

STRATEGIC BUSINESS PLAN FY 2011

**DEPARTMENT
NAME** Nashville Fire Department

**DEPARTMENT
MISSION** The mission of the Nashville Fire Department is to provide emergency medical care, fire protection and fire/hazard mitigation products to the citizens and visitors of our community so they can live in a community where quality patient care is provided and the potential for loss of life or property damage due to fire and/or other hazards is minimized.

STRATEGIC GOALS

- Goal One** By July 1, 2011 the Nashville community will experience a 2 percent reduction in response times and improved work environment for our firefighters as evidence by:
- New Station 35
 - Renovation of Stations 3, 30 and 31
 - Renovation of the training tower and Fire Academy infrastructure
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- Goal Two** By July 1, 2014 the Nashville community will experience a 2 percent reduction in response times over 2011 response times and improved work environment as evidence by:
- Renovation of Stations 2, 25, 27, 32 and 33
 - New Station 21
- Goal Three** By June 1, 2012 the Nashville community will experience a fire department with improved effectiveness during emergency field operations and its non-operational workforce as evidence by:
- The introduction of new information technology software and hardware considered essential to access emergency field ground information.
 - Emergency response vehicles will be outfitted with Mobile Data Terminals
- Goal Four**
- By June 1, 2012 the Nashville Fire Department will increase yearly inspections by 5 percent augment its Fire Inspection Program as evidence by:
 - The introduction of Mobile Data Terminals for fire inspectors
- Goal Five** Beginning September 1, 2009 through September 1, 2014, the Nashville Fire Department will continue to meet and/or exceed the Standards of Coverage for “Response Time Standards for Advanced Life Support Units and “Response Times Standards for all Emergency Related Fire Calls” as set by the Commission on Fire Accreditation International.

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

LOB One – Key Results

1. Percentage of time Basic Life Support/AED units (fire engines, ladder trucks, & heavy rescues) with defibrillation capability maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response times standards for urban, suburban and rural zones of Nashville and Davidson County.
2. Percentage of time Advanced Life Support units (paramedic ambulance or paramedic fire engine company) maintain or exceed Commission on Fire Accreditation (CFAI) / EMS Management Transport Audit response times standards for urban, suburban, and rural zones of Nashville and Davidson County.
3. Percentage of time Fire Response units (fire engines, ladder trucks, & heavy rescues) maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response time's standards for urban, suburban, and rural zones of Nashville and Davidson County.
4. Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols
5. Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols

Line of Business Two – Purpose Statement

The purpose of the Services and Administration line of business is to provide Information, support, staffing, supplies, and training products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and hazards.

LOB Two – Key Results

1. Percentage of High-Risk occupancies on an approved rotational schedule by the Commission on Fire Accreditation International that upon inspection by a state certified fire inspector I or II have no fire code violations
2. Percentage of purchase requisitions submitted processed within 10 days.

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

Basic Life Support/AED **Response**

Program Purpose Statement

The purpose of the Basic Life Support/AED Response program is to provide preliminary medical support products to the citizens and visitors within our community so they can mitigate non-life threatening medical problems in a timely manner.

**Family of Measures: Result
Measure(s)**

Percentage of time Basic Life Support/AED units (fire engines, ladder trucks, & heavy rescues) with defibrillation capability maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response times standards for urban, suburban and rural zones of Nashville and Davidson County.

**Family of Measures: Output
Measure(s)**

Number of Basic Life Support/AED Response calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of Basic Life Support/AED Response calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

Basic Life Support responses

PROGRAM

Line of Business Purpose Statement The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name Advanced Life Support **Response**

Program Purpose Statement The purpose of the Advanced Life Support Response program is to provide preliminary medical support products to the citizens and visitors within our community so they can mitigate non-life threatening medical problems in a timely manner.

Family of Measures: Result Measure(s) Percentage of time Advanced Life Support units (paramedic ambulance or paramedic fire engine company) maintain or exceed Commission on Fire Accreditation (CFAI) / EMS Management Transport Audit response times standards for urban, suburban, and rural zones of Nashville and Davidson County.

Family of Measures: Output Measure(s) Number of Advanced Life Support Response calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of Advanced Life Support Response calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

Advanced Life Support Responses

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

Fire Response

Program Purpose Statement

The purpose of the Fire Response program is to provide fire suppression and rescue products to the citizens and visitors within our community so they can have fires confined to area of involvement upon arrival.

Family of Measures: Result Measure(s)

Percentage of time Fire Response units (fire engines, ladder trucks, & heavy rescues) maintain or exceed Commission on Fire Accreditation (CFAI) / National Fire Protection Association (NFPA) response time's standards for urban, suburban, and rural zones of Nashville and Davidson County.

Family of Measures: Output Measure(s)

Number Fire Response calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of Fire Response calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

auto fire responses
assembly occupancy fire responses
educational occupancy fire responses
high-rise occupancy fire responses
industrial occupancy fire responses
mercantile occupancy fire responses
Apartment occupancy fire responses

residential occupancy fire responses
business occupancy fire responses
high-hazard occupancy fire responses
industrial occupancy fire responses
institutional occupancy fire responses
mutual aid fire responses

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

Advanced Life Support **Care**

Program Purpose Statement

The purpose of the Advanced Life Support Care program is to provide emergency medical care products to the citizens and visitors within our community so they can receive quality advanced patient care.

Family of Measures: Result Measure(s)

Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols

*Medical Tickets are sheets where all of the patient's signs and symptoms of an illness or injury are entered and what the Paramedic did for that patient.

Family of Measures: Output Measure(s)

Number of Advanced Life Support Care calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of Advanced Life Support Care calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

scene to helicopter transfers
mass casualty ALS response
Hospital to hospital ALS transfer
response

medic unit ALS response/transport
ALS engine/truck responses
helicopter to hospital transfers

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

Basic Life Support **Care**

Program Purpose Statement

The purpose of the Basic Life Support Care program is to provide urgent medical care products to the citizens and visitors within our community so they can be evaluated, treated and transported in a timely manner.

**Family of Measures: Result
Measure(s)**

Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols

*Medical Tickets are sheets where all of the patient's signs and symptoms of an illness or injury entered and what the Paramedic did for that patient.

**Family of Measures: Output
Measure(s)**

Number of Basic Life Support Care calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of Basic Life Support Care calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

Scene to helicopter transfers
Medic unit BLS response /
transport

BLS rapid triage responses
Mutual aid BLS unit responses

BLS paramedic engine response
Mass casualty BLS responses

Emergency scene rehab responses
Helicopter to hospital transfers

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Services and Administration line of business is to provide Information, support, staffing, supplies, and training products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and hazards.

Program Name

Prevention and Inspection

Program Purpose Statement

The purpose of the Prevention and Inspection program is to provide safety and enforcement products to the citizens and visitors within our community so they can receive minimal exposure to fire and explosion hazards.

Family of Measures: Result Measure(s)

Percentage of High-Risk occupancies that are on an approved rotational scheduled by the Commission on Fire Accreditation International that upon inspection by a state certified fire inspector I or II have no fire code violations

Family of Measures: Output Measure(s)

Number of High-Risk occupancies inspections completed per year on the rotational schedule

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of High-Risk occupancies inspections anticipated per year on the rotational schedule

Please list measures, if any, for this program that might be determined via a public survey.

Products

above ground inspections
C.P.S.C. reports
complaint investigations
pre-design meeting notes
existing building fire inspections
false alarms investigations
fireworks permits
hazard assessments investigations
L.P. tank permits
new construction plans reviews
pre-construction reviews
special event convention plans reviews
sprinkler hydraulic plans reviews
state licensure inspections
underground storage tank permits
preemptive monitoring data collection reports

above ground storage tank permits
code violation citations
pyrotechnic permits
dynamite permits
explosive transport (truck inspection) permits
fire code inspection reports
flammable liquid storage permits
hot works permits
new construction inspections
new construction plan review forms
pre-design construction reviews
special event inspections
sprinkler hydraulics underground inspections
tent permits
use and occupancy permits
Fire Prevention Programs

Line of Business Purpose Statement

The purpose of the Services and Administration line of business is to provide Information, support, staffing, supplies, and training products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and hazards.

Program Name

Logistics

Program Purpose Statement

The purpose of the Logistics program is to provide informational products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of resources are available for each service that the Nashville Fire Department provides to its citizens and visitors of our communities.

Family of Measures: Result Measure(s)

Percentage of purchase requisitions submitted processed within 10 days.

Family of Measures: Output Measure(s)

Number of purchase requisitions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of purchase requisitions anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

fire assignment schedules
fire assignment transactions
Public information officer
Egov application Development Proposals
It Problem responses
Security firewalls
Security patrols
Security screenings
Grounds cleaning
Printing jobs
Accident Report Analysis
IOD reports
Safety investigations
Risk management plans
Immunizations
Accreditation Manuals
Chaplain Response
Critical Incident Stress Programs
Quarterly performance measures
Family of measures data collections forms
Charity promotion programs
quarterly performance measure reports
efficiency reports

special fire events staffing needs
Staffing worksheets Overtime transaction forms
EMS assignment schedules Special EMS events staffing needs
Network connections
Application support response
PC installations
Repair System requests
Landscape services
Building cleaning
Mail deliveries
Safety inspections
Safety training sessions
Safety policies
Personnel Medical evaluations
Medical waste disposal records
Commendations
Departmental Memorial services
Minority recruitment
Efficiency measures reports
Annual program summary reports
Basic training Classes and supplies
annual program summary reports (currently not in existent)
repair work orders

hydrant inspection forms
out of service tags
EMS medical supply work orders
medical supply disbursement inventory reports
EMS medical supplies deliveries
fuel order reports
electrical installation and repair work tickets
vehicle assignment records
Technical training Classes and supplies
vehicle bid spec documents
Personal protective equipment
(face piece maintenance schedules)
(turn-out gear receipts)
EMS assignment transactions Overtime
transaction forms

Advanced training Classes and supplies
private fire hydrant checks (non-metro)
EMS equipment hospital pick up reports
medical monitor certification reports
equipment bid specifications documents
assessment of apparatus capabilities records
inventory status work order reports
tool repair work tickets
fire hose distribution and repair work tickets
fire suppression tools and equipment distribution reports
(turn-out gear cleaning schedules)
(uniform purchase and distribution reports)
weapons of mass destruction responses Hazmat/WMD classes