY CONDITIONS: Residents feel safe. Residents are safe.
Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

FIRE SUPPRESSION

PROGRAM STRATEGY: Fire Suppression and wildland firefighting provide superior fire suppression services for family dwellings, commercial and wildland fires to protect property and save lives through 19 strategically located stations.

SERVICE ACTIVITIES:
• Fire Suppression

STRATEGY PURPOSE AND DESCRIPTION:

Fire Suppression and wildland firefighting provide superior fire suppression services for family dwellings, commercial and wildland fires to protect property and save lives through 21 strategically located stations. Coverage includes all of the City of Albuquerque as well as two of the fire districts in Bernalillo County. Fire Suppression includes Fire Engines, Ladders, Hazardous Material Squads, and Battalion Commanders. The primary fire response includes three engines, a ladder, a haz-mat squad, two commanders and an ALS rescue from the Paramedic Rescue strategy. The ALS Rescue responds with the fire suppression crews because they are cross-trained to perform firefighting functions. The rescue units usual role at a fire is to perform search and rescue operations, monitor the rehabilitation of suppression crews, and provide medical treatment for anyone injured. In addition to the rescue units cross-training, all suppression crews are also cross trained to perform functions at wildland fires, hazardous materials operations, and emergency medical calls. This cross training allows for better utilization of the resources available.

CHANGES AND KEY INITIATIVES:

- Key initiatives:
- Completion of Construction of Fire Station #20
 - Westside Ladder Company
 - The development of Station #21 (Westside)
 - An independent review of fire resources including station location, equipment, and staffing allocation

Continuing the coordinated effort with Bernalillo County and opening Fire Station #20 will be the highlights for this program in FY02.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	24,765
PROPOSED FY/02	
General Fund 110	25,793

STRATEGY OUTCOMES:

	Measure	FY/00	FY/01	FY/02 (projected)
Prompt extinguishment of fires assures that destruction of life and property is limited.	<i>Elapsed time from dispatch to fire control on calls that involve fire</i>	NA	Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.	
Assure that established response times are met or decreased to reduce injury, death, and property loss, through enhanced service delivery, so that Albuquerque is a safer place to live.	<i>Response time data.</i>		Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.	



DESIRED COMMUNITY CONDITIONS: Residents feel safe. Residents are safe.
Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

PARAMEDIC RESCUE

PROGRAM STRATEGY: Provide emergency medical rescue services, the mitigation of man-made and natural disasters, and technical search and rescue activities.

SERVICE ACTIVITIES:
• Paramedic Rescue

STRATEGY PURPOSE AND DESCRIPTION:

The purpose is to deliver advanced life support services that positively impacts patients' outcomes and saves lives. This strategy is accomplished through dispatch of 16 available ALS rescue units and/or 28 BLS fire suppression crews to provide emergency medical services based on a priority determined by a Medical Priority Dispatch System (MPDS). Coverage includes all of the City of Albuquerque as well as two of the fire districts in Bernalillo County.

CHANGES AND KEY INITIATIVES:

Changes: Implementation of Rescue 27 and 29, insuring the most appropriate and timely response in areas previously served by the County, implementation of Rescue 11 at 5403 Southern SE, and the graduation of a Paramedic Class to provide continual quality paramedic services.

Key initiatives: Continue the review of service delivery options to be more efficient with existing resources. This includes an analysis of the Medical Priority Dispatch System (MPDS), which evaluates conditions at a scene by dispatchers to assign the right resources to handle the call and properly utilize resources available

INPUT MEASURE (\$000's)		APPROVED FY/01
General Fund 110		6,852
		PROPOSED FY/02
General Fund 110		8,026

STRATEGY OUTCOMES:

	Measure	FY/00	FY/01	FY/02 (projected)
Lives are saved by timely intervention to trauma and medical emergencies.	Response time data based on 90% reliability			<i>Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.</i>
Assure that established response times are met or decreased to reduce injury, death, and property loss, through enhanced service delivery, so that Albuquerque is a safer place to live.	Response time data based on 90% reliability			<i>Working on procurement of a Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.</i>



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

TRAINING

PROGRAM STRATEGY: Provides leadership , direction, and services that impact the work environment.

SERVICE ACTIVITIES:

- Training

STRATEGY PURPOSE AND DESCRIPTION:

The purpose of the Training and Safety Program Strategy is to develop a high performing work force through the application of an integrated management approach to training and safety.

Primary clients/customers are AFD employees, secondary customers are citizens of Albuquerque who utilize the Community Training Center.

A comprehensive certification process at all levels of the organization has been implemented as has assessment based testing for promotion. Increased number of citizens utilizing the Community Training Center for EMT and CPR training.

CHANGES AND KEY INITIATIVES:

Changes: Management training program was provided to all upper and middle management. Implemented certification program at all levels of the organization. Community Training Center initiative continues to train large numbers of citizens in CPR and as Emergency Medical Technicians.

Key initiatives: recruiting program enhanced to recruit trained paramedics and to meet city affirmative action guidelines.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	1,548
	PROPOSED FY/02
General Fund 110	1,418

STRATEGY OUTCOMES:	Measure	FY/00	FY/01	FY/02 <small>(projected)</small>
Development and utilization of the workforce to its full potential.	<i>Percent certification and compliance with all applicable training standards and regulations</i>	100% certification and compliance with all applicable training standards and regulations	100% certification and compliance with all applicable training standards and regulations	100% certification and compliance with all applicable training standards and regulations
Communicate the department's direction and key performance expectations and goals, to the entire department.	<i>Percent of employees briefed on key performance expectations and goals and direction.</i>	100% of employees briefed on key performance expectations and goals and direction.	100% of employees briefed on key performance expectations and goals and direction.	100% of employees briefed on key performance expectations and goals and direction.



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

FIRE PREVENTION

PROGRAM STRATEGY: Fire prevention deals with code enforcement compliance, felony arson investigations, public education and safety.

SERVICE ACTIVITIES:

- Fire Prevention / Fire Marshal

STRATEGY PURPOSE AND DESCRIPTION:

This program strategy deals with code enforcement compliance, felony arson investigations, public education and safety. Customers are the citizens and visitors of Albuquerque. AFD has been effective in increasing the efficiency and quantity of the investigations, inspections and community interactions.

CHANGES AND KEY INITIATIVES:

Key initiative is the adoption of 1997 Uniform Fire Code, and to develop an equitable permit and inspection fees schedule.

INPUT MEASURE (\$000's)		APPROVED FY/01
General Fund 110		2,656
PROPOSED FY/02		
General Fund 110		2,500

STRATEGY OUTCOMES:

Measure	FY/00	FY/01	FY/02 (projected)
AFD will steadily build on each yearly total, working toward 100% compliance based on available staffing.	26%	27%	29%
<i>According to the American Business Information Directory (1998 edition) there are 20,000 businesses in Albuquerque that require annual inspection</i>			



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

STATE FIRE FUND

PROGRAM STRATEGY: Provides Fire Special Improvements for maintenance of the fire department, the purchase, construction, maintenance, repair and operation of the fire stations, fire apparatus and equipment. mission.

SERVICE ACTIVITIES:

- Fire Special Improvements

STRATEGY PURPOSE AND DESCRIPTION:

The program strategy's purpose is to provide personnel protective equipment (PPE) for front line personnel; provide for training including professional development and officer development; and provide safety equipment and cover the cost of equipment testing.

CHANGES AND KEY INITIATIVES:

No significant changes in FY/00 or anticipated in FY/02.

INPUT MEASURE (\$000's)	APPROVED FY/01
State Fire Fund 210	478
	PROPOSED FY/02
State Fire Fund 210	730

STRATEGY OUTCOMES:

Measure	FY/00	FY/01	FY/02 (projected)
Needs identified and resources allocated to support front line operations within the identified State Fire Fund allocation.	100%	100%	100%
<i>% of safety standards met for ladder, hose, pump and PPE.</i>			



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

EMERGENCY MANAGEMENT

PROGRAM STRATEGY: Provide all technical aspects of support to the emergency frontline forces of AFD.

SERVICE ACTIVITIES:
• Emergency Management

STRATEGY PURPOSE AND DESCRIPTION:

Emergency Management coordinates an organized effort to mitigate against, prepare for, respond to, and recover from major emergencies or disasters. The Office of Emergency Preparedness (OEP) operates under the guidance of the Federal Emergency Management Agency (FEMA) and the State of New Mexico Department of Public Safety, and is responsible for maintaining an integrated emergency management plan for the identification and mitigation of any man-made or natural hazards that may occur in the City of Albuquerque and/or Bernalillo County.

CHANGES AND KEY INITIATIVES:

Key initiatives: To coordinate and support an integrated local, state, federal response to domestic terrorism.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	84
PROPOSED FY/02	
General Fund 110	72

STRATEGY OUTCOMES:

Measure	FY/00	FY/01	FY/02 (projected)
Ensure local ordinances/resolutions and implementing directions, policies and instructions are in place providing legal authority for emergency management programs, activities and organizations.	100%	100%	100%



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

LOGISTICS

PROGRAM STRATEGY: Logistics encompasses fleet coordination, resource management, and building maintenance coordination for front-line emergency services and support.

SERVICE ACTIVITIES:

- Logistics

STRATEGY PURPOSE AND DESCRIPTION:

Logistics encompasses fleet coordination, resource management, and building maintenance coordination for front-line emergency services and support. Emergency front-line forces require emergency and routine delivery of supplies and equipment to maintain service capabilities 100% of the time. Field and Support personnel are primary customers. A baseline for customer satisfaction will be developed for FY01.

CHANGES AND KEY INITIATIVES:

Changes: Fleet Management, Resource Management, and Building Maintenance were combined into one area to increase efficiency of operations. A baseline for customer satisfaction was developed in FY01.

Key initiatives include the efficiency of apparatus readiness and maintenance in partnership with Fleet Management Division. To accomplish this a plan is being implemented to move the repairs currently being done at the Fourth Street Yard to the Pino yards. This move should provide a more efficient repair environment due to increase supervision of the mechanics, better scheduling and a bigger pool of mechanics available.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	790
PROPOSED FY/02	
General Fund 110	1,049

STRATEGY OUTCOMES:	Measure	FY/00	FY/01	FY/02 (projected)
Customer satisfaction with Vehicle Maintenance.		NA	LOW	MEDIUM
Customer satisfaction with Building Maintenance.	<i>Customer satisfaction survey (To be introduced in FY02 with data included for FY01)</i>	NA	HIGH	
Customer satisfaction with Resource Management		NA	MEDIUM	



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

CIP FUNDED EMPLOYEES

PROGRAM STRATEGY: Provide rehab of aging fire department facilities to maintain adequate living conditions for department personnel.

SERVICE ACTIVITIES:

- CIP Funded Employees

STRATEGY PURPOSE AND DESCRIPTION:

The program strategy's purpose is to rehab aging fire department facilities. The average age of the department's fire stations is about thirty years. Since the facilities are occupied by department personnel 24 hours a day, safety, security, and adequate living conditions need to be maintained. Health and safety, ADA compliance, xeriscaping, and utilities usage will be addressed.

CHANGES AND KEY INITIATIVES:

Changes: An independent assessment of current facility conditions will establish standards required to meet OSHA, NFPA, and ADA mandates.

Key initiatives: Results will be used to establish schedules for structural and infrastructure needs, and in turn will drive appropriate project implementation.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	81
	PROPOSED FY/02
General Fund 110	83

STRATEGY OUTCOMES:	Measure	FY/00	FY/01	FY/02 (projected)
Complete rehabilitation of fire facilities in a timely manner.	Estimate and complete all projects on time and within budget.	60%	75%	80%



DESIRED COMMUNITY CONDITIONS: Residents are safe. Residents feel safe. Safe travel on city streets. Residents and public safety agencies working together to create a safe community.

FIRE DEPARTMENT — FUND 110

TECHNICAL SERVICES

PROGRAM STRATEGY: Provide the technical infrastructure support for computer-aided dispatch, radio communications, computer support, GIS and mapping, and E-911.

SERVICE ACTIVITIES:

- Technical Services

STRATEGY PURPOSE AND DESCRIPTION:

The purpose of this program strategy is to maintain, install, plan for and implement systems and processes to support frontline emergency forces. The public, response personnel, dispatchers for AFD, as well as the Emergency Operations Center are the primary customers.

CHANGES AND KEY INITIATIVES:

The Albuquerque Management System (IMS, Baldrige) was adopted and personnel adjustments were made to meet the needs of our customers.

Development of an Intelligent Transportation System network in partnership with AGIS is a key initiative.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	309
PROPOSED FY/02	
General Fund 110	292

STRATEGY OUTCOMES:

Measure	FY/00	FY/01	FY/02 (projected)
Meet date requirements 90% of the time.	Meet date requirements 90% of the time.	Working on procurement of Data Management System that is a FY/01 Council objective. The funding for the system will come from the 2001 CIP GO Bond program.	

2 PARENT PROGRAM STRATEGY: Fire Prevention
 DEPARTMENT: Fire

Fire Prevention / Fire Marshal

SERVICE ACTIVITY: Fire Marshal's Office

SERVICE ACTIVITY PURPOSE AND DESCRIPTION:

Services delivered are felony arson investigation conducted by NM Law Enforcement Academy certified fire arson investigators, enforcement of the Ground Water Protection Policy and Action Plan (GPPAP), code enforcement conducted by International Fire Code Institute certified inspectors who also supplement front-line emergency forces during major incidents, and community involvement activities which include public education, open houses, stand-by the schools. In all services mentioned the customers of this service activity would be the citizens and visitors of Albuquerque. AFD has been effective in increasing the efficiency and quantity of the investigations, inspections and community interactions.

CHANGES AND KEY INITIATIVES:

Changes:: Continue the fireworks display for citizens to reduce illegal fire work usage.

INPUT MEASURE (\$000's)	APPROVED FY/01
General Fund 110	2,656
	PROPOSED FY/02
General Fund 110	2,500

OUTPUT MEASURES:

	FY/00	FY/01	FY/02 (projected)
# of inspections	6,518	7,074	7,286
# of businesses that exceed exempt amounts of hazardous materials as regulated under the GPPAP Program	8,100	8,100	8,100
# of neighborhood associations and elementary schools targeted for fire safety presentations	389	389	400
# of fires investigated by the Arson Investigations Sections	300	350	365

STRATEGIC ACCOMPLISHMENTS

FY/01: Collection of over \$100,000 through the Inspection Permit Program

FY/02 (projected): Estimate collection of over \$100,000 through the Inspection Permit Program

QUALITY MEASURES:

	FY/00	FY/01	FY/02 (projected)
% of arson cases closed by Arson Investigations Section by arrest	88%	95%	90%
# of arrests through the Arson Investigations Section	57	34	45

ALBUQUERQUE FIRE DEPARTMENT	Hair Cut and Grooming
Standard Operating Guidelines	Directive 6
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01 Page 1 of 4

HAIR CUT AND GROOMING

PURPOSE:

The purpose of the Fire Chief's Executive Directives is to provide policies and other procedures for Hair cuts and Grooming.

HAIRCUT & GROOMING:

- A. The Fire Department is a uniformed service, therefore, a neat and well-groomed appearance by fire fighters is fundamental to the department and contributes to building the pride and spirit essential to an effective Fire Department, a vital ingredient for good public relations.
- B. It is the responsibility of commanders to insure that members under their command present a neat and orderly appearance, and it is the duty of each member to take pride in their appearance at all times.
- C. There are many hair styles which are acceptable to the department, so long as a member's hair is kept in a neat manner, the acceptability of the style will be judged solely by the following criteria.

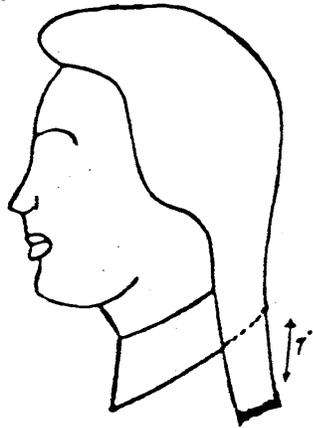
Granting exceptions to ID 2-1-12, Section II. "Haircut and Grooming" may be considered on an individual basis, where demonstrated adequate and sufficient reason exists. All members who currently have had exceptions granted to the Haircut and Grooming policy will resubmit their requests to the Deputy Chief of Operations in writing by September 1, 1997. All future requests for exception to the rule will be submitted by members in writing to the Deputy Chief of Operations by the first of January each year, approval authorizes exception to the rule for one year. The disapproval for granting exceptions to the Haircut and Grooming policy is a management right and will not be grounds for a grievance.

- D. Male and female hairstyles without reference to style will conform to the following standards:
 - 1. The hair on top of the head will be neatly groomed, the length and or bulk of the hair will not be excessive or present a ragged, unkept, or extreme appearance. Hair will present a tapered appearance and when combed, it will not fall over the eyebrows.
 - 2. In all cases, the bulk or length of hair will not interfere with the normal wearing of caps, helmets, and breathing apparatus.

ALBUQUERQUE FIRE DEPARTMENT	Hair Cut and Grooming	
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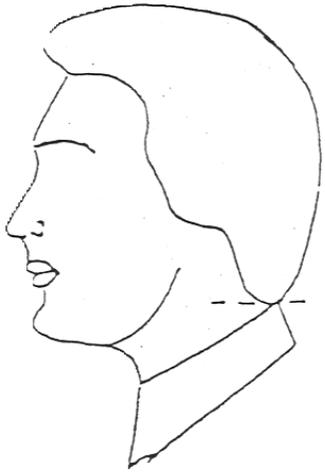
3. The hair is to be kept clean and groomed, and shall not extend beyond the top of the shirt collar, or below the middle of the ear lobe.
 4. The length for the back that is specified gives the member the option to wear their hair, if so desired, in accordance with contemporary hairstyles.
 5. The member who desires to wear sideburns will keep them neatly trimmed, the base will be clean shaven in a horizontal line. No portion of the sideburn will extend downward beyond the bottom of the ear lobe. No portion of the sideburn will extend forward, so as to interfere with the seal of the S.C.B.A. face piece.
 6. The face will be shaven, except that mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed and tidy. No portion shall exceed 1" below a line parallel with the corner of the mouth. The mustache shall not cover any portion of the lips. Goatees and beards are not allowed. Handlebar mustaches will not exceed 2" beyond the corner of the mouth and will not exceed the height of the cheek bone. No portion will interfere with a proper seal of self contained breathing apparatus (SCBA) or respiratory protection masks.
- E. Female members may wear their hair in any style, but must conform with the following standards:
1. Hair will not extend more than seven (7) inches below the collar/shirt body seam. Items used to secure long hair (combs, barretts, elastic bands) shall be conservative in appearance.
 2. The hair shall not be styled so that it hangs below the eyebrows.
 3. While a ponytail would be acceptable, hair will not be worn in pigtailed. French braids would be acceptable if worn neatly.
 4. The hair will be neat in appearance and clean.
 5. The hairstyle selected by the member shall not interfere with the wearing of the uniform hat, helmet or SCBA or respiratory masks.

ALBUQUERQUE FIRE DEPARTMENT	Hair Cut and Grooming	
Standard Operating Guidelines		Directive 6
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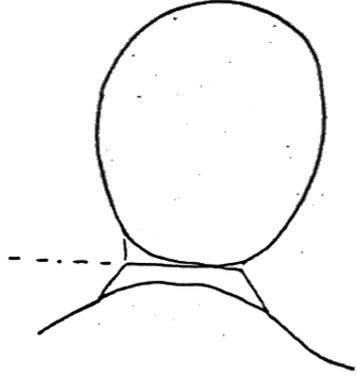


FEMALE FIGURE #1

ALBUQUERQUE FIRE DEPARTMENT	Hair Cut and Grooming
Standard Operating Guidelines	Directive 6
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01 Page 4 of 4



MALE FIGURE #1



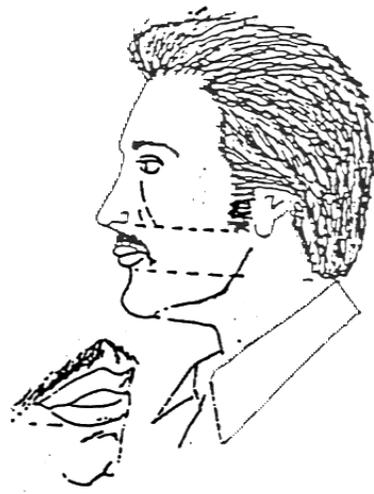
MALE FIGURE #2



HANDLEBAR



MUSTACHE



MALE FIGURE #3

ALBUQUERQUE FIRE DEPARTMENT	Flex Time Procedures	
Standard Operating Guidelines		Directive 7
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01	Page 1 of 2

FLEX TIME PROCEDURES

PURPOSE:

To establish a procedure for flex time accrual and usage for Commanders.

Scope:

To set up accountability measures for flex time usage for chief officers and establish parameters and maximum accruals for the 40 hour and 56 hour work week.

General Guidelines:

Commanders may accrue flex time when they exceed their regular work week hours. The flex time register form (attached) will be used to account for flex hours accrued and used. All approvals will be obtained from the deputy chief of Planning/Logistics or Emergency Services before time can be accrued or used.

The only exception is for after hours emergency responses, which can be handled as flex time but must be reported to their immediate supervisor on the next regular work day. The maximum balance of accrual for 40 hour work week personnel is 40 hours. The maximum balance of accrual for the 56 hour work week personnel is 56 hours.

The accrual rate is hour for hour and flex time shall not be used to alter the regular work scheduled week. Time used must not drop staffing below minimum requirements. The deputy chiefs will report in the same manner to the fire chief.

All personnel eligible for flex privileges that are on vacation will not be allowed to accrue flex while on vacation. If you are called in to duty or report to conduct business, while on vacation, the P-30 previously submitted may be changed to reflect the actual time taken off.

Prior to the submission of the time sheet all hours accrued or used must be verified and approved on the flex time register form. Time sheet will reflect time accrued/used and will be documented as follows:

Flex Time Accrual - Logged in the comments section (i.e. 2 hrs flex accrued on 2-14-96.)

Flex Time Used - Logged in the **other** category in the column for the day (i.e. F 2 hrs.)

Effective Date:

This policy was in effect December 15, 1997 and revised March 28, 2000.

Attachment

ALBUQUERQUE FIRE DEPARTMENT	Fire Station Parking
Standard Operating Guidelines	Directive 9
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01 Page 1 of 3

FIRE STATION PARKING

PURPOSE:

The purpose of the Fire Chief's Executive Directives, Fire Station Parking is to establish a procedure for Fire Station Parking.

PROCEDURE:

1. Fire Station Commanders will be responsible for assigning parking spaces at Fire Stations. Any person other than Fire Department personnel who wishes to park on Fire Department property must first obtain permission from the Station Commander.
2. Persons not having permission to park on Fire Department property will be left a note from the Station Commander informing them to get permission to use Fire Department parking areas.
3. City Employees will be allowed to park their personal vehicle on Fire Department property while using their City vehicle if the Fire Station Commander gives his approval.
4. A roster will be maintained at each fire station showing vehicles authorized to park there with the approving officer's signature. This will ensure that officers of the opposite shift will have current information for their use.

Attachment

ALBUQUERQUE FIRE DEPARTMENT	Fire Station Parking
Standard Operating Guidelines	Directive 9
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01 Page 2 of 3

ALBUQUERQUE FIRE DEPARTMENT

TO: DRIVER OF VEHICLE
FROM: STATION COMMANDER
SUBJECT: PARKING PERMISSION

As of _____ you will be required to get permission from the Fire Station
Commander so you may continue to park in this parking lot.

Thank you.

ALBUQUERQUE FIRE DEPARTMENT	Fire Station Parking
Standard Operating Guidelines	Directive 9
FIRE CHIEF'S EXECUTIVE DIRECTIVES	09/01 Page 3 of 3

ALBUQUERQUE FIRE DEPARTMENT

DEPARTMENT/DIVISION _____

CITY VEHICLE DESCRIPTION

MAKE _____

MODEL _____

YEAR _____

COLOR _____

LICENSE NUMBER _____

DRIVER'S NAME (PRINT) _____

TITLE _____

TELEPHONE OFFICE _____

TELEPHONE HOME _____

ADDRESS OFFICE _____

DRIVER'S SUPERVISOR

NAME _____

TELEPHONE NUMBER _____

ADDRESS OFFICE _____

TITLE _____

COMMENTS

SIGNATURE OF FIRE STATION COMMANDER: NAME _____
 RANK _____ DATE _____

ALBUQUERQUE FIRE DEPARTMENT	Employment of Relatives
Standard Operating Guidelines	Directive 10
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EMPLOYMENT OF RELATIVES

PURPOSE:

The purpose of the Fire Chief's Executive Directives is to insure the City of Albuquerque Personnel Rules and Regulations are met.

Employment of Relatives:

City employees may not directly supervise, control or influence the work or employment status of a relative or the affairs of the organizational unit in which the relative is employed. The term "relative" includes spouse, child, stepchild, mother, father, grandparents, grandchild, mother-in-law, father-in-law, brother, sister, brother-in-law, sister-in-law. The term also includes a domestic partner and the mother, father, brother, sister, child, stepchild, grandparents or grandchild of the domestic partner. (Re: City of Albuquerque, Personnel Rules and Regulations, Section 311.2, Employment of Relatives.)

ALBUQUERQUE FIRE DEPARTMENT Standard Operating Guidelines FIRE CHIEF'S DIRECTIVES	Guidelines for Response to Letters/Packages Containing Chemical, Biological, and/or Radiological Agents/Device Directive 11 10/01 Page 1 of 6
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PURPOSE:

Guidelines for response to Letters/Packages Containing Chemical, Biological, and/or Radiological Agents/Device.

SITUATION:

In light of recent events, law enforcement and fire/haz-mat personnel throughout the country have been inundated with requests to assist in the handling of mail that has been deemed suspicious by private citizens and businesses. It should be noted that none of our agencies are typically involved with handling private mail. However, due to the heightened state of awareness regarding anthrax, the public has consequently developed a fear of handling "suspicious" mail. It is important that we are both responsive to the community and prudent in the use of its resources.

The following guidance has been compiled from information obtained through the U.S. Postal Service, FBI Bomb Data Center, Center for Disease Control, and the cooperation of the NM Weapons of Mass Destruction Working Group. This information provides the public and first responders with guidance for handling suspicious mail situations. It incorporates public information with New Mexico Emergency Responder Guidance. Each incident is unique and may require some deviation from these guidelines.

This guidance may be periodically updated. The most current information may be viewed on the NM Weapons of Mass Destruction Preparedness Web Site at <http://www.wmd-nm.org>.

OVERVIEW

Considerations:

- Anthrax spores are usually only harmful if inhaled, ingested, or when introduced into an open wound or the eyes.
- Anthrax will likely be visible as a light beige to ash color, which tends to cling to the sides of the container.
- Persons exposed to anthrax are **not contagious**, and do not require quarantine.

Exposure:

The risk of exposure is greatest for the few people who handled the letter/package **after** it was opened, or those in the immediate area at the time the envelope was open.

Symptoms:

- Incubation period is 1-6 days before symptoms are noticed.
- Fever, malaise, cough with chest discomfort, fatigue, followed by severe respiratory distress with dyspnea, sweating and cyanosis.

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Treatment:

- Vaccine available but requires series of six injections over 18 months with annual boosters.
- High dose antibiotics, (ciprofloxacin, doxycycline), available after an exposure, most useful in the very early stage of the disease.

MAIL RECIPIENT CONSIDERATIONS

Your first indication of a suspicious letter or package may be:

- Irregularities in shape or size
- No return address
- Inaccurate mailing information
- Incorrect names and titles
- Misspellings of common words
- Excessive postage, stains or discolorations.

Minimum Criteria for Credible Threat by Mail:

- A letter or package with **material present** (opened/unopened)
 - Powder spilling, substance leaking or staining.
- A letter or package with an **articulated threat** (opened or unopened)
 - Substance need not be present.

Mail that is Not Considered a Credible Threat:

- Mail that does not meet the criteria listed above
 - An unopened letter or package with **no material or threat observable**.
 - This mail does not need to be reported to local law enforcement or FBI.

WHAT TO DO IF THE LETTER/PACKAGE MEETS THE MINIMUM CRITERIA FOR A CREDIBLE THREAT

- If you suspect an explosive device then **LEAVE** the room and **CLOSE** the door and call 911.

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- Do not shake or empty the contents of any suspicious envelope or package; DO NOT try to clean up powders or fluids.
- Place the envelope or package in a plastic bag or some other type of container to prevent leakage of contents.
- If you do not have any container, then COVER the envelope or package with anything (e.g., clothing, paper, trashcan, etc.) and do not remove this cover.
- Then LEAVE the room and CLOSE the door, or section off the area to prevent others from entering (**keep others away**).
- WASH your hands with soap and water to prevent spreading any powder to your face or skin.
- If you are at HOME, then report the incident to local police.
If you are at WORK, then report the incident to local police, and notify your building security official or an available supervisor.
- If possible, LIST all people who were in the room or area when this suspicious letter or package was recognized. Give this list to both the local public health authorities and law enforcement officials for follow-up investigations and advice.
- Remove heavily contaminated clothing and place in a plastic bag that can be sealed; give the bag to law enforcement personnel. Shower with soap and water as soon as possible. Do not use bleach or disinfectant on your skin.

RESPONDERS ACTIONS

Upon notification of an incident, **APD dispatchers and APD/AFD/FBI responders** should conduct the following preliminary investigation.

Albuquerque Police Department

- APD call taker will determine if there is an articulated or implied **threat** regarding a chemical, biological or radiological agent/device. If so, minimum criteria met for a credible threat, contact the FBI (505) 224-2000.
- APD call taker will determine if there is **material** present. If so, do not smell, taste or touch the material. Is there an explanation for the material? Did anyone actually see material? Is there a logical explanation for the material? If there is no logical explanation, minimum criteria met for a credible threat, contact the FBI, the New Mexico State Police, and transfer the call to AFD Alarm. AFD will dispatch the closest unit, haz-mat squad, and a Battalion Commander.
- If no material/threat is present APD call taker will ask the following questions.
 - Is the letter/package "suspicious" because it is unfamiliar?
 - Is there a return address?
 - Has the recipient contacted the return address and asked them what they sent?

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- Is the return address a reputable company conducting normal business?
- APD call taker will determine if the open or unopened letter/package contains no threat or material, but the recipient is concerned, instruct the recipient to dispose of the letter/package him/herself in a sealed plastic bag.

Albuquerque Fire Department

- Stage equipment uphill and upwind.
- Secure the area, isolate, and deny entry.
- Contain and control suspicious material.
- Responders can be protected from anthrax spores by donning **splash protection (level B), rubber gloves and SCBA.**
- AFD Emergency responders coordinate with the hazardous waste cleanup contractor (ReinChem, 345-3655) to collect all suspicious material and package according to CDC guidelines for the FBI.
- The FBI will coordinate the collection of evidence with responders. AFD Emergency responders will coordinate with the hazardous waste cleanup contractor the collection of evidence for the FBI.
- Decontamination:
 - Victims who may have handled container or are in the immediate area and are potentially contaminated should be decontaminated with soap and water, no bleach solutions are required.
 - Strip, identify and bag clothes and personal items, give to **FBI**, utilize tyvec suits for victim's modesty.
 - Remove any contamination from exposed skin and hair with soap/shampoo and water.
 - A 1:10 dilution of household bleach (1 quart bleach to 2.5 gallons of water) should only be used on equipment and there is confirmation of the agent.
- Instruct individuals that if they become ill (flu-like symptoms) before laboratory results are available, they should immediately contact a hospital emergency department where they should inform the staff of their potential exposure.

Federal Bureau of Investigation

If the matter is suspected to be an act of terrorism involving a Weapon of Mass Destruction (biological, chemical, radiological, nuclear, explosive or combination), the FBI Field Office will contact the WMD Coordinator or investigator(s) who will conduct a conference call with responders at the scene, New Mexico Department of Health and possibly the FBI's Hazardous Materials Response Unit.

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If the conference call determines the item is still suspected of being an act of terrorism, the letter/package must be field screened prior to transportation to the New Mexico Department of Health Scientific Laboratory (State Lab) in Albuquerque. See Field Screen Guidance below.

FIELD SCREEN GUIDELINES

The **New Mexico State Police** will coordinate the appropriate initial response and field screening of a suspected WMD. Field Screening insures the safety of all involved: responders, transporting agent, and laboratory personnel. Bomb Tech Personnel, and Hazardous Materials Responders are responsible for donning the appropriate personal protective gear prior to field screening.

The Following field screening must be conducted prior to sending a sample to the State Lab.

- X-ray the letter/package for explosives/device. (Law Enforcement)
- PH survey and combustible vapors survey. (Law Enforcement)
- Radioactivity survey.

PACKAGING AND TRANSPORTING PROTOCOL

Incorporates CDC Guidelines for State Health Departments – Revised 10/14/01

- Packaging and labeling specimens (suspicious material) is the same as for any infectious substance.
- FBI will coordinate the collection of evidence with responders.
- Emergency Responder (in appropriate Personal Protective Equipment) will collect all suspicious material and package according to packaging guideline below.
- If the specimen is a dry powder or paper material, place it in a zip-lock bag and label it with a biohazard label.
- Place this container into a second leak-proof container with a tight cover that is labeled “biohazard”. The size of the second container should be no larger than a one-gallon paint can.

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- Place the second container into a third leak proof container with a tight cover that is labeled “biohazard.” The size of the third container should be no larger than a five-gallon paint can.
- All containers should meet state and federal regulations for transport of hazardous material and be properly labeled.