

# **Louisville Division of Fire 6 Year Strategic Plan**



**FY13-FY19**

Dear Members,

This six year strategic plan will provide guidance for the Division of Fire to achieve the mission and goals necessary to provide for the safety of our citizens, businesses, and visitors, by making Louisville a safer place to live, work and play. This Strategic Plan is designed to support the Mayor's goals to provide excellent city services, create a balanced budget, create jobs, invest in our people and neighborhoods, and create a vibrant future.

The Division of Fire has a rich history and traditions that embody the excellence of a progressive fire department of the future. We continue to focus our efforts on providing the best fire prevention, fire suppression, environmental protection, and all-hazards response to this community and beyond. There are a number of continuous improvement programs that the Division has embraced with the goals of improving firefighter safety, modernizing facilities, and providing high performance apparatus and equipment, in order to improve our performance. Adding to those measures, there is an increasing need to develop new strategies for "breakthrough" work that will keep our department and profession on the cutting edge; those strategies will utilize new technologies, advancements in firefighting equipment, and proactive learning and training in all areas of our profession.

The future of this department depends heavily on our ability to adapt to our changing world, continue our training and education, develop our future leaders, remain vigilant, and provide the highest level of quality response to emergencies and disasters that threaten our community. The future will require a dedicated focus on prevention and education programs that reduce or eliminate the threat of fire to our citizens; we will also remain focused on providing emergency response to all types of hazards, man-made and natural disasters in order to provide for the safety of our community.

As we establish goals and objectives that support our mission, they will need to be SMART, Specific, Measurable, Attainable, Realistic, and Timely; we will use the LouieStat process to review and evaluate our Key Performance Indicators in order to improve our performance and service in critical areas. Our process of evaluating and improving our performance shall be transparent through the use of the LouieStat system; allowing our membership and the public to see how well we are doing and monitor improvements as we make progress.

Gregory W. Frederick, Colonel  
Chief, Division of Fire

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## Overview of Sections

### **Vision for Louisville**

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

### **Objectives**

While each department strives to achieve the 5 strategic objectives for Louisville Metro Government, each department has functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

### **Goals**

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

### **Louisville Metro Planning Cycle & Calendar**

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

### Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

*“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”*

### Louisville Metro Government Objectives

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.*

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths– lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

### Department Mission Statement

Louisville Division of Fire serves the community by providing Quality Fire Prevention, Environmental Protection and Emergency Services.

### Core Services/Programs

*What the department provides to residents to fulfill its mission and help meet Louisville Metro Government's 5 strategic objectives.*

- **Provide Excellent City Service**
  - The Division of Fire delivers multi-hazard emergency services to the citizens and visitors of Louisville, Kentucky. These services include but are not limited to, fire suppression, emergency medical basic life support, hazardous materials mitigation, rescue of entrapped people from damaged structures and automobiles, and rescue from water hazards.
- **Solve Systemic Budget Issues**
  - Delivering excellent city services maintains lower property insurance rates for businesses, industries and the citizens that are located within the Division of Fire's service area. Enforcement of fire prevention codes and quick and efficient operations of fire suppression forces and hazardous materials crews, also assures that businesses and transportation will be minimally affected by fire and or hazardous materials spills. These two factors assist Metro Government with lower costs of living and unbroken revenues from thriving businesses.
- **Invest in Our Neighborhoods**
  - Quality fire prevention and inspection programs help assure that our citizens and visitors will be safe in community businesses, schools, and homes. Fire investigators and prompt fire-cause determination empowers the Division to remove an arsonist from the community or proactively work to prevent future accidental fires.
- **Create Plans for a Vibrant Workplace for the Future**
  - The Division of Fire is constantly seeking out innovative ways to make the Division the safest place to work. Through research and development, the safety office, support services, training academy and auto service facility provide the Division and this community with safe and efficient facilities, apparatus and equipment. This allows the Division to be the best trained and most efficient fire department in the United States.

**Objectives**

*The functional objectives/high-level accomplishments the department strives to achieve through its efforts or work.*

1. The Division will respond as professionals and deliver all hazard emergency services to citizens and visitors of Louisville. This includes a timely response, proper tactical procedures with life safety and firefighter safety as the primary goals, effective incident management and compassion for those affected by the incident.
2. The Division will respond as professionals and deliver excellent emergency medical care to all citizens and visitors of Louisville. This includes a timely response with quality medical care aimed at stabilizing a medical emergency.
3. The Division will provide code enforcement and public education that proactively protects the citizens and businesses within Louisville by assessing and mitigating the risks of fire.
4. The Division will determine the cause of fires in an accurate and timely manner and work to prevent incendiary and accidental fires.
5. The Division will maintain and upgrade its infrastructure so as to be always ready to effectively respond to all emergency incidents within Louisville. This includes firehouse facilities, technology resources and fire apparatus.
6. The Division will continue high level training of its members.

**Short Term Goals (1-2yr)**

*The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayors Objective	Lead	Why	Initiatives
1	<b>Maintain the highest possible Insurance Service Office (ISO) rating, comply with industry regulations and standards, and achieve accreditation of our programs and personnel by Calendar year 2015</b>	1,2,3,4,5,6	1, 2,4, 5	Chief 2	The Division currently holds a virtual 1 rating under the ISO. This allows citizens and businesses to have the lowest fire insurance rates available. Assuring a high ISO rating, compliance with industry standards and departmental and personnel accreditation exhibits an excellent standard of protection for the citizens of Louisville.	<ul style="list-style-type: none"> <li>• Obtain accreditation through the Center for Public Safety Excellence by September 2013</li> <li>• Complete a self assessment of ISO rating by end of calendar year 2014.</li> <li>• Assure compliance of standards through procedural updates, purchasing practices and training. Compliance with standards is an ongoing continuous process.</li> <li>• Obtaining 100% of LFD members' accreditation through International Fire Service Accreditation Counsel (IFSAC) performance testing to be completed by the end of calendar year 2013</li> </ul>
2	<b>More efficiently track and account for administrative processes with the implementation of Agency Web software by end of calendar year 2013</b>	5	5	Chief 4	This will allow the Division to better track issues that have a direct effect on the Division's budget.	<ul style="list-style-type: none"> <li>• Acquire software from Metro IT</li> <li>• Train Division members in proper use of software</li> <li>• Train administrators to evaluate data contained within the software</li> </ul>
3	<b>Improve response times to meet or exceed NFPA 1710 by calendar year 2014</b>	1, 2	1, 4	Chief 2	The Division currently meets or exceeds NFPA 1710 response times to	<ul style="list-style-type: none"> <li>• Reduce turnout times</li> <li>• Initiate expedited dispatching</li> <li>• Implement AVL/GPS</li> </ul>

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					fire incidents 80% of the time and medical incidents 67% of the time. To better deliver excellent city services, the Division will strive to achieve the NFPA standard set at five minutes or less, 90% of the time.	<ul style="list-style-type: none"> <li>• Implement MDT program</li> </ul>
4	<b>Update existing health maintenance program to meet or exceed NFPA 1583 by FY 2015</b>	1,2, 6	1, 5	Chief 3	To maintain a healthy work force that is physically capable of responding to all hazard emergencies. To reduce work related injuries resulting in worker's compensation claims.	<ul style="list-style-type: none"> <li>• Work with Local 345 to establish parameters of health maintenance initiative</li> <li>• Fund health and fitness program</li> <li>• Educate LFD personnel through monthly Safety videos</li> </ul>
5	<b>Improve the current medical training program to meet or exceed KRS 311A requirements by FY 2015</b>	2, 6	1, 5	Chief 3	A medical training program, lead by a certified medical training officer, will ensure all Division EMT's maintain a high level of competency	<ul style="list-style-type: none"> <li>• Designate a medical training officer</li> <li>• Invest in training courses for members to become Kentucky certified medical instructors</li> <li>• Develop a specific course schedule</li> <li>• Research computer based training options</li> </ul>
6	<b>Continue to modernize fire department fleet as allocations allow through FY 2015</b>	1, 2, 5	1, 2, 5	Chief 3	Upgrade the technology and safety features of the Division's apparatus	<ul style="list-style-type: none"> <li>• Purchase Truck 3 aerial apparatus</li> <li>• Purchase Staff Vehicle for CHF 4</li> <li>• Develop bid specifications for two pumping apparatus that include technology and safety upgrades</li> <li>• Purchase two new pumping apparatus</li> <li>• Seek grant funding for Air Utility Vehicle</li> </ul>

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7	<b>Achieve and maintain a 26% clearance rate of all arson investigation cases and a 75% conviction rate of arson offenders by end of FY 2015</b>	1, 4	1, 2, 4	Chief 6	The national clearance rate for arson investigations is 17% and the conviction rate of arson offenders is 40%. Achieving the goals helps the Division prevent fires and makes our community safer	<ul style="list-style-type: none"> <li>• Continuing a team approach to investigations</li> <li>• Timely follow up</li> <li>• Monitor non-competent defendants to assure appropriate medical treatment</li> </ul>
8	<b>Move to a completely paperless operation within Fire Prevention Bureau by FY 2014</b>	3	1, 2	Chief 6	Provides electronic accessibility to all properties tracked by the Fire Prevention Bureau; creating a more efficient operation thus delivering an excellent service	<ul style="list-style-type: none"> <li>• Complete scanning process of current hard documents</li> <li>• New entries completed within Firehouse Software module</li> </ul>
9	<b>Obtain new fire safety trailer through capital or grant funding by FY 2015</b>	3	1, 4	Chief 6	Expand fire safety education to the community	<ul style="list-style-type: none"> <li>• Secure funding through grants and capital project investments</li> </ul>

**Mid-Long Term Goals (2-6yr)**

*The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

	Goal	Department Objective	Mayors Objective	Lead	Why	How
1	<b>Help develop a Metro-wide fire service delivery model that is operationally</b>	1-6	1,2,4,5	Chief 1	Citizens of Louisville need to be provided with consistent fire	<ul style="list-style-type: none"> <li>• Determine the fire service model that works for all areas of the county, urban and suburban, for efficiency and</li> </ul>

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	<b>efficient, consistent for all citizens, and financially sustainable by FY16</b>				protection in all parts of Metro Louisville while avoiding brown-outs and black-outs of stations and fire units.	<p>consistency.</p> <ul style="list-style-type: none"> <li>• Based on the model chosen, determine what steps need to be taken to make the model financially stable such as legislative changes, inter-local agreements and other alternative funding, etc.</li> <li>• Recognize the teamwork involved with Suburban Fire to reach this goal and the legal limitations of Louisville Metro Government to enact change</li> </ul>
<b>2</b>	<b>Increase code enforcement inspections from 700 per month to 1000 by FY16</b>	3	1, 4	Chief 6	1000 inspections per month would allow inspectors to visit properties more frequently within our jurisdiction. Shorten time intervals between inspections to lessen probability of code violations.	<ul style="list-style-type: none"> <li>• Fill two current vacancies</li> <li>• Expand technology for more efficient operation and data collection</li> </ul>
<b>3</b>	<b>Expand the Fire Department Auto Service facilities by FY 2016</b>	1, 2, 5, 6	1, 4, 5	Chief 4	The Division of Fire is out growing the capacity of the current Fire Department Auto Service Facility. The Division is currently maintaining four suburban departments' fleets as well as LMEMS. The expansion of this facility will enable the Division to generate	<ul style="list-style-type: none"> <li>• Convey the need for expansion</li> <li>• Establish a funding source, through capitals or grants</li> <li>• Create a design for the expansion</li> <li>• Establish a contract</li> <li>• Complete construction</li> </ul>

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					further revenue from other agencies.	
4	<b>Develop continuing education program for fire officers to meet or exceed requirements of NFPA 1021 by FY 2017</b>	1, 2, 6	1, 5	Chief 3	The Division of Fire has excellent subordinate development training. This initiative will assure the promoted members will continue high level training	<ul style="list-style-type: none"> <li>• Prioritize the needed training</li> <li>• Determine if the training can be completed within or if it should be completed outside the department</li> <li>• Establish a training timeline</li> <li>• Implement training program</li> </ul>
5	<b>Expand the Louisville Fire Academy facilities by FY 2017</b>	1, 2, 5, 6	1, 4, 5	Chief 4	The Division of Fire is out growing the capacity of the current Fire Academy. The training requirements in today's fire service calls for dynamic facilities. Creating a multipurpose facility at the current fire academy site would enable the Division to keep pace with expanding training needs	<ul style="list-style-type: none"> <li>• Convey the need for expansion</li> <li>• Establish a funding source, through capitals or grants</li> <li>• Create a design for the expansion</li> <li>• Establish a contract</li> <li>• Complete construction</li> </ul>
6	<b>Continue to modernize fire department fleet as allocations allow through FY 2018</b>	1, 2, 5	1, 2, 5	Chief 3	Upgrade the technology and safety features of the Division's apparatus	<ul style="list-style-type: none"> <li>• Replace utility vehicles between 8-12 years</li> <li>• Replace Staff vehicles between 8-10 years</li> <li>• Replace pumping apparatus between 14-16 years</li> <li>• Replace aerial apparatus between 18-20 years</li> <li>• Replace specialty apparatus between 20-25 years</li> </ul>

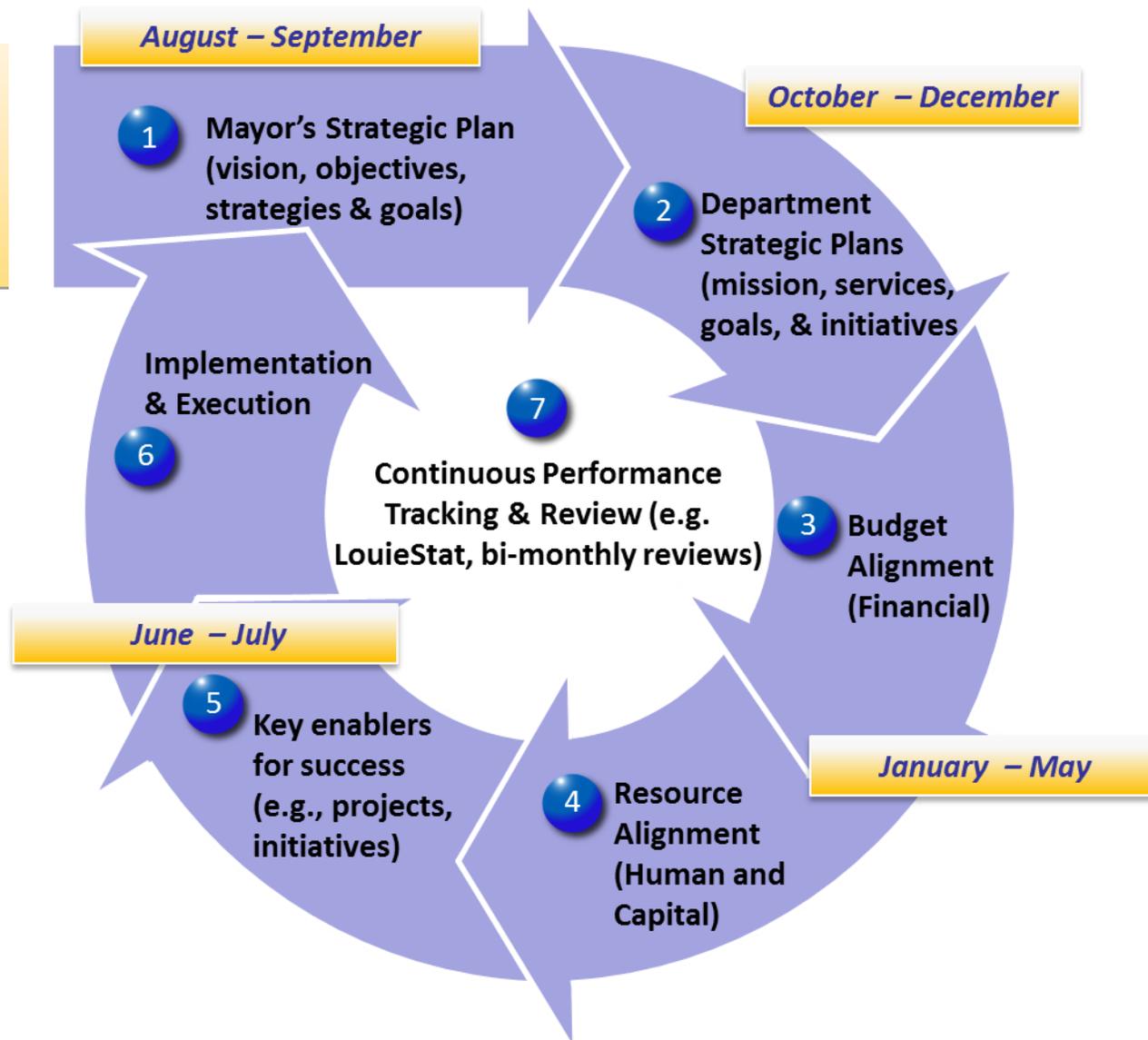
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<b>7</b>	<b>Obtain qualified candidates that reflect the makeup of the Louisville community in both gender and minorities – <i>ongoing and continuous</i></b>	1,2,3,4	1, 4, 5	Chief 2	The Division of Fire is an integral part of t his community. Its membership should represent the community that it serves	<ul style="list-style-type: none"> <li>● Establish a team of diverse members that are eager and willing to recruit</li> <li>● Seek out recruitment training</li> <li>● Develop relationships with area leader in educational, religious and business programs</li> </ul>
<b>8</b>	<b>Continue firehouse modernization and deployment that places emergency responders in strategic locations throughout Metro Louisville</b>	1, 2, 5	1, 4, 5	Chief 1	Due to population shifts and aging fire department infrastructure, deployment planning and firehouse modernization are continually being assessed	<ul style="list-style-type: none"> <li>● Maintain an efficient data base of resource activities</li> <li>● Analyze data to determine where resources would be best deployed</li> <li>● Plan for firehouse upgrades or relocations</li> <li>● Convey need for modernization</li> <li>● Establish a funding source, through capitals or grants</li> </ul>

**\*Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

**Louisville Metro Government (LMG) Planning Cycle**

**Louisville Metro Planning Cycle**  
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



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May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans		Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans		
				Departments conduct their own internal and external assessments							