



BOWLING GREEN ***FIRE***

Strategic Plan
2018 - 2022

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Executive Summary

The Bowling Green Fire Department strategic plan provides a roadmap for the future of the department. Through careful evaluation of stakeholder input, industry standards, and organization values, the strategic plan is developed to identify the department's goals and objectives for upcoming years.

Strategic planning is a continuous process, therefore the strategic plan is a living document. First developed in 2008, the strategic plan is reviewed and updated annually to ensure the department is continuously seeking improvement. In December 2017, Chief Officers met to update the strategic plan and identified 6 major goals.



Improve operational efficiency and effectiveness is identified as a major goal of the department. Citizens expect the organization to provide the best possible service at the best possible value. The department will strive to maintain efficiency and improve the services it offers while continuously evaluating the impact on taxpayers.

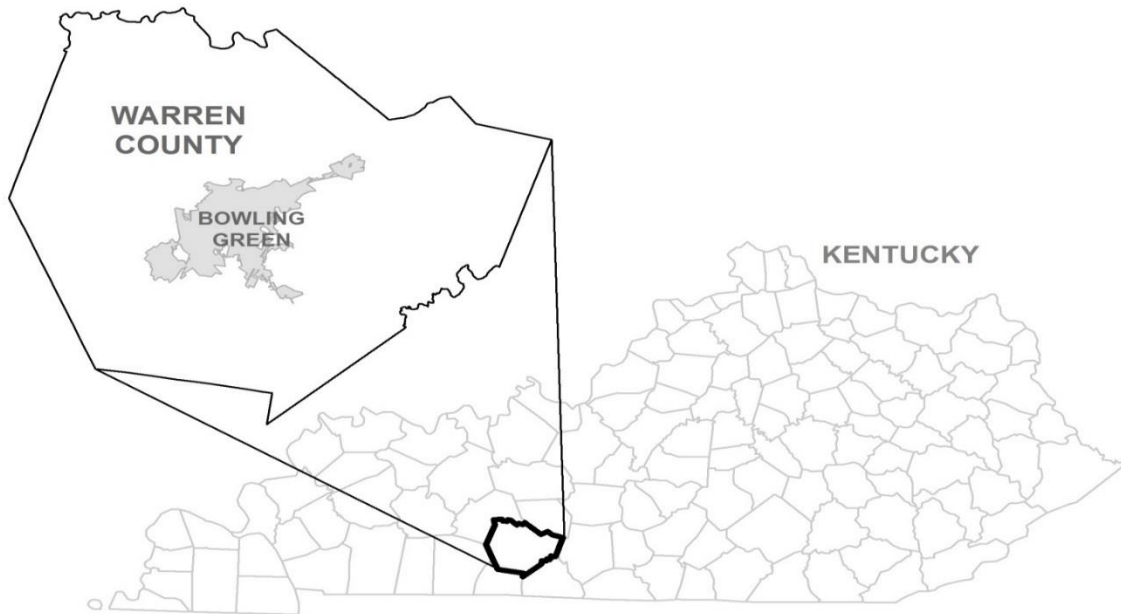
Whereas employees are valued and considered the department's most important resource, two major goals identified are to **enhance workforce development** and **improve firefighter health and safety**. The department will strive to develop the knowledge, skills, and abilities of all employees as well as ensure their well-being.

Providing adequate fire protection requires an investment in capital resources such as stations, training facilities, apparatus, and equipment. These resources are traditionally the largest investment of taxpayer's money. Therefore, a major goal of the organization is to **ensure Fire Department resources meet the future needs of the City of Bowling Green**.

The Bowling Green Fire Department strives to reduce risks in the community by providing emergency response, educating the public, and enforcing applicable fire codes. As part of continuous improvement, a major goal identified is to **create a fire safe community**.

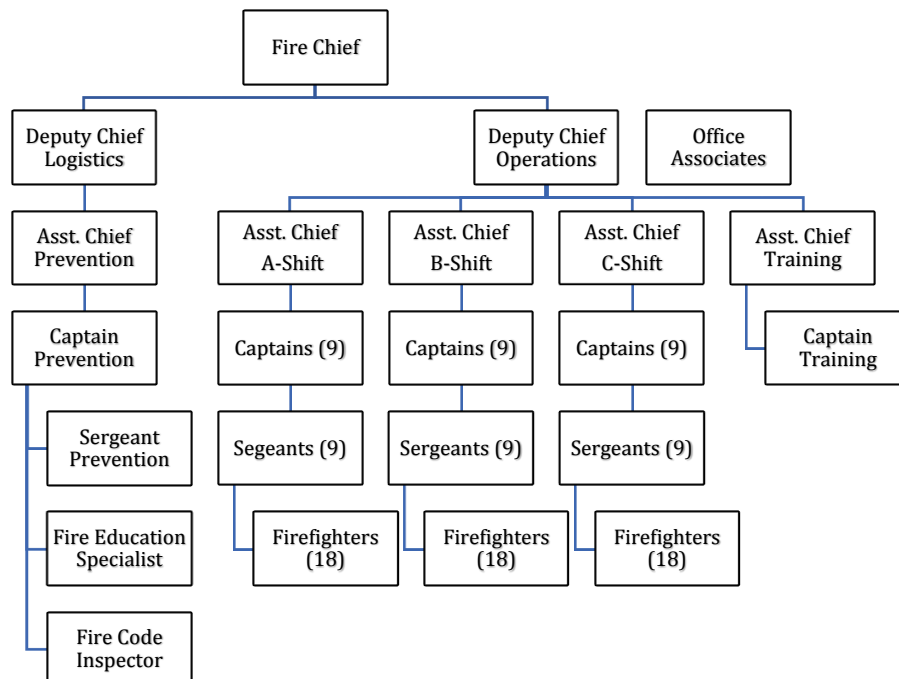
The final identified major goal is to **enhance the marketing of the Fire Department**. The department will strive to utilize marketing as a tool to educate the public and to share the department's performance. Reputation and public image are vital to the organization. It is critical that the department informs the public about the services it provides in order to maintain and grow public support.

Department Overview



Located in South-Central Kentucky, the Bowling Green Fire Department serves the citizens of Bowling Green. The department provides protection for over 63,000 residents covering 38 square miles. The department is a career Fire Department consisting of 123 full time employees operating from 6 strategically located fire stations.

FIRE DEPARTMENT ORGANIZATIONAL CHART



Mission, Values, and Vision



Vision

- Professional improvement through innovation and efficiency.



Mission

- To protect lives, property, and the environment by providing a high level of professional fire and rescue services to the Bowling Green community.



Values

- Service Excellence- We will strive to deliver the best possible service to the community.
- Professional competence - We will develop our members by training for improvement, proficiency, and effectiveness.
- Teamwork - We will work and train as a team and recognize each member's contribution is important.
- Integrity- We value honest and ethical behavior at all times.
- Accountability- We will be accountable to each other for our competence, our attitude, and our actions.

External Stakeholder Input

The Bowling Green Fire Department recognizes that external stakeholder input is a valuable tool. The department strives to meet the expectations of both citizens and elected officials. Input from external stakeholders assists the department in establishing the goals and objectives identified in the strategic plan.

Every two years, the City of Bowling Green participates in the International City/County Management Association (ICMA) and National Research Center (NRC) National Citizen Survey (NCS) for local governments. The survey centers on community livability and includes questions about government services and resident's use of those services. A random sample of 1,500 households receive invitations to participate. The survey is designed to identify strengths and weaknesses in the services we provide.

Results from the citizen survey indicate that 93% of the respondents rated fire department services as excellent or good, which is unchanged from the 2014 survey. Additionally, 91% of the respondents rated their overall feeling of safety as excellent or good. Both ratings are similar to the national benchmark as well as jurisdictions in the Southern region with populations from 35,000 to 69,999.

As another means of obtaining input from citizens regarding the services provided, the department has created an on-line customer service survey. Citizens can fill out surveys on the following department activities: emergency responses, fire prevention/education, and fire inspections.

External stakeholder input from elected officials is obtained from the Board of Commissioners (BOC) Fall Retreat and the annual Strategic Goal Planning Session of the BOC and City Manager. During these events, elected officials are asked to identify priorities and other topics of interest.

Topics at the 2017 BOC Fall Retreat related to the Fire Department included permitting requirements for new developments as well as fire department strategic planning. Elected officials identified that they are generally in favor of:

- Simplifying the permitting requirements and process for new developments
- Acquiring two parcels of property to serve as locations for future fire stations
- Designing and building one additional fire station
- Relocating an existing fire station to an area more centrally located to its district
- Hiring adequate personnel to staff the additional station
- Identifying ways to reduce the financial impact of additional personnel



Organizational Critical Issues and Service Gaps

Outside of external stakeholder input, the Bowling Green Fire Department utilizes three formal tools to help identify critical issues and service gaps. They are:

- Center for Public Safety Excellence (CPSE) Fire and Emergency Service Self-Assessment Manual (FESSAM).
- Insurance Services Office (ISO) Fire Suppression Rating Schedule
- Employee SWOT analysis

Fire and Emergency Service Self-Assessment

The Bowling Green Fire Department became an accredited organization by the CPSE in 2008. As part of the accreditation processes, the department conducts a self-assessment annually to identify areas of improvement. The department's most recent self-assessment identified issues below, all of which are included in the department's major goals and objectives.

Category I: Governance and Administration

Criterion 1A: Governing Body

1. The department should review, revise, and update Chapter 12 City Code of Ordinances to reflect the department's current service delivery model.

Category III: Goals and Objectives

Criterion 3A: Strategic Planning

1. The department should implement measures to solicit greater external stakeholder feedback and participation in the development and revisions to the strategic plan.

Category V: Programs

Criterion 5F: Emergency Medical Services (EMS)

1. The department should implement a quality assurance program to ensure an appropriate quality review of the reporting process and patient care procedures.

Category VIII: Training and Competency

Category 8A: Training and Education Program Requirements

1. The department should develop a plan to prepare members of the department with appropriate technical knowledge and leadership skills in order to advance through all ranks.

Category IX: Essential Resources

Category 9B: Communication Systems

1. The department should work with the local ambulance service to research the possible interface of computer aided dispatch systems to share incident information used for updating responding units.

Insurance Services Office (ISO)

ISO collects and evaluates information from communities in the United States on their structural fire suppression capabilities. The data is analyzed using a Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC) grade is assigned to the community ranging from Class 1 to a Class 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates the area's fire suppression program does not meet ISO's minimum criteria (Insurance Services Office, Inc. , 2015).

The four elements of fire suppression ISO evaluates are emergency communications, the Fire Department, water supply, and community risk reduction efforts. In 2015, the department was evaluated by ISO and earned 80.80 out of 105.5 points, which resulted in a PPC grade of Class 2. The summary of the PPC review is below:

FSRS Feature	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.40	3
422. Credit for Telecommunicators	3.92	4
432. Credit for Dispatch Circuits	1.80	3
440. Credit for Receiving and Handling Fire Alarms	8.12	10
Fire Department		
513. Credit for Engine Companies	5.87	6
523. Credit for Reserve Pumpers	0.48	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	3.98	4
553. Credit for Reserve Ladder and Service Trucks	0.47	0.50
561. Credit for Deployment Analysis	5.63	10
571. Credit for Company Personnel	9.31	15
581. Credit for Training	5.68	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	36.42	50
Water Supply		
616. Credit for Supply System	27.48	30
621. Credit for Hydrants	3.00	3
631. Credit for Inspection and Flow Testing	4.60	7
640. Credit for Water Supply	35.08	40
Divergence	-2.97	--
1050. Community Risk Reduction	4.15	5.50
Total Credit	80.80	105.50

The department conducts an internal review annually of the criteria in the FSRS. The department has identified the following opportunities for improvement, all of which are included in the department's major goals and objectives.

Emergency Communications

Item 410. Emergency Reporting

Section 3: Computer Aided Dispatch

1. The department should coordinate with the dispatch center to integrate CAD with interoperability.

Section 4: Geographic Information System (GIS/AVL)

1. The department should coordinate with the dispatch center to implement a system with automatic vehicle location (AVL) integrated with the CAD system to provide alarm assignments.

Fire Department

Item 561: Deployment Analysis

1. The department should examine the number and adequacy of existing engine and ladder service companies to cover built-upon areas of the City. The department should evaluate responses and demonstrate that it meets time constraints for responding units in accordance with NFPA 1710.

Item 571: Company Personnel

1. The department should review its on-duty strength and minimum staffing policy to ensure an adequate number of firefighters are available to respond to incidents within the City.

Item 580: Training

Section A – Section G

1. The department should implement a training schedule and review processes to ensure members are achieving the training benchmarks identified in the FSRS.

Section H: Building Familiarization for Pre-Incident Planning

1. The department should evaluate and implement the processes and frequency pre-incident plans of commercial, industrial, institutional, and other similar buildings are completed and/or updated.

Water Supply

Item 630: Inspection and Fire Flow Testing of Hydrants

Section A: Inspection

1. The department should coordinate with water districts to improve the frequency and completeness of fire hydrant inspections.

Section B: Fire-Flow Testing

1. The department should coordinate with water districts to improve the frequency of fire flow testing and marking of fire hydrants.

Community Risk Reduction

Item 1031: Public Fire Safety Educators Qualifications and Training

1. The department should ensure all public fire safety education personnel are trained in methods of teaching and participate annually in continuing education related to public fire safety education techniques and processes.

Item 1032: Public Fire Safety Education Programs

Section A: Residential Fire Safety Program

1. The department should evaluate and identify opportunities to increase the percentage of the entire community population reached annually.

Section D: Fire Safety Education Program for Occupancies Having Large Loss Potential or Hazardous Conditions

1. The department should evaluate and identify opportunities to increase fire safety education in occupancies that have large loss potential or hazardous conditions.



Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis

As part of the strategic planning process, the Bowling Green Fire Department utilizes a SWOT analysis to identify organizational critical issues and services gaps. A SWOT analysis is conducted annually to understand the expectations and concerns of its members. The SWOT analysis allows members to identify their threats, opportunities, and weaknesses while highlighting their strengths. Additionally a SWOT analysis identifies specific areas of needed improvement that are incorporated into the department's strategic plan.



The latest SWOT analysis was conducted in July 2017 by the department's employee committee. The SWOT analysis survey was distributed to all members of the department on-line through the department's records management system. 65% of the organization participated in the survey. Members of the department's employee committee compiled and presented the results to the chief officers during the August 2017 monthly staff meeting. The Fire Chief presented and discussed the results with department members during multiple policy review meetings conducted in the fall of 2017.

Internal Strengths

- Our people
- Public image and reputation
- City wide support of taxpayers and elected officials
- Customer service
- Facilities and equipment
- Training and professionalism
- Progressive attitude
- Funding
- Culture of fitness
- Willingness to change for improvement
- Scope and quality of services

Internal Weaknesses

- Communication and information sharing
- Equipment and vehicle maintenance
- Unified goals and vision
- Employee development
- Recruitment and retention of employees
- Technology integration
- Experience
- Complacency of mid-level mgmt
- Adequate staffing
- Community involvement

External Opportunities

- Marketing and use of social media
- Public and industrial education
- Technological advancements
- City growth
- External stakeholder input
- FEMA response team
- Citizens fire academy
- Diversity in the community

External Threats

- Safety and security of firefighters
- Firefighter mental health
- Firefighter cancer
- Impact of pension reform on the workforce and the City.
- City growth and diversity.
- Downturn in the economy.
- New construction.



Goals, Objectives, and Strategies

After evaluation of stakeholder input, organizational critical issues, and service gaps the Bowling Green Fire Department strategic plan includes the following major goals, objectives, and strategies.

Goal 1: Improve operational efficiency and effectiveness.		
Objective	1.1	Improve effectiveness through the use of technology.
Strategy	1.1.1	Evaluate and implement a system with automatic vehicle location (AVL) integrated with the CAD system to provide alarm assignments.
Strategy	1.1.2	Research the interface of BGFD and EMS CAD systems to share incident information used for updating responding units.
Strategy	1.1.3	Evaluate and implement alternative practical communication solutions utilizing P25 and cellular networks.
Strategy	1.1.4	Evaluate and improve the department's utilization of the video conferencing system.
Objective	1.2	Improve data management through implementation of software that simplifies and maximizes performance.
Strategy	1.2.1	Assess the availability, limitations, and benefits of Fire Department RMS software.
Strategy	1.2.2	Explore utilizing the learning management system (Target Solutions) to improve efficiency.
Objective	1.3	Identify and develop performance benchmarks for fire department operations.
Strategy	1.3.1	Develop performance measures for property saved.
Strategy	1.3.2	Develop performance measures for cost per capita.
Objective	1.4	Identify and evaluate areas of opportunity for improvement in Fire Department operations.
Strategy	1.4.1	Evaluate and identify areas of improvement in the tech rescue program.
Strategy	1.4.2	Evaluate and identify areas of improvement in the haz-mat program.
Strategy	1.4.3	Coordinate with State Emergency Mgmt to complete Mission Ready Packages in order to conduct out of state missions.
Strategy	1.4.4	Identify and evaluate training opportunities and agreements with outside contractors for services.
Strategy	1.4.5	Evaluate and identify areas of improvement in the first responder program.
Strategy	1.4.6	Identify and evaluate methods to reduce non-urgent emergency responses.
Strategy	1.4.7	Implement practices to improve the department's response to a multiple alarm incident.

Objective	1.5	Maintain and/or improve response times.
Strategy	1.5.1	Maintain and/or improve traffic pre-empt systems.
Strategy	1.5.2	Prioritize and/or limit out of district activities.
Strategy	1.5.3	Evaluate response performance in department defined planning zones.
Objective	1.6	Ensure fiscal responsibility by evaluating the department's use of funds and resources.
Strategy	1.6.1	Evaluate, identify, and implement practices or technology to reduce Fire Department facility's energy cost.
Strategy	1.6.2	Pursue grant opportunities that support the department's needs.
Strategy	1.6.3	Explore methods to recover costs related to code enforcement.
Strategy	1.6.4	Explore methods to recover costs related to Fire Department responses outside the City.



Goal 2: Improve firefighter health and safety.		
Objective	2.1	Develop and implement strategies to reduce the risk of cancer.
Strategy	2.1.1	Equip all members with (2) sets of personal protective clothing.
Strategy	2.1.2	Evaluate and purchase SCBA that is suitable for long-term wear, including during overhaul.
Strategy	2.1.3	Ensure all employees are provided with equipment to properly launder and care for personal protective equipment.
Strategy	2.1.4	Research and identify technology, practices, and processes that can reduce the risk of firefighter cancer.
Objective	2.2	Evaluate ways to improve fireground communications.
Strategy	2.2.1	Explore alternative practices and/or technology to improve communications on the fireground.
Objective	2.3	Develop a strategy to confront firefighter mental health risks.
Strategy	2.3.1	Evaluate utilizing and/or establishing a peer support team.
Objective	2.4	Enhance firefighter safety and security.
Strategy	2.4.1	Explore an accountability system with enhanced tracking.
Strategy	2.4.2	Enhance security/access at all Fire Department facilities.
Strategy	2.4.3	Explore personal protection options for firefighters.
Objective	2.5	Ensure compliance with NFPA standards essential to firefighter health and safety.
Strategy	2.5.1	Evaluate compliance with NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2018 Edition (2018 edition).
Strategy	2.5.2	Implement measures to ensure compliance with NFPA 1851: Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, 2014 Edition.



Goal 3: Enhance employee development.		
Objective	3.1	Implement a professional development program.
Strategy	3.1.1	Identify and publish career path flowcharts for all personnel.
Strategy	3.1.2	Identify and/or develop curriculums to support the professional development needs for all ranks and positions.
Strategy	3.1.3	Evaluate and align promotional procedures with the career path flowchart.
Strategy	3.1.4	Evaluate the implementation of position task books.
Objective	3.2	Enhance annual continuing education.
Strategy	3.2.1	Establish annual training plan to meet Ky. Fire Commission minimum standards, ISO benchmarks, and department needs.
Strategy	3.2.2	Encourage and promote participation in external training.

Goal 4: Ensure Fire Department resources meet the future needs of the City of Bowling Green.		
Objective	4.1	Ensure training facilities meet the future needs of the department.
Strategy	4.1.1	Evaluate, identify, and implement a plan providing for the future needs of the public safety training center.
Objective	4.2	Maintain and/or improve the physical and functional condition of facilities and equipment.
Strategy	4.2.1	Monitor and improve routine processes to evaluate and determine facility and equipment needs.
Strategy	4.2.2	Monitor and improve the preventative maintenance program for all Fire Department facilities.
Objective	4.3	Maintain the fleet replacement schedule to meet the future needs of the department.
Strategy	4.3.1	Evaluate and update the fleet replacement schedule annually.
Strategy	4.3.2	Coordinate with BGWCRA and EM to explore replacement options for ARFF and Haz-Mat apparatus
Objective	4.4	Evaluate department performance and City growth to ensure resources are available for future service demands.
Strategy	4.4.1	Add an additional fire station to establish infrastructure in the developing Lovers Lane area.
Strategy	4.4.2	Evaluate relocating fire station #5 to a location optimizing coverage of the district.
Strategy	4.4.3	Evaluate response performance and growth in the Russellville Road area to ensure infrastructure exists for future service demands.
Strategy	4.4.4	Evaluate response performance and growth in the Plano Road area to ensure adequate resources are available for future service demands.

Goal 5: Create a fire safe community.		
Objective	5.1	Develop performance measures for education and enforcement.
Strategy	5.1.1	Evaluate, identify, and publish performance measures for the department's public fire safety education programs.
Strategy	5.1.2	Evaluate, identify, and publish performance measures for the department's fire inspection program.
Strategy	5.1.3	Develop a quality assurance program for auditing inspections.
Objective	5.2	Identify opportunities to increase fire safety education.
Strategy	5.2.1	Explore industrial/high hazard occupancy fire safety education opportunities.
Strategy	5.2.2	Explore methods to present fire safety videos and messages at public and educational venues.
Objective	5.3	Evaluate processes to ensure compliance with applicable standards, statutes, ordinances, and regulations related to fire safety.
Strategy	5.3.1	Review and update the City of Bowling Green Code of Ordinances relating to the Fire Department (Chapter 12).
Strategy	5.3.2	Review and update Volume 2 (Community Risk Reduction) in the BGFD Policy and Procedures Manual.
Objective	5.4	Evaluate and improve pre-incident planning process.
Strategy	5.4.1	Identify methods and processes utilizing RMS to improve the pre-incident planning processes.
Objective	5.5	Improve fire investigation resources.
Strategy	5.5.1	Assess the feasibility of acquiring an accelerant detection canine.
Strategy	5.5.2	Evaluate and install evidence tracking software.
Strategy	5.5.3	Prepare space at Fire Station #6 for conducting investigation interviews and storing evidence.
Strategy	5.5.4	Assess the feasibility of utilizing drone technology for fire investigation.



Goal 6: Enhance the marketing of the Fire Department		
Objective	6.1	Maintain accreditation status.
Strategy	6.1.1	Evaluate and seek continuous improvement towards benchmarks in all processes.
Strategy	6.1.2	Review and update the published Risk Assessment, Goals and Objectives, Standards of Cover, and agency performance measurements to ensure alignment with department practices.
Objective	6.2	Maintain ISO Class 2 or better.
Strategy	6.2.1	Examine the number and adequacy of resources to cover developed areas of the City.
Strategy	6.2.2	Examine staffing policy to ensure an adequate number of firefighters are available to respond to incidents within the City.
Strategy	6.2.3	Foster a cooperative relationship with water districts to improve water supply inspection and testing processes.
Strategy	6.2.4	Maintain schedule of self-assessment and annual review.
Objective	6.3	Identify and evaluate methods of improving internal department communications.
Strategy	6.3.1	Review, update, and publish the department's key performance measures, and goals and objectives annually.
Strategy	6.3.2	Assess the availability, limitations, and benefits of communications technology.
Objective	6.4	Identify and implement methods to recruit and retain employees.
Strategy	6.4.1	Coordinate an annual awards recognition.
Strategy	6.4.2	Coordinate multiple employee events annually.
Strategy	6.4.3	Evaluate classification/pay schedule and benefits.
Strategy	6.4.4	Research and identify recruitment opportunities.
Objective	6.5	Develop programs and identify platforms to market activities of the Fire Department.
Strategy	6.5.1	Identify mediums to strengthen relationships within the community.
Strategy	6.5.2	Explore the benefits and impact of a Junior Firefighter program.
Strategy	6.5.3	Host a Citizen's Fire School.
Strategy	6.5.4	Identify ways of obtaining the community's expectations in respect to the Fire Department's level of service and priorities.

Budget Information Relative to the Goals and Objectives

The Bowling Green Fire Department is well supported by City leadership and citizens of the community. This support has allowed our department to be recognized as a progressive and professional organization.

The two primary sources of funding for the Fire Department are the City's General Fund and the Fire Improvement Fund (FIF). The most significant sources of revenue for the General Fund are employee withholding fees, property taxes, and business net profit fees.



A major component of the Fire Department budget is the Fire Improvement Fund (FIF), an insurance premium tax established by ordinance to provide adequate funding for Fire Department capital needs. The FIF is generally used for the purchase of apparatus, vehicles, equipment, tools, personal protective gear, safety items, and other necessary capital items, as well as for the construction, maintenance, and furnishings of facilities and buildings for the department. The FIF enhances the quality of service provided by the Fire Department to the community.

Internal budget preparation begins in the first quarter of the calendar year. Key components of the budget preparation process include:

- Strategic goal planning sessions with the BOC
- Evaluation of personnel related needs
- Evaluation of fleet condition and replacement schedule
- Evaluation of information technology needs
- Meetings with the employee committee

The Fire Department administration prepares and presents a proposed budget to the City's budget team. After reviewing and finalizing all department proposals, the City's budget team presents the budget to the City's Board of Commissioners for final approval.

In order to support identified strategic plan goals and objectives, the department's current fiscal year budget, multi-year capital improvement program, and FIF forecast reflect the following schedule:

Project		Strategic Plan Goal	Funding Source	FY 18	FY 19	FY 20	FY 21	FY 22	TOTAL
Traffic pre-emption		1	FIF	10,000	10,000	10,000	10,000	10,000	50,000
CAD interface with EMS		1	IT	57,000					57,000
CAD replacement (AVL / EMS interface)		1	IT		750,000				750,000
MDT replacement		1	IT		25,000				25,000
Records management system		1	IT		16,000	17,000	18,000	19,000	70,000
Special education / Outside Training & travel		1, 3	GF	27,490	27,490	27,490	27,490	27,490	137,450
Fire station land purchase		1, 4	FIF	1,400,000					1,400,000
Architectural services for fire station		1, 4	FIF		150,000	100,000			250,000
Fire Station Construction (2 Stations)		1, 4	FIF		3,100,000	1,500,000			4,600,000
Hire additional personnel		1, 4	GF						806,000
	4 Firefighters	1, 4	GF		356,000				
	5 Firefighters	1, 4	GF			450,000			
Fire station facility repairs upgrades		1, 4	FIF	35,450	35,450	150,450	35,450	35,450	292,250
Fire station access system (security)		2	GF		101,500				101,500
Turnout gear washing machine		2	FIF	10,300					10,300
Turnout gear dryers		2	FIF		40,000				40,000
Personal protective equipment		2, 4	FIF	224,900	90,000	92,500	95,000	97,500	599,900
Self contained breathing apparatus		2, 4	FIF	286,000					286,000
On-line learning management system		3	GF	7,600	8,500	8,750	9,000	9,250	43,100
Professional services (Outside instructors)		3	GF	6,000	6,000	6,000	6,000	6,000	30,000
Apparatus Replacement		4	FIF						5,250,000
	Aerial	4	FIF	1,200,000					
	Rescue Engine	4	FIF	650,000					
	(4) Engines	4	FIF	1,700,000					
	ARFF Apparatus (Split w/ BGWCRA)	4	FIF		200,000				
	Aerial	4	FIF				825,000		
	(1) Engine	4	FIF				525,000		
	Brush Truck	4	FIF					150,000	
Vehicle Replacement		4	FIF						235,000
	2002 Chevrolet Suburban (SW5)	4	FIF		45,000				
	2007 Dodge Charger	4	FIF			45,000			
	2004 Ford F150	4	FIF			30,000			
	2006 Ford F150	4	FIF			30,000			
	2008 Dodge 2500	4	FIF			35,000			
	2009 Chevy 3500 Utility	4	FIF					50,000	
Utility vehicle/trailer(Brush and special events)		4	FIF		33,000				33,000
Training center renovation		4	FIF			850,000			850,000
Extrication equipment replacement		4	FIF	35,000	35,000	35,000	35,000		140,000
Station/Classroom furniture replacement		4	FIF	12,000					12,000
Loose equipment replacement		4	FIF	34,000	84,000	34,000	34,000	34,000	220,000
Replacement station driveways/aprons		4	FIF	175,000					175,000
Burn building structural inspection		4	FIF	2,750				3,500	6,250
Breathing air system		4	FIF		45,000				45,000
Recording equipment for investigations		5	FIF	7,000					7,000
Canine cage and alert system		5	FIF		4,000				4,000
Unmanned aerial device (Grant request)		5	FIF		25,000				25,000
Citizens Fire Academy		6	GF	1,000	1,000	1,000	1,000	1,000	5,000
Accreditation		6	GF						36,250
	Team workshop	6	GF	2,500	2,500	2,500	2,500	2,500	
	Compliance fee	6	GF	1,500	1,500	1,500	1,500	1,500	
	Assessors visit & travel	6	GF	7,500				8,750	
			Totals	5,892,990	5,191,940	3,426,190	1,624,940	455,940	16,592,000