

VII. PERFORMANCE GOALS AND STANDARDS OF COVER



The Louisville Fire Department Comprehensive Plan contains seven goals under which the fire protection and emergency services operate. These goals reflect the Department's desire to maintain its current level of service in light of the increasing demands for service and need to reduce response times. Each goal has a specific associated objective. Most of the objectives are quantified in order to provide performance measures for existing and future service. These measures use comparable data to establish benchmarks for comparison with 5-year averages, previous years and other jurisdictions.

Comparative data helps establish reasonable community expectations, assess the efficiency and effectiveness of the Department's services, and identify practices that lead to superior service. These objectives were developed after reviewing Louisville's past experience against data from other cities and districts with similar characteristics. The Department used comparisons from peer cities and districts. Peer departments are those that have similar demographics and have exchanged data for a variety of purposes. Comparable districts and cities are considered those with populations between 20,000 - 50,000 in 2011.

Goal One – Minimize Death and Injuries Due to Fire

The most tragic consequences of uncontrolled fires are human casualties. Therefore, the Department and its firefighters make every effort to keep deaths and injuries at the lowest level possible.

Objective 1 - Limit the community to one fatality fire per 25,000 population on a 20-year average

Over the past 20 years, Louisville has experienced two fatal fires with a total of five fatalities in the past 35 years. It is important to understand that a single fire can produce multiple fatalities, thereby dramatically changing the annual fatality rate for a given period. Therefore, this goal is considered a stretch goal.

Objective 2 - Limit fireground injuries to firefighters to two per year

Over the past 6 years, Louisville has not had a firefighter injury at a fire. Because injuries are closely tied to the number and severity of fires encountered in a given year, reducing the number and severity of fire will help ensure the injury rate stays low. Because the Department has had a very low fire rate in the last 5 years, the injury and accident rate is below the national norms.

Objective 3 - Provide fire response within 8 minutes to 90% of calls

A 5-minute response objective is outlined in national standards, this objective represents one of the most difficult challenges the District has. While the Department's turnout response times have improved with implementation of the duty crew concept, response times exceed what the Planning Team believes are needed for a modern suburban community.

Currently, the Department can respond within 10 minutes to 90% of the calls. From a practical and financial perspective, it's simply not realistic within the foreseeable future that the Department could meet the national standard. However, the Planning Team believes that it is realistic to reduce the current response time to initial alarms, and therefore have a substantial positive impact on service levels and District quality of life. Further, the District would significantly benefit from a 24/7 engine company. That said, the Department's stretch performance goal is to respond to fires within 8 minutes 90% of the time.

Goal Two – Minimize Direct and Indirect Losses Due to Fire

Direct fire losses include damage to buildings and their contents. Indirect losses include the cost of medical treatment resulting from fire-related injuries, the loss of personal income & business revenues, loss of property & sales taxes, opportunity cost of lost productivity, and other economic losses to a fire district. Often indirect costs dwarf the direct cost of fire. Because indirect losses are generally proportional to direct losses, the Department uses measures of direct losses as the performance standard for both direct and indirect losses.

Objective 4 - Limit fire starts to 50 per 25,000 population per year

Currently national performance measures are only available for departments that cover a population over 100,000. With 100,000 population, the goal is to limit fire starts to 400 per year. That said, the Planning Team believes that the District should limit fire starts to 10%, or 50 starts per 25,000 population. This is considered an aggressive goal, even with the District's relatively low annual loss record.

Objective 5 - Limit direct fire loss to \$0.30 per \$1,000 actual value protected

The data to perform this calculation are relatively new to Colorado. As a result of the TABOR amendment, the county assessor now supplies the District with actual value information. Louisville's average loss per \$1,000 actual value protected is \$0.18.

Goal Three – Minimize Death and Suffering for People Experiencing Sudden Illness, Accident or Injury

When people suffer from sudden severe illness, have an accident, or are injured in any way, the emergency medical services (EMS) system attempts to intercede before further injury or death results. A timely and appropriate EMS response reduces deaths, pain & suffering, hospital stays, and medical costs.

Objective 6 - Provide basic or advanced life support (BLS/ALS) and automatic external defibrillation (AED) within 7 minutes for 90% of calls requiring emergency medical assistance

Again, while the national standard is to provide BLS within 4 minutes and 8 minutes for ALS treatment of cardiac arrest, it is not always realistic for a small suburban department with 17 sq. miles of coverage area to meet this standard. However, the Planning Team strongly believes the ultimate goal is to improve the existing BLS/ALS response time to the extent financially practical. That said, the Department has a “stretch goal” of responding to BLS/ALS call within 7 minutes for 90% of calls requiring emergency medical assistance. Even though this objective does fall short of the national standard of 6 minute ALS response times, it does represent a realistic stretch goal. It should be understood that although it will take time to meet this objective, it is nevertheless a vital community quality of life goal. Because the community has a vested interest in “their” response times, the Department should continually evaluate alternatives to bring ALS services to the customer quicker. This objective is considered one the Department’s highest priorities that has a direct impact on the citizen’s survivability.

Goal Four – Minimize Death, Injuries and Property Loss Due to Natural and Technological Disasters

By definition, a disaster is a large scale event that exceeds the resources normally available to cope with the emergency. Planning, preparedness, and public education are key factors in minimizing a community’s risk.

Objective 7 - Support the City of Louisville and Boulder County disaster plans

Because disasters are not routine and come in different sizes, an effective all-risk plan of action is important to maintain. The LFPD will assist both the county and city to implement the plans and provide resources to support annual drills and training. To the

extent financially possible, the LFPD will support the disaster plans and their implementation.

Goal Five – Provide Cost-Effective Fire Protection and Emergency Services

The Louisville Fire Department believes in prudent, responsible use of public funds. The Department will continue to evaluate its services in order to establish the best cost benefit ratio possible. This is particularly important when demands for services grow faster than the available financial resources.

Objective 8 - Seek the appropriate funding levels to maintain a high quality of life

Evaluate the community's expectation for services and seek the necessary funding to support that expectation. Louisville's average cost per capita is currently \$115 (2010 Data). The Management Team's recommendation is to increase operating costs to \$150 per capita no later than 2016.

Goal Six – Maximize Citizen Satisfaction

The Department is customer-focused and recognizes the importance of citizen satisfaction. Therefore, the Department will focus its efforts to maximize citizen satisfaction through the following objectives.

Objective 9 - Maintain an 85% approval rating by citizens contacted in the city survey

Citizen surveys provide valuable information about public expectations and experience. Currently, very little information existed about citizen expectations of Louisville fire and emergency services until 2009 when the District commissioned a community survey.

The District survey conducted in June 2009, indicated a satisfaction rating of "Good to Excellent" in fire suppression at 96% and 95% in ambulance services. The City of Louisville also had an independent city survey in 2004 that showed an 84% overall satisfaction rating of the Department, *this was the highest rated department in the survey*. The Planning Team strongly believes that by being able to deliver quality services in a timely manner, the Department will maintain a high satisfaction rating. That said, it is vitally important that service levels stay consistent with similar demographics. The Department has a goal of maintaining an 85% approval rating.

Goal Seven – Be a Model Customer Service Provider

The Louisville Fire Department has always taken extreme pride in providing quality service to the community. It is the Department's goal to set high customer service standards and to always remember that each customer has expectations.

Objective 10 - It is the goal of the Louisville Fire Department to meet our customer's expectation every time we provide services. While we may not be able to control the outcome, the Department will try to meet these internally established goals for service.

- We will provide the quickest service possible.
- We will provide an effective service, solving the customer problem, to the extent possible.
- We will provide a well-managed emergency services program.
- We will provide a skilled and trained response force.
- We will always care for the people we serve.
- We will provide our services safely, minimizing firefighter injuries.
- We will inspect all public structures annually to ensure the public's safety.
- We will provide an active public education program.

SUMMARY

The Planning Team believes that the Louisville Fire Department is a well-structured and very focused fire service agency. It displays a great deal of professionalism in its activities and performance. The Department should be commended for its track record of achievement and commitment. The interview process revealed that Department members are knowledgeable and motivated.

This report has offered a number of recommendations that if adopted, will assist the Department in being prepared to keep pace with the changes in service demand and community expectations over time. These adjustments may not be dealt with all at once, but incremental adjustment over time can accumulate to significant improvements in the Department's ability to provide quality services to its citizens. It must be noted however, that the initial investment should be significantly weighted in the next 2 to 3 years.

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