

LOUISVILLE FIRE PROTECTION DISTRICT 2021-2026 STRATEGIC PLAN



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Executive Summary

In 2020, the Louisville Fire Protection District (LFPD) participated in a strategic planning session. The Center for Public Safety and Excellence (CPSE) facilitated the sessions. Internal and external stakeholders provided valuable feedback to create a strategic plan for the next five years. The internal stakeholders created a new mission statement and values that align with the vision and direction of LFPD over the next five years.

The new mission statement for LFPD is:

To be a professional organization focusing on the safety and well-being of its community. We are driven by passion, innovation, and serving the needs of all.

The new values for LFPD are:

- Seek Partnerships
- Do Better Every Day
- Serve with Compassion
- Make a Difference

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

After analyzing the external stakeholder feedback and conducting a SWOT analysis with the internal stakeholders, six strategic initiatives were created.

The initiatives are:

- Strategic Collaboration
- Internal Communication
- Personnel
- Technology
- Community Outreach
- Service Delivery

The team created goals, objectives, and tasks to reflect the initiatives.

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

Message from the Fire Chief

Dear Louisville Fire Protection District Stakeholders,

Since 1885, Louisville Fire Rescue has been a fixture in the Louisville Community, evolving from only fire protection to the all-hazards organization we are today. As our community and organization grow, I know it is essential that Louisville Fire Protection District (LFPD) have a plan that will allow us to continue to deliver quality service to meet the needs of the Louisville Community.

In late 2020, LFPD hired the Center for Public Safety and Excellence to facilitate a five-year strategic plan. The strategic planning process is a comprehensive process that includes internal and external stakeholders. The external stakeholder meeting was conducted in December of 2020 via Zoom, and the internal process was completed over three days in April 2021.

We took feedback about what is essential and integrated that into six strategic initiatives to be completed over the next five years. Communication and transparency are crucial. We plan to keep the community updated through our website and public meetings.



Thank you for your continued support to the Louisville Fire Protection District.

Sincerely Yours,

John Willson

Fire Chief

Introduction

The Louisville Fire Protection District (LFPD) provides an all-hazards approach to protecting the lives and property of the residents, businesses, and visitors of Louisville, Colorado. LFPD is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the district's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written with a basis in the Commission on Fire Accreditation International's (CFAI) fire and emergency service accreditation model and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the district's members to critically examine paradigms, values, philosophies, beliefs, and desires and challenged individuals to work in the best interest of the "team." It further provided the district with an opportunity to develop the organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.



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Organizational Background

The earliest genesis of what is now the Louisville Fire Protection District dates to 1885, when fire companies provided protection to the local mines in the area. The evolution continued with the establishment of the Welch Mine and Welch Hose Company in 1895 as a volunteer fire company designed to protect the local homes in the community. The ordinance established in 1895 set parameters of structure and authority for the volunteer company, setting forth a more formal organization that continued to change and grow as the community further developed. This change and growth included availing itself of the latest fire industry technology, such as moving from hose carts to its first firehouse truck in 1932.



The department remained a completely volunteer fire service organization until 1978, when the first employee was hired due to the need for administrative and technical support. The Board of Directors hired the first full-time fire chief in 2005 as the responsibilities within the district became more demanding on the volunteer fire chief. The district has changed to meet its community's needs and demands while also maintaining a combination-department

with both career and volunteer personnel.

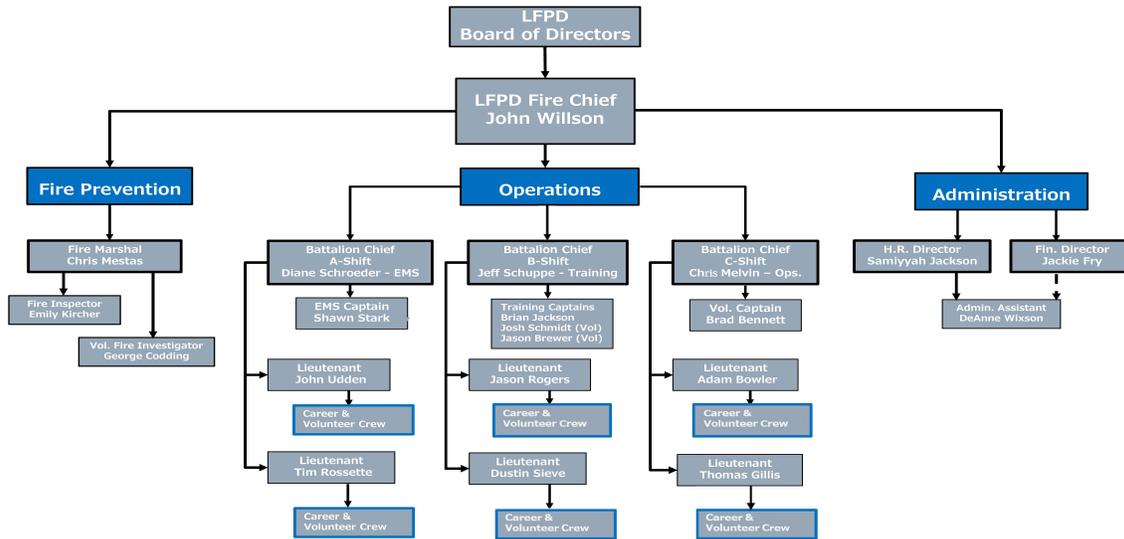
Today, the district remembers its history and remains committed to protecting the safety and well-being of its community and serving the needs of all. The Louisville Fire Protection District continues to proactively deliver all-hazards public safety services to its risks from three stations strategically located throughout the 25 square miles of its coverage jurisdiction. Staffed with 43 full-time members and 10 volunteer members, the LFPD embraces quality service and excellence in all they do. As the district continues to evolve further and grow, the Louisville Fire Protection District stands ready to meet its mission.



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Organizational Structure

 Louisville Fire Protection District's Organizational Structure



H:\Drive>Org Charts, 7/16/21

Community-Driven Strategic Planning

For many successful organizations, the community’s voice drives operations and charts the course for their future. A community-driven emergency service organization seeks to gather and utilize its community’s needs and expectations in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization’s direction, a community-driven strategic planning process was used to develop this strategic plan.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed regularly, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



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The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization and aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.



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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and agency stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief John Willson and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan began in December 2020 with a virtual community meeting hosted by a representative from the CPSE for community members (as named in the following table). The district identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Louisville Fire Protection District’s coverage area and some who were recipients of LFPD’s service(s).

Louisville Fire Protection District Community Stakeholders					
Ed Anderson	Heather Balsler	Cris Brewer	Michael Calderazzo	Susan Caneva	
Megan Davis	Deb Fahey	Colleen Foster	Amelia Groves	Dave Hayes	
Nancy Holloway	Haley Jory	Bob McCool	Aaron Miller	Mark Oberholzer	
Dan Schenkel	Greg Schwab	Isaac Sendros	Chad Sommers	Tonya Teegarden	Rob Zucarro

Community Group Findings

A key element of the Louisville Fire Protection District’s organizational philosophy is having a high level of commitment to the community and recognizing the importance of community satisfaction. Thus, the district invited community representatives to provide feedback on services provided by the district. Respondents were asked to provide a prioritized perspective of the programs and services provided by the district. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The agency stakeholders utilized the community stakeholders’ full feedback in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Louisville Fire Protection District needs to understand what the customers consider to be their



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priorities. With that, the community stakeholders were asked to prioritize the district's programs through direct comparison. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	86
Fire Suppression	2	69
Fire Prevention	3	48
Emergency Management	4	43
Hazardous Materials Mitigation	5	41
Fire Investigation	6	36
Public Education	7	24
Technical Rescue	8	17

See Appendix 1 for a complete list of the community findings, including expectations, areas of concern, positive feedback, and other thoughts and comments.



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Agency Stakeholder Group Findings

The agency stakeholder work sessions were conducted in April 2021 over three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the district’s mission, values, core programs, and support services. Additional focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group representing a broad cross-section of the district, as named and pictured below.

Louisville Fire Protection District’s Agency Stakeholders				
Larry Boven <i>Board Member</i>	Adam Bowler <i>Lieutenant/ Union VP</i>	Asa Capsouto <i>Firefighter</i>	Andrea Crass <i>Firefighter</i>	
Dr. Colleen Foster <i>Medical Director</i>	Jackie Fry <i>Finance Director</i>	Nick Houston <i>Firefighter</i>	Brian Jackson <i>Training Captain</i>	
Samiyyah Jackson <i>Human Resources Director</i>	Mack Land <i>Fire Medic</i>	Chris Melvin <i>Battalion Chief</i>	Chris Mestas <i>Fire Marshal</i>	
John Milanski <i>Board Member</i>	Jason Rogers <i>Lieutenant</i>	Chris Schmidt <i>Board President</i>	Diane Schroeder <i>Battalion Chief</i>	
Jeff Schuppe <i>Battalion Chief</i>	Shawn Stark <i>EMS Captain</i>	John Udden <i>Lieutenant/ Union President</i>	Andy Welsh <i>Firefighter</i>	John Willson, CFO <i>Fire Chief</i>



Agency Stakeholders



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Mission

The mission provides an internal aspect of an organization's existence and, to a degree, an empowering consideration for all district members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

To be a professional organization focusing on the safety and well-being of its community. Driven by passion, innovation, and serving the needs of all.



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Values

Values embraced by all members are extremely important, as they recognize the features that make up the organization's personality and culture. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful to guide the LFPD in accomplishing goals, objectives, and day-to-day tasks.

Seek Partnerships
Do Better Every Day
Serve with Compassion
Make a Difference

Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the district. Supporting services are all the internal and external programs and services that help the LFPD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the district's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the agency stakeholders understand that many local, state, and national supporting services contribute to its delivery of identified core programs.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community and many of the supporting services that support the programs. This session provided the sought understanding of the differences and the important key elements of the delineation.



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SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Agency stakeholders participated in this activity to record LFPD's strengths and weaknesses and the possible opportunities and potential threats. Information gathered through this analysis guides the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 2 consists of the SWOT data and analysis collected by the agency stakeholders.



Critical Issues and Service Gaps

Following the identification and review of the district's SWOT, two separate groups of agency stakeholders met to identify themes as primary critical issues and service gaps (found in *Appendix 3*). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



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Strategic Initiatives

Based on all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

Louisville Fire Protection District's Strategic Initiatives		
Strategic Collaboration	Personnel	Community Outreach
Internal Communication	Technology	Service Delivery



Goals and Objectives

To consistently achieve the Louisville Fire Protection District’s mission, realistic goals and objectives with timelines for completion must be established. These will enhance strengths, address identified weaknesses, provide a clear direction, and address the community’s concerns. These should become a focus of the district’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the LFPD’s leadership.



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Goal 1

Identify potential community partners and capitalize on new and existing partnerships to better deliver services, operate more efficiently, improve safety, and create value for external and internal customers.

Objective 1A

Identify and investigate opportunities to improve relationships and efficiencies with the department's public safety partners.

Timeframe

4 months

Assigned to:

Critical Tasks

- Identify personnel to serve as points of contact.
- Compile a list of public safety partners to include neighboring fire departments, law enforcement, dispatch, and other Boulder County agencies.
- Meet with partners to determine areas of potential mutual collaboration.
- Review current areas of collaboration and existing agreements for operational efficiencies and conflict resolution.
- Form joint working groups to plan and implement improvements to service, policy, and training.
- Build an evaluative mechanism to be included in a final report of findings to the leadership of all involved organizations.

Funding Estimate

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 1B

Explore potential opportunities for collaboration with hospitals, specialized care facilities, and other healthcare partners.

Timeframe

6 months

Assigned to:

Critical Tasks

- Identify personnel to serve as points of contact.
- Compile a list of health-related partners to include hospitals, nursing homes, independent living facilities, and rehabilitation centers.
- Meet with partners to determine areas of potential mutual collaboration.
- Review areas of current collaboration for operational efficiencies and conflict resolution.
- Identify common goals related to risk reduction and patient outcome.
- Create policies and programs that reflect those common goals.
- Build an evaluative mechanism to be included in a final report of findings to the department's leadership.

Funding Estimate

Capital Costs:
Personnel Costs:

Consumable Costs:
Contract Services Costs:



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Objective 1C	Strengthen relationships and formal agreements with governmental partners.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify personnel to serve as points of contact. • Review existing agreements with governmental agencies. • Establish interim agreements for short-term services that include conflict resolution. • Attend governmental meetings to receive and disseminate information and increase visibility. • Establish a period review and an evaluation schedule for intergovernmental agreements. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1D	Support existing programs and explore opportunities for new programs and partnerships that boost safety and security at Louisville schools.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify personnel to serve as a point of contact. • Establish contact with the leadership at each school within the department's response area. • Review existing pre-plans for completion and contact information. • Meet with the Boulder Valley School District Security Group contact person to establish a relationship and gather/relay emergency response information. • Share collected information with all of the department's public safety partners to enhance emergency response. • Build and evaluate a mechanism to be included in a final report of findings to the department's leadership and use that report to schedule periodic reviews. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1E	Support existing fire prevention programs and seek ways to form mutually beneficial relationships with local commercial and retail businesses.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify personnel to serve as a point of contact. • Initiate a system of "thank you" cards, following up after inspections to solicit feedback on the inspection process and determine if the business owners' needs are being met by the fire district. • Use that feedback to propose changes to procedures and policies to enhance fire prevention for local businesses. • Provide a process by which personnel can relay areas of potential collaboration between businesses and the department. • Build and evaluate a mechanism to be included in a final report of findings to the department's leadership. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 2 Identify, enhance, and support an efficient personnel system to serve the needs of all.

Objective 2A Conduct a needs assessment process to identify current and future personnel needs.

Timeframe	4 – 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze the current organizational structure, position tasks, current organizational chart, and job descriptions. Determine areas of improvement opportunities and needs. Schedule a meeting for the presentation of findings to organizational stakeholders. Prioritize personnel needs based on stakeholder input. Compile information and report findings to the administration. Determine and request funding for personnel needs through market analysis. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 2B Design and implement an effective recruiting and onboarding process to attract high-quality personnel.

Timeframe	3 – 4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze the current processes for recruiting and onboarding. Determine areas of improvement, opportunity, and need. Schedule a meeting to discuss the areas that are determined to be priorities with stakeholders. Compile the information and report findings to the administration. Determine and request funding for program needs. Design any determined programs needed. Finalize and implement the programs determined. Establish a system for continuous monitoring and revision as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 2C	Improve, expand, and promote professional development and succession planning.	
Timeframe	12-18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze all current professional development programs. Determine if there are any areas of improvement, needs, or opportunities. Discuss and determine priority areas and expectations with stakeholders. Compile findings and report information on priorities and needs to the administration. Request funding for determined program needs. Develop any programs or revisions based on program needs. Implement the determined priorities to include training and train the trainer. Promote the programs to the organization through determined areas. Identify critical and vulnerable positions. Identify potential successors and roles. Determine training and educational needs and deliver a pathway to include training to personnel and train the trainer. Develop any needed curriculum. Provide mentoring and coaching for incumbents. Develop a process for continuous evaluation of the succession planning process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Create an employee engagement program to meet the needs of the organization.	
Timeframe	8 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Define what engagement means to the organization. Define what programs should be included in an effective engagement program. Research different platforms to deliver the program and identify benchmarks. Meet to discuss the findings of the research with the stakeholders. Compile information and deliver findings to the administration. Determine any funding needs of the program. Develop and determined programs. Request the finding to implement the program needs. Implement the program and evaluate its effectiveness. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 2E	Conduct continuous and appropriate evaluation and feedback of all personnel processes.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze the critical components of the overall objectives of the personnel systems. Evaluate and ensure that the focus of the objectives achieves the overall goal. Provide feedback to the stakeholders to promote any necessary improvements. Develop any necessary improvements. Implement any necessary improvements. Continuously monitor any revisions and report as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 3 Follow through on our promise to implement targeted and effective community outreach programs that meet identified needs and preserve our positive image in the community.

Objective 3A	Inventory existing community outreach programs and analyze their effectiveness and value.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify a team to inventory all the community outreach programs. Create a quantifying system to track current program participation. Rate the existing programs in order of value provided to the community. Report the analysis findings for further direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 3B	Conduct a community needs assessment to identify new potential programs.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify a team to explore potential new program options to fulfill unmet needs. Use existing ImageTrend data to analyze trends in call types and patient/customer needs. Utilize automated tracking systems to identify high risk areas. Develop and deliver targeted surveys based on existing high-risk areas. Develop and deliver general surveys to identify unmet needs. Collect and analyze the survey results. Report analysis findings for further direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 3C	Create targeted programs that effectively and efficiently address identified needs.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify a team to create proposals for new and existing programs. • Prioritize current and new program ideas in order of value to our customers. • Create proposals, including budgetary needs, for changes to existing programs to increase effectiveness. • Create proposals, including budgetary needs, for new programs based on data and survey results. • Present all proposals to the department’s leadership for consideration and further direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Based on the nature of any new programs, identify budgeting needs, partnership opportunities, and complementary funding sources.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Examine the budget proposals and evaluate any potential shortfalls. • Identify and pursue strategic partnership opportunities. • Explore grants and other sources of external funding. • Present budget requests to the department leadership before the start of the budget cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Train program personnel to achieve consistent delivery.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify program deliver team(s). • Identify training and educational needs for delivery personnel. • Develop any identified training materials. • Schedule and complete all training sessions. • Determine the competency of delivery personnel. • Evaluate the program delivery and provide continual training as needed. • Evaluate the program material effectiveness and adjust as needed. • Promote and implement new and existing programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 3F	Promote and implement new and existing programs.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Engage community and department personnel in creating community outreach branding and logo. • Develop materials to promote community outreach brand of programs. • Develop social media content to promote community outreach brand and programs. • Update the department website with the community outreach material. • Create an implementation schedule based on program priority and funding availability. • Develop a strategy for delivering specific programs. • Execute the programs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3G	Create a strategy to evaluate the effectiveness of the programs.	
Timeframe	1 year and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine a mechanism to collect feedback from the program participants. • Analyze the feedback to determine the effectiveness of the program(s). • Review call data to evaluate program effectiveness in reducing risks. • Track the program participation. • Modify any program and training based on collected data as needed. • Develop and produce reports to the department leadership and strategic partners. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 4 Provide organizational clarity through open, concise, and efficient communication in technical, organizational, and interpersonal communication to create unity.

Objective 4A	Determine the locations, systems, and sources of current information and communication modes to establish the department’s baseline.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a task force that is representative of the organization to determine the department’s baseline. • Define the communications, including but not limited to emails, memos, Target Solutions, training, calendars, PCR reports, and interpersonal skills. • Generate a report that shows the current department baseline. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Identify discrepancies, deficiencies, efficiencies, and redundancies in current communication modes.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Research best practices and alternatives internally and in comparable industry to measure against the department’s baseline. • From research, determine discrepancies, efficiencies, deficiencies, and redundancies in the department’s baseline. • From the findings, make recommendations to the leadership team. • With guidance from the leadership team, streamline communication modes and methods. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4C	Build training systems to meet program demands.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine the training needs for systems or processes to be used. • Write any needed policies relative to the systems and processes. • Establish training objectives and metrics for each system or process. • Build appropriate curricula dependent on topics. • Build or acquire training equipment or materials if needed. • Schedule and disseminate training to appropriate team members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 4D	Implement systems and policies to create organizational clarity.	
Timeframe	9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Acquire necessary programs, tools, or equipment. • Enforce a transition period, which would include data migration if needed. • Designate subject matter experts to facilitate any changes. • Go live with the new systems or processes. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4E	Evaluate the new systems and impact of training to create consistency.	
Timeframe	6 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Determine desired outcomes for each system/process and how they will be measured. • Create a schedule for evaluation of outcomes. • Determine adjustments needed and analyze their impact on the department. • Present findings to the leadership team and make appropriate recommendations. • Prioritize and schedule agreed-upon adjustments. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4F	Identify opportunities to re-focus and re-energize <u>personnel</u> about organizational ownership, pride, team mentality, and collaboration while promoting an understanding of working relationships, chain of command, and clarification of roles and responsibilities.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review existing policies related to organizational structure and personnel for currency and clarity. • Update policies as needed to clarify roles and responsibilities. • Foster a culture that empowers personnel to seek collaborative opportunities that are mutually beneficial to the employee and the district. • Promote a program that encourages personnel to build relationships with staff members outside of their operational division. • Compile results of exit interviews, employee surveys, and attrition trends to evaluate the success of empowerment efforts. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Goal 5 Determine, strengthen, and optimize an efficient technological systems plan to meet the organization’s current and future needs.

Objective 5A Conduct a systems assessment process to identify current and future technological needs.

Timeframe	4 – 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze the functionality and limitations of the current system. Take current inventory of hardware and analyze its status relative to apparatus/equipment and facilities. Determine areas of improvement, opportunity, and need. Schedule a meeting for presentation to organizational stakeholders. Determine priorities and report findings to the administration. Request funding. Finalize and implement the items determined. Evaluate the effectiveness of this process and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5B Determine the ease of use, capabilities, and efficiencies of existing and future systems.

Timeframe	4 – 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Assess the use and capabilities of current systems. Determine if areas are efficient and if changes are needed. Explore innovation and automation needs of the department’s programs. Schedule vendor demonstrations for cost analysis and selection as needed. Compile information from vendors and report findings to stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5C Formalize and implement training on technological programs.

Timeframe	8 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Analyze the current processes to determine training needs. Establish training programs based on identified needs. Determine and request funding for training needs. Deliver the package to target groups. Evaluate and maximize efficiencies with the training program. Submit findings to the administration for program approval. Implement the program within the organization. Monitor, evaluate, and adjust the program based on performance. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 5D	Create and optimize a systems plan to upgrade a maintenance review process.	
Timeframe	4 – 6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the established inventory, decide/determine upgrade and maintenance needs for software, hardware, and facilities. • Prioritize attention to upgrade and maintenance needs. • Create an upgrade and maintenance schedule as needed. • Coordinate with IT to implement the upgrade and maintenance schedule. • Request funding. • Monitor, evaluate, and adjust the upgrade and maintenance need as determined. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5E	Coordinate continuous and appropriate evaluation and feedback of all technological systems.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze the critical components of the overall objectives of the technological systems plan. • Evaluate and ensure that the focus of the objectives achieves the overall goal. • Provide feedback to the technological plan stakeholders. • Implement any necessary improvements as required. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 6 Develop and utilize benchmarks to ensure efficiency, quality, reliability, and safety for service delivery.

Objective 6A	Identify current benchmarks and service level objectives and how the department tracks them to establish baseline information.	
Timeframe	1 month	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Work with the fire chief, fire marshal, finance director, human resources, EMS chief, and operations chief to find currently tracked and promised benchmarks and service level objectives in locations, including but not limited to contracts/IGAs, ImageTrend reports, and SOGs. • Create a framework for baseline information, including but not limited to origin, organization, and date of implementation. • Generate a report to cover the previous 3 – 5 years of service delivery. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 6B	Conduct a community risk assessment to determine vulnerabilities in the department's service delivery.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Collect geophysical information on the department's service area. • Collect service area infrastructure elements, including target hazards. • Gather department service delivery resources, including locations, resourcing, and capabilities. • Compile the information collected into a report format. • Determine the appropriate risk scoring methodology. • Determine variables to be used in the scoring methodology. • Apply the scoring methodologies across the identified classes of risk. • Determine a categorization methodology to apply to the classes. • Apply the categorization methodology across the identified risk classes. • Develop a report of findings for the leadership team for further consideration. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	Identify discrepancies between the community risk assessment and the department's current benchmarks and service level objective to determine what should be tracked.	
Timeframe	3 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Using information collected in Objectives 1 and 2, determine the department's tolerance to risk. • Determine the appropriate technology required to generate results. • Define what the department should be tracking based on the results. • Evaluate past performance. • Develop a report of findings for the leadership team for further consideration and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Objective 6D	Develop benchmarks and service level objectives to support the department's mission.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Collaborate with dispatch for a complete list of nature codes currently employed in CAD. • Through critical tasking, determine how responses to specific nature codes impact the department. • Take the information above and apply the department's categorization methodologies. • Based on those results, create the department's service level objectives and benchmarks. • Develop a report of findings for the leadership team for further consideration and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6E	Adopt benchmarks and service level objectives within the organization and disseminate to all of the department's partners.	
Timeframe	2 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply the new benchmarks and service level objectives to the department. • Collect and organize data into a report that includes outcomes. • Share the benchmarks, service level objectives, and outcomes with the department's partners to create a collaborative response to achieve goals. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6F	Continuously evaluate outcomes to determine if the department is meeting its goals and adjust appropriately.	
Timeframe	2 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a schedule for evaluation of the outcomes, trends, and performance in support of departmental goals. • Compare the data with established benchmarks and service level objectives as established. • Determine adjustments needed and analyze their impact on the department. • Present the analysis and findings to internal and external stakeholders and make appropriate recommendations. • Prioritize and schedule the agreed-upon adjustments. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the district's global vision but rather to confirm the futurity of the work that the agency stakeholders designed. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

"Vision is knowing who you are, where you're going, and what will guide your journey."

Ken Blanchard

Louisville Fire Protection District's 2026 Vision

Louisville Fire Protection District's 2026 vision is **to prove ourselves worthy of our community's trust** by championing the safety and well-being of our people and the public. This vision becomes reality by striving to accomplish our goals and objectives while serving the needs of all.

We will realize this future by...

Leading the district as it *seeks partnerships* through strategic collaboration and community outreach. These initiatives will help us realize better efficiencies for those we serve.

Fostering an environment to *do better every day*. We will strive to communicate internally more effectively, making us a stronger organization.

Promising to *serve with compassion* as supported by our greater investment in the most important assets - our members. This will yield a return of knowing we have the right and best providing empathic service for those who live, work, and play in the district.

Dedicating to always *make a difference* for our citizens and ourselves. The efficacies realized from the analysis of service delivery and the embrace of appropriate technology will benefit all stakeholders in our agency. We commit to making a difference in the future by consistently holding each other accountable for embracing our mission, living our values, and bringing this vision to fruition.

Performance Measurement

To assess and ensure that an organization delivers on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on assessing progress toward achieving improved output. Organizations must be prepared to revisit and revise goals, objectives, and performance measures to keep up with accomplishments and environmental changes.



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To establish that the district's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program or how accurately or timely service is provided.
- **Outcome** - Qualitative consequences associated with a program/service, i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The district has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the planning process's development stage. To assist in developing this plan, the district used professional guidance to conduct a community-driven strategic planning process. This strategic plan's success will not depend upon implementing the goals and related objectives but on support received from the authority having jurisdiction, the organization's members, and the community.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

Glossary of Terms, Acronyms, and Initialisms

Accreditation

A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined



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standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.

AED	Automatic External Defibrillator
ALS	Advanced Life Support
BCFC	Boulder County Fire Chiefs' Association
BVFC	Boulder Valley Fire Consortium
CAD	Computer Aided Dispatch
CARES	Community Assistance Referral and Education Services
CDFPS	Colorado Division of Fire Prevention & Control
CDPS	Colorado Department of Public Safety
CFAI	Commission on Fire Accreditation International
COFire	Colorado Firefighter Testing Consortium
CPFF	Colorado Professional Firefighters
CPR	Cardio-Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person(s) who establishes the requirement of a process and receives or uses that process's outputs, or the person or entity directly served by the district or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the organization's boundaries.
FMAC	Fire Marshal Association of Colorado
GPS	Global Positioning System
HIPAA	Health Insurance Portability and Accountability Act
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
IGA	Inter-Governmental Agreement
Input	A performance indication where the value of resources is used to produce an output.
IT	Information Technology
MDT	Mobile Data Terminal
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NVFC	National Volunteer Fire Council
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is



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	identified.
PCR	Patient Care Report
SDA	Special District Association
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on or influences the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency in moving forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the agency's mission and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strengths, Weaknesses, Opportunities, and Threats.
TIC	Thermal Imaging Camera
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.



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Works Cited

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Hoboken, New Jersey: John Wiley & Sons, Inc, 2018.



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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Louisville Fire Protection District. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Louisville Fire Protection District (in priority order)

1. Quick response. Prompt medical response to a health issue at our business. Responsiveness. Rapid arrival at fire or medical emergency. Good response times to my emergency. Be quick in responses to the public. Prompt emergency response (in line with nationally accepted standards). Quick response. (39)
2. Trained staff. Highly trained. Great skills in performing their duties. Ensure readiness of equipment and firefighters. Competent firefighters and EMS personnel. (18)
3. Community outreach. First aid, AED, and CPR training for other first responders. Community outreach (building relationships). Education. Communication. Public education about fire and accident prevention. Educate the public on fire safety. (18)
4. Firefighting. Fire protection (response and training). Fire suppression. (15)
5. Fire inspections. Fire prevention. Inspections and recommendations to keep public buildings safe. Effective community risk reduction (focus on true Louisville risks). (13)
6. ALS ambulance. Emergency medical services. Ambulance service. (12)
7. Training with law enforcement. Collaboration. Works well with surrounding districts. Good collaborative efforts with other first responder organizations in the county (prevention and response should accommodate other organizations around LFPD). Partnerships with surrounding departments. (12)
8. Emergency response to fires, accidents, medical calls. Ability to competently assess and deal with emergencies. (9)
9. Professional attitudes and behavior. Provide competent and professional service. (7)



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10. Ethical. (5)
11. Inclusive. Provide access to services in an inclusive manner of all races, religions, LGBTQA++ status. (5)
12. Emergency management and notification when our business is impacted. (4)
13. Conduct activities in a way that is transparent and in the public interest. Good use of funding with transparency of financial decisions. Transparency. (4)
14. Updated gear. (3)
15. Public services - car seat installs, blood pressure testing. (3)
16. Compassion and understanding. Act with compassion to all and take care of us. (3)
17. Friendly staff. (2)
18. Recruitment and training. (2)
19. Hazardous materials. (2)
20. Accountability. (2)
21. Understand unique needs of the community. (2)
22. Look to improve services and embrace innovation. (2)
23. Efficient use of district resources and taxpayer dollars (leverage what is already available from agencies and organizations rather than attempt to fund new or outdated programs). (2)
24. A mill levy comparable or better than surrounding fire districts. (1)



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Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the district. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Louisville Fire Protection District (verbatim, in priority order)

1. Not sure they have asked for enough funding. Funding. Financial stability. Sustainable funding as a small district. Budget for adequate equipment and staff to respond efficiently. Long-term, sustainable funding. Inadequate funding. (26)
2. Training. That they are well trained. Do all staff have effective training. (12)
3. That they can arrive fast enough to an emergency. Are response times reasonable for the area and population. Response times. (12)
4. Small town versus large, merged districts. Negative impacts of surrounding agencies' decisions and influences (consolidations, dispatch, police, etc.). Sense of community to Louisville and LFPD continues to become all paid without local attachment. Consolidation with other fire districts in the county. (12)
5. Recruitment and pay. Ability to recruit top employees. Equitable hiring and staffing. (10)
6. Working cooperatively with neighboring agencies - BVFC. Lack of cooperation with surrounding departments. (10)
7. Not sure they have adequate staffing. Inadequate staffing. (9)
8. Lack of transparency for data/information about operational and organizational goals and attainments - cannot find any on the website. Transparency. (6)
9. Consistent personal protective equipment use. (5)
10. Consistent application of the fire code. (5)
11. Multiple dispatch centers complicating speedy 911 response. (5)
12. Their safety is paramount. (4)



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13. Public expense. (4)
14. Accepting complacency. (4)
15. Are staff educated on issues that impact their clientele, such as disability, racism, class inequities, and so on. (3)
16. Mismatched fire prevention efforts with community risk. (3)
17. Equipment. (2)
18. Continued volunteer firefighter presence and continuing lack of importance. (2)
19. Managing growth and meeting expectations of the community. (2)
20. Duplicative programs with what are available regionally. (2)
21. Challenges that skilled nursing facilities bring. (1)

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Louisville Fire Protection District (verbatim, in no particular order)

- Very quick response.
- Friendly and knowledgeable staff.
- Strong leadership.
- Great customer service.
- Responsiveness.
- Professionalism.
- Strong relationships with healthcare.
- Ease of communication.
- Their community engagement is great.
- They open their doors for use of their space for mayoral updates.
- Firehouses seem well placed.
- Any personal engagement I have had at events is always positive.
- Prompt response time.
- Community engagement.
- Professional/competent staff.
- Partnerships.



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- Responsiveness.
- Proactive.
- Communication.
- Community-oriented.
- Successfully achieved additional funding sources.
- Works well with the city.
- Their response times are very good.
- They interact positively with the public.
- This city is small enough many of the staff know their residents during repeat calls.
- They maintain good relationships with other agencies and community partners.
- Responds quickly in my (thankfully) limited experience.
- Friendly, approachable personnel.
- Professional.
- Skilled.
- Compassion.
- Caring.
- Friendly folks.
- Nice apparatus and facilities.
- Good relations with regional agencies and first responders.
- ALS and patient transport services.
- Mutual and auto aid with surrounding departments.
- Strong tax base.
- A willingness to be progressive.
- Eliciting public feedback.
- Addition of more firefighters and apparatus.

Other Thoughts and Comments

The community was asked to share any other comments they had about the district or its services. The following written comments were received:

Other Community Comments about the Louisville Fire Protection District (verbatim, in no particular order)

- I appreciate this process of reaching out.
- The responding staff with whom I have interacted are always professional and efficient.



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- I have experienced inconsistent application of the fire code regarding tenant finishes. I do not believe this has made things less safe, but it makes it hard to plan.
- We need to figure out fair and equitable way covering for our neighboring fire departments when they are not willing to invest in the resources, they need to protect their citizens due to closest unit dispatching – we are providing Lafayette and Mountain View/Rocky Mountain resources they should invest in – help each other when needed is great but we should not be providing the services for them at our taxpayer cost.
- Boulder County dispatch system is NOT responsive to our needs and desires.
- Consider participation in a County/Consortium Career Academy.
- Consider participation in a County/Consortium Tech Rescue.
- Consider participation in fixing dispatch.
- Be open-minded to doing things differently than in the past.
- Stay principled regarding service levels rather than do things because they have always been done that way.
- Do you have shared response models with surrounding departments?
- Are your firefighters being taken care of by the district?
- What opportunities exist for your firefighters that will prevent them from leaving for larger departments?



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Appendix 2

Strengths

Any organization needs to identify its strengths to ensure that it can provide the services requested by the community and that strengths are consistent with the issues facing the organization. Often, identifying organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the organization’s primary function should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the agency stakeholders identified the district’s strengths as follows:

Strengths of the Louisville Fire Protection District	
Pride in our organization	Drive for continuous improvement
Knowledgeable personnel – experience at different levels	Agreements with internal partners – union, medical director, board, volunteers
Fiscal responsibility	Well-equipped and updated facilities/apparatus
Financial stability due to strong property values while being conservative	Collaboration within the organization (help each other)
Organizational history – all-volunteer to combination	Open communication between all levels – open-door policy
Well-trained, well-equipped, and dedicated EMS personnel and program	Availability of quality training opportunities – professional development
Awards and recognition for quality service/successes	Reputation of our organization
Availability of health and wellness opportunities	Situational awareness of organizational needs
Inclusive organization – no barriers to inclusion	Mentorship – improvement of program
Support, emphasis, training, ambulance ownership, provide our own transport, exclusive medical director for EMS/ALS services	Young organization – embrace creativity, energetic, not stuck in the way we’ve always done it, beginners mindset, adaptability
Growing and changing as an organization to meet the needs of the community as demands change	Well-rounded personnel – emotional intelligence, altruistic, people
Improvement in culture and retention of employees	Very competitive pay schedule
Community support – they love us, and we treat everyone with compassion and respect	Outstanding HazMat team and robust Louisville participation
Top leadership who truly and genuinely cares about internal and external customers – servant leader	Advantageous location of stations to positively affect response times and community visibility/interaction
Performance feedback from patients resulting from get well cards	Well-utilized and personnel-certified car seat check program
Great work ethic at all levels	Absent of debt
Do have a good relationship with the police department and the city	Inclusive decision-making. We are able to work on a plan and strategy



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We have a good code enforcement. Chris!	Having a dedicated EMS Captain. Stark!
Having an HR position now – Jackson!	Having a dedicated medical director. Foster!
Our labor-management relationship is strong	Very passionate workforce – proud to serve
The compactness of our district - easier to cover	Resources in the county and city
Very patient-centric, focused on them, and going beyond	Very receptive and eager to follow new medical director and policies and changes in the department
Have a training facility and props!	People want to work at this department
Women in leadership here!	Amazing ambulances and medical equipment
Agreements with external partners – police department, hospitals, dispatch, BVFC, COFire, BCFC, FMAC, CDPS, and DFPC	



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Weaknesses

For any organization to either begin or to continue to move progressively forward, it must be able to identify its strengths and those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The agency stakeholders identified the following items as weaknesses:

Weaknesses of the Louisville Fire Protection District	
Community outreach to adults and kids – prevention and education	Need a technology overhaul – new MDTs, alerting system at Station 2
Lack of experience in position/role	Fleet is mismatch for our response and staffing
Fleet condition/maintenance – 2717-old – engines prone to breakdown	No formal IGAs with Lafayette or Mountainview for joint training, staffing, or cost savings.
Hesitancy to consider new staffing models and innovative ways to provide service	Understanding the roles and boundaries between the board and personnel
Need a deputy chief	Smaller department – not as many resources
Direction and analysis of volunteer program and the future of it	Financial system efficiency – can be cumbersome – PO purchase, paper paystubs, paperwork period.
Technology – standalone systems, lack of integration and automation	Department history – volunteer to combination - clarity of volunteer program direction
Timeliness of effective communication	Rumors and gossip – effects on organization
Lack of understanding of benefits and payroll	Limited community outreach via social media
A need for additional personnel in prevention for public education	Lack of transparency between management and line shifts
Lack of succession planning in the organization	Lack of diversity in processes
Lack of consistency in hiring processes pool	Lack of data-driven decision making
Lack of maternity/paternity policy to meet industry standards	Complacency in vehicle security, personnel safety, building security
Lack of clarity about who we are and what we’re doing moving forward	Lack of functional apparatus to use as backup and training
Lack of customer service from uniform provider	Lack of defined brand
Lacking smoke detector program	Lack of dedicated and easily accessible IT support
Employees pulled in multiple directions over the course of shift – never able to complete projects or be good at anything – burnout	



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Opportunities

The opportunities for an organization depend on identifying strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service but on expanding and developing new possibilities both inside and beyond the traditional service area. The agency stakeholders identified the following potential opportunities:

Opportunities for the Louisville Fire Protection District	
More opportunity with community classes/skills – CPR, Stop the Bleed, fall assessments, helmet training	Partnership with Lafayette Fire – shared positions, joint training, shared policies, shared resources
Opportunities to host regional and multi-jurisdictional training, also go to other training centers	Utilize community 911 section of preplan program to collect address-specific information about occupants/hazards
Creation of community outreach programs (CARES)	Improve education (using external partners) about retirement/benefits and explore new benefit opportunities
Develop partnerships (Balfour) that enable us to reach and educate at-risk groups	
Take advantage of social media outreach – Twitter, Instagram, etc.	Increase visibility and connections in the community in post-COVID world
Take advantage of free or low-cost training opportunities	Printed and mailed outreach materials designed to reach older residents
Improve communication with police department and other community partners	Consider PulsePoint CPR/Fire/Flood emergency notification service
Collaborations with SDA, CPFF, and IAFF for grants, specific problems we have, benefits, mental health	Partnership with North Metro, Mountainview, and Lafayette for fire prevention and preplans
Promotion of ambulance subscription service	Residential Knox Box program
Explore involvement in outside professional and volunteer organizations – IAFC, NVFC, etc.	Missing hospital programs for community health, social work, public health
To connect with the city for more community engagement	Seek out new tech with TICs and GPS locators for each pack
Joint regional specialized teams – tech rescue, wildland	Trainings with the police department – be able to work with their co-responder until for mental health patients, follow up referrals for mental health, referral information for patients with substance abuse or homeless
Explorer program – partner with local high schools	
Radio interoperability	
Collect data to validate reliability for unit response	
Seeking out partnerships with local business	Professional development
Residential smoke detector program	Utilizing resources that we are part of – COFire, etc.



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Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the agency stakeholders were as follows:

Potential Threats to the Louisville Fire Protection District	
Legislative decisions affecting revenue and personnel – medical decisions.	Personnel safety/security threats related to violent acts (shootings, etc.) and station and vehicle security
Difference in standards between agencies and the exposure to LV and the lack of our resources in our own city – lack of consistency.	Potential negative community perceptions
	Safety concern over a variety of SOPs relative to response partners
Lack of interagency training and compatibility – equipment and process	Potential loss of IGA of LV
	Potential loss of personnel to other agencies
Prolonged and repeated pandemic challenges	Uncertainty with the pandemic
Recruitment of future firefighters due to supply and generational challenges	Potential loss of mill levy revenue to property tax decrease
Competition for Louisville fire and emergency services from neighboring jurisdictions or privates	Business and residential property exclusions from LFPD
Demographic changes leading to dramatic increase in requests for services	Sustaining relationships (external) – Boulder County partners
Continually recruiting retired volunteers as board members – need more community involvement	The legislation that is pitting us against the police department
Supply change interruptions	Cyber-security threats – ransomware and malware
Concern regarding civil unrest and political climate	The public perception of firefighters on the decline
To be excluded from consolidations/mergers	The allure of consolidating departments
Loss of Redtail Ridge, if it is developed into something we cannot handle or creates more demand	Housing prices excluding the ability for employees to be able to live here
Mill levy increasing more – issues with community	Lack of cooperation from county dispatch
Unemployment fraud	Relationship change with the City of Louisville



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Appendix 3

The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is linked to a strategic initiative that the overall group, by consensus, determined was something that the district should pursue for change and continuous improvement.

Critical and Service Gap Issues Identified by the District Stakeholders

Initiative Link	Group 1	Group 2
Strategic Collaboration	External Partnerships <ul style="list-style-type: none"> ○ Lafayette Fire and all fire departments ○ Police department ○ Hospitals ○ Schools ○ City/town ○ Boulder County/dispatch ○ BVFC, CDFPC, county/state agencies ○ Communications ○ Island mentality ○ Policymaking ○ Conflict resolution ○ Agreements/IGAs ○ Expectations ○ Coordination/relationship ○ Cost ○ History ○ Team – internal cohesion ○ Staffing ○ Restrictions ○ Training ○ Common language ○ Cooperation ○ Trust ○ Strategic direction/identify 	Collaboration <ul style="list-style-type: none"> ○ Risk analysis ○ Funding ○ Dispatch/communications ○ Policies ○ Training ○ Oversight



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Initiative Link	Group 1	Group 2
Personnel	Staffing <ul style="list-style-type: none"> ○ Recruitment/retention – career and volunteer ○ Engagement ○ Scope of needs/resources ○ Direction/vision ○ Volunteer program ○ Professional development ○ Succession planning ○ Empowerment ○ Expectations ○ Relationship ○ Chain of command/communications ○ Mentoring ○ Morale ○ Onboarding ○ Benefits education ○ Education/training 	Personnel <ul style="list-style-type: none"> ○ Professional development ○ Funding/job security ○ Needs analysis <ul style="list-style-type: none"> ▪ Insource/outsource ▪ Resource in house ○ Volunteer program ○ Composition/succession planning ○ Recruitment/retention Succession Planning <ul style="list-style-type: none"> ○ Volunteer program ○ Recruitment/retention ○ Training/mentoring ○ Promotional ○ Evaluation/feedback ○ Communication ○ Culture

Initiative Link	Group 1	Group 2
Community Outreach	Community Outreach <ul style="list-style-type: none"> ○ CARES program ○ Public education ○ Data analysis ○ Fall prevention/smoke detectors/lift assists ○ Culture of service ○ Partnerships ○ Community events/checks ○ Open houses ○ Openness/availability ○ Welcoming 	Community <ul style="list-style-type: none"> ○ Needs assessment ○ Communication ○ Education ○ Code enforcement ○ Brand/image ○ Funding ○ Outcomes ○ Legislation



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Initiative Link	Group 1	Group 2	
Internal Communication	Communication <ul style="list-style-type: none"> ○ Inclusive interactions ○ Rumors and gossip ○ Consistency ○ Information delivery ○ Feedback ○ Accountability ○ Chain of command ○ Relationship building ○ Partnerships ○ Social media ○ Conflict resolution ○ Policies ○ Openness, follow up ○ Public relations ○ Radio communication 	Identify <ul style="list-style-type: none"> ○ History ○ Location ○ Staffing ○ Brand ○ Response model ○ Uniform/logs ○ Service types/delivery ○ Reputation ○ Scope versus quality ○ Public image ○ Social media ○ Accountability 	N/A

Initiative Link	Group 1	Group 2	
Technology	Technology <ul style="list-style-type: none"> ○ Personnel needs ○ Apparatus/equipment ○ Construction, building ○ Integration of software ○ Training – continuing education ○ Software needs ○ Automation ○ HIPAA requirements ○ Use of appropriate apps 	<ul style="list-style-type: none"> ○ Commitment/accountability to keep updated ○ Ease of use ○ Explore partners' bid process ○ Technology saturation ○ Tracking/ticketing for repairs/inquiries ○ Website 	N/A

Initiative Link	Group 1	Group 2
Service Delivery	N/A	Response <ul style="list-style-type: none"> ○ Apparatus/equipment ○ Readiness ○ Technology ○ Dispatch ○ SOGs ○ Collaboration ○ Staffing/models ○ Reliability ○ Data



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The following information is the raw data comprised from the deliberation of the two workgroups. The information in each table is not linked directly to a strategic initiative but remains important. The district is best served to understand and embrace this other information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Critical and Service Gap Issues Identified by the District Stakeholders

Topic	Group 1	Group 2
Recognition	Recognition <ul style="list-style-type: none"> ○ History ○ Structured/formal program ○ Consistency ○ Public comments – personnel ○ Peer-to-peer recognition program ○ Direction ○ Management/leadership ○ Team building/celebration ○ Honoring community members/heroes – recognition of effort/service 	N/A





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