

# Update

2021



BOWLING GREEN FIRE DEPARTMENT  
**STRATEGIC PLAN**  
**2018-2022**



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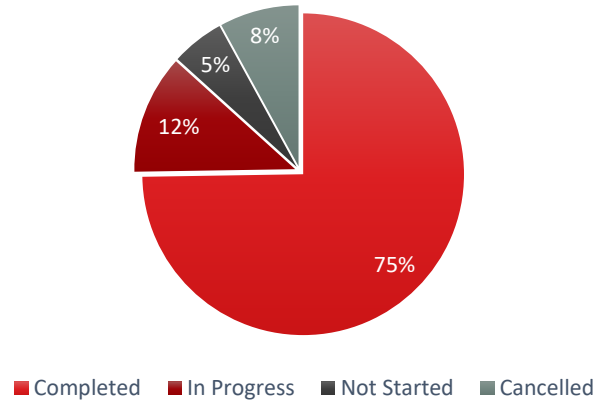
## Executive Summary

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 was developed to identify the Department's goals and objectives for upcoming years.

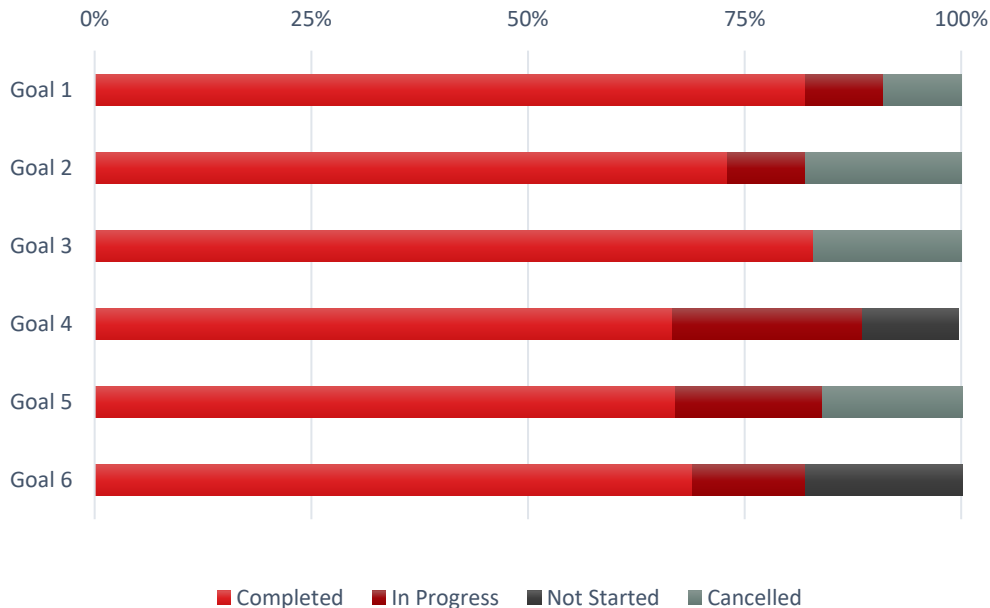
In December 2017, Chief Officers met to update the strategic plan. The 2018 – 2022 Strategic Plan consists of six major goals:

- Goal 1: Improve operational efficiency and effectiveness
- Goal 2: Improve firefighter health and safety
- Goal 3: Enhance employee development
- Goal 4: Ensure Fire Department resources meet the future needs of the City of Bowling Green
- Goal 5: Create a fire safe community
- Goal 6: Enhance the marketing of the Fire Department

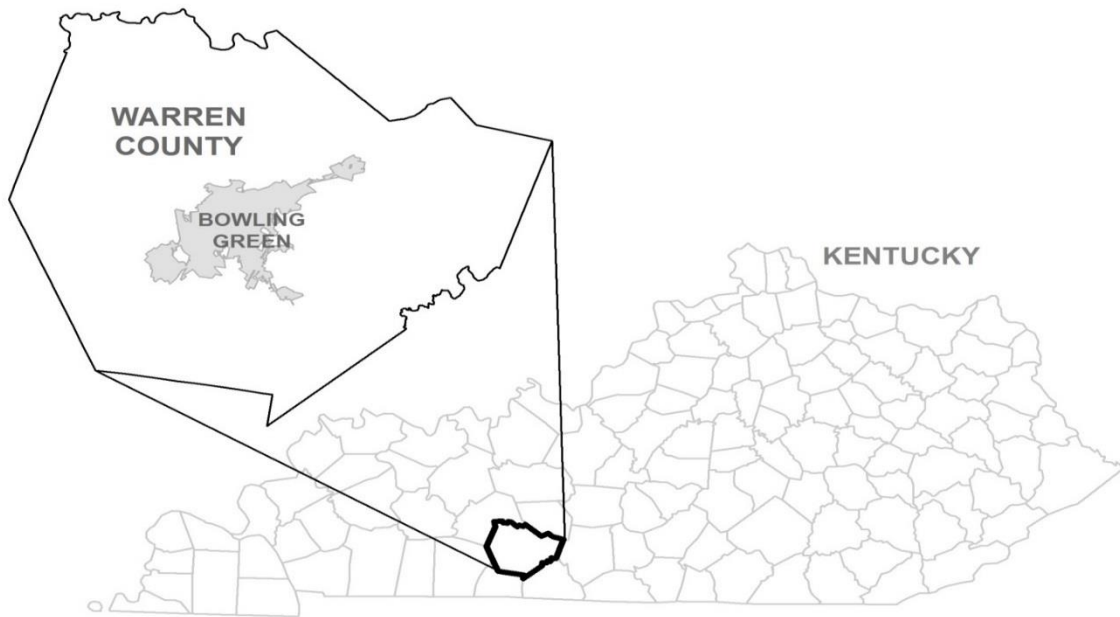
### 2021 Strategic Plan Update



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.

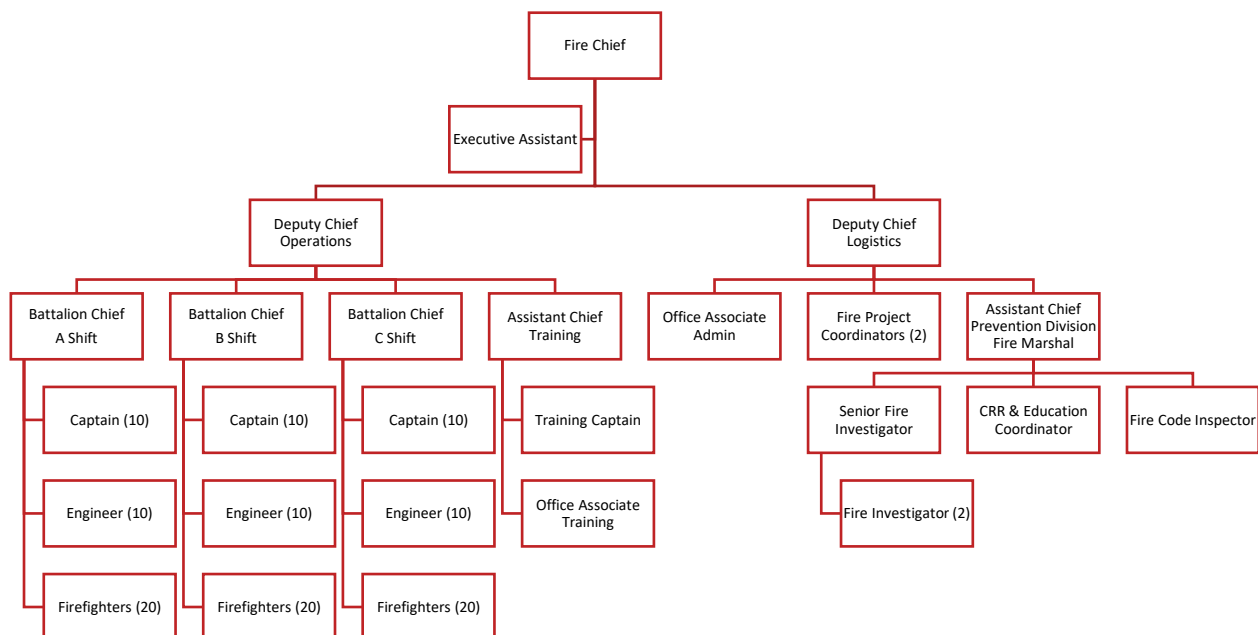


## Department Overview



Located in South-Central Kentucky, the Bowling Green Fire Department serves the citizens of Bowling Green. The Department provides protection for over 74,000 residents covering 41 square miles. The Department is a career Fire Department consisting of 139 full-time employees operating from seven strategically-located fire stations.

### FIRE DEPARTMENT ORGANIZATIONAL CHART



# **MISSION: TO SERVE, SAVE, & PROTECT MAKE IT BETTER**



**VISION:  
CONTINUOUS IMPROVEMENT  
THROUGH INTENTIONAL EFFORTS  
FOR EXCELLENCE**



**HONOR - INTEGRITY - PROFESSIONALISM**



In 2018, after evaluation of stakeholder input, organizational critical issues, and service gaps, the Bowling Green Fire Department developed the following major goals, objectives, and strategies. The 2021 Strategic Plan Update provides an update on the progress made on the established goals, objectives, and strategies. Remaining goals, objectives, and strategies will be a priority to complete in 2022.

## Goal 1: Improve operational efficiency and effectiveness.

Objective	1.1	Improve effectiveness through the use of technology.	2021 Status
Strategy	1.1.1	Evaluate and implement a system with automatic vehicle location (AVL) integrated with the CAD system to provide alarm assignments.	Complete. Implemented in 2021
Strategy	1.1.2	<del>Research</del> <b>Coordinate the implementation</b> of an interface between BGFD and EMS CAD systems to share incident information used for updating responding units.	In progress. Working with EMS and IT
Strategy	1.1.3	Evaluate and implement alternative practical communication solutions utilizing P25 and cellular networks <b>to improve strike team communications.</b>	In progress. Researching alternatives options (ex. Zello)
Strategy	1.1.4	Evaluate and improve the Department's utilization of the video conferencing system.	Complete. Lifesize implemented in 2020.

Percent Completed: 50%

### Remaining Priorities:

- Coordinate the implementation of an interface between BGFD and EMS CAD systems
- Improve strike team communications

<b>Objective</b>	<b>1.2</b>	<b>Improve data management through implementation of software that simplifies and maximizes performance.</b>	<b>2021 Status</b>
Strategy	<b>1.2.1</b>	Assess the availability, limitations, and benefits of Fire Department RMS software.	Complete. Emergency Reporting implemented in 2019
Strategy	<b>1.2.2</b>	Explore utilizing the learning management system (Target Solutions) to improve efficiency.	Complete. Target Solutions used for training and credential tracking

Percent Completed: 100%

<b>Objective</b>	<b>1.3</b>	<b>Identify and develop performance benchmarks for fire department operations.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>1.3.1</b>	Develop performance measures for property saved.	Complete. Implemented Incident Performance Evaluation to track performance benchmarks for Fire Department operations
<b>Strategy</b>	<b>1.3.2</b>	Develop performance measures for cost per capita.	

Percent Completed: 100%



Objective	1.4	Identify and evaluate areas of opportunity for improvement in Fire Department operations.	2021 Status
Strategy	1.4.1	Evaluate and identify areas of improvement in the tech rescue program.	Complete. Implemented quarterly program appraisals
Strategy	1.4.2	Evaluate and identify areas of improvement in the haz-mat program.	
Strategy	1.4.3	<del>Coordinate with State Emergency Mgmt to complete Mission Ready Packages in order to conduct out of state missions.</del>	Cancelled. Not a priority
Strategy	1.4.4	Identify and evaluate training opportunities and agreements with outside contractors for services.	Complete. Trainings held with outside contractors including Atmos, CSX, and BGMU
Strategy	1.4.5	<del>Evaluate and identify areas of improvement in the first responder program.</del>	Cancelled in 2020
Strategy	1.4.6	Identify and evaluate methods to reduce non-urgent emergency responses.	Complete. Updated EMS response protocols
Strategy	1.4.7	Implement practices to improve the department's response to a multiple alarm incident.	Complete. Policy #35-1.2 built additional alarms in CAD

Percent Completed: 100%





<b>Objective</b>	<b>1.5</b>	<b>Maintain and/or improve response times.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>1.5.1</b>	Maintain and/or improve traffic pre-empt systems.	Complete. Preempt installed on target intersections in 2019.
<b>Strategy</b>	<b>1.5.2</b>	Prioritize and/or limit out of district activities.	Complete. Battalion Chiefs manage out-of-district responses
<b>Strategy</b>	<b>1.5.3</b>	Evaluate response performance in department defined planning zones.	Complete. Response performance in planning zones is analyzed annually.

Percent Completed: 100%

<b>Objective</b>	<b>1.6</b>	<b>Ensure fiscal responsibility by evaluating the department's use of funds and resources.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>1.6.1</b>	Evaluate, identify, and implement practices or technology to reduce Fire Department facility's energy cost.	Complete. DC of Logistics evaluates energy costs and installed LED lighting in all facilities.
<b>Strategy</b>	<b>1.6.2</b>	Pursue grant opportunities that support the department's needs.	Complete. Grants are continuously sought to support the Department's financial needs
<b>Strategy</b>	<b>1.6.3</b>	Explore methods to recover costs related to code enforcement.	Complete. Chapter 12 of City Ordinance amended in May 2021 now includes methods to recover code enforcement costs.
<b>Strategy</b>	<b>1.6.4</b>	Explore methods to recover costs related to Fire Department responses outside the City.	Complete. Cost recovery is sought for responses outside of Bowling Green City limits.

Percent Completed: 100%

## Goal 2: Improve Firefighter health and safety

Objective	2.1	Develop and implement strategies to reduce the risk of cancer.	2021 Status
Strategy	2.1.1	Equip all members with (2) sets of personal protective clothing.	Complete. Purchase made in FY'20
Strategy	2.1.2	Evaluate and purchase SCBA that is suitable for long-term wear, including during overhaul.	Complete. Purchase made in FY'19
Strategy	2.1.3	Ensure all employees are provided with equipment to properly launder and care for personal protective equipment.	Complete. Purchase made in FY'19
Strategy	2.1.4	Research and identify technology, practices, and processes that can reduce the risk of firefighter cancer.	Complete. Cancer prevention policy was implemented in 2021 and each apparatus was equipped with a Cancer Prevention Kit in 2019

Percent Completed: 100%



<b>Objective</b>	<b>2.2</b>	<b>Evaluate ways to improve fireground communications.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>2.2.1</b>	<del>Explore alternative practices and/or technology to improve communications on the fireground.</del>	Cancelled in 2020 due to cost of voice amps

<b>Objective</b>	<b>2.3</b>	<b>Develop a strategy to confront firefighter mental health risks.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>2.3.1</b>	Evaluate utilizing and/or establishing a peer support team.	In Progress. Developing a Peer Support Team and identifying certification for team members

Percent Completed: 0%

Remaining Priorities:

- Evaluate utilizing and/or establishing a peer support team.

<b>Objective</b>	<b>2.4</b>	<b>Enhance firefighter safety and security.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>2.4.1</b>	<del>Explore an accountability system with enhanced tracking.</del>	Cancelled; not a priority due to the cost
<b>Strategy</b>	<b>2.4.2</b>	Enhance security/access at all Fire Department facilities.	Complete. Upgrades made in 2019
<b>Strategy</b>	<b>2.4.3</b>	Explore personal protection options for firefighters.	Complete. Purchases made in 2019

Percent Completed: 100%



Objective	2.5	Ensure compliance with NFPA standards essential to firefighter health and safety.	2021 Status
Strategy	2.5.1	Evaluate compliance with NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2018 Edition (2018 edition).	Complete. In 2020, policy 15-4 implemented the IPAT in compliance with NFPA 1500
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.	Complete. In 2020, Engineers were given the responsibility to inspect and track turnout gear.

Percent Completed: 100%



### Goal 3: Enhance Employee Development

Objective	3.1	Implement a professional development program.	2021 Status
Strategy	3.1.1	Identify and publish career path flowcharts for all personnel.	Complete. Promotional process outlines career paths without a flowchart
Strategy	3.1.2	Identify and/or develop curriculums to support the professional development needs for all ranks and positions.	Complete. Task books for the ranks of Firefighter, Engineer, Captain and Battalion Chief have been implemented.
Strategy	3.1.3	<del>Evaluate and align promotional procedures with the career path flowchart.</del>	Canceled. Flowcharts have been removed from this objective
Strategy	3.1.4	Evaluate the implementation of position task books.	Complete. Task books have been implemented

Percent Completed: 100%

Objective	3.2	Enhance annual continuing education.	2021 Status
Strategy	3.2.1	Establish annual training plan to meet Ky. Fire Commission minimum standards, ISO benchmarks, and department needs.	Complete. The Assistant Chief of Training manages KY Fire Commission and ISO benchmarks.
Strategy	3.2.2	Encourage and promote participation in external training.	Complete. External training sources are regularly sought for all personnel

Percent Completed: 100%

## 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.	2021 Status
Strategy	4.1.1	Evaluate, identify, and implement a plan providing for the future needs of the public safety training center.	Complete. Design in progress for joint Public Safety Training Center with BGPD

Percent Completed: 100%

Objective	4.2	Maintain and/or improve the physical and functional condition of facilities and equipment.	2021 Status
Strategy	4.2.1	Monitor and improve routine processes to evaluate and determine facility and equipment needs.	Complete. Capital Improvement projects are evaluated annually with budget requests
Strategy	4.2.2	Monitor and improve the preventative maintenance program for all Fire Department facilities.	Complete. Preventative maintenance contracts are in place.

Percent Completed: 100%

Objective	4.3	Maintain the fleet replacement schedule to meet the future needs of the department.	2021 Status
Strategy	4.3.1	Evaluate and update the fleet replacement schedule annually.	Complete. Fleet evaluated annually with budget requests
Strategy	4.3.2	Coordinate with BGWCRA and EM to explore replacement options for ARFF and haz-Mat apparatus	Complete. Haz-Mat truck and trailer have been received and discussions with BGWCRA are complete

Percent Completed: 100%



Objective	4.4	Evaluate department performance and City growth to ensure resources are available for future service demands.	2021 Status
Strategy	4.4.1	Add an additional fire station to establish infrastructure in the developing Lovers Lane area.	Complete. Station 7 opened in May 2021
Strategy	4.4.2	<del>Evaluate relocating fire station #5 to a location optimizing coverage of the district.</del> Add a fire station to establish infrastructure in the developing Transpark area.	In progress. Architectural design has been awarded. Construction to begin in FY'23
Strategy	4.4.3	Evaluate response performance and growth in the Russellville Road area to ensure infrastructure exists for future service demands.	In progress. Identified area of need
Strategy	4.4.4	Evaluate response performance and growth in the Plano Road area to ensure adequate resources are available for future service demands.	Not yet started, this area is still being developed.

Percent Completed: 25%

Remaining Priorities:

- Add a fire station to establish infrastructure in the developing Transpark area.
- Evaluate response performance and growth in the Russellville Road area to ensure infrastructure exists for future service demands.

The Plano Rd area is not a priority at this time.



## Goal 5: Create a Fire Safe Community

Objective	5.1	Develop performance measures for education and enforcement.	2021 Status
Strategy	5.1.1	Evaluate, identify, and publish performance measures for the Department's public fire safety education programs.	In progress. The Community Risk Reduction Coordinator is working to identify areas of need in the community
Strategy	5.1.2	Evaluate, identify, and publish performance measures for the Department's fire inspection program.	Complete. A schedule of inspections was developed with the implementation of Emergency Reporting
Strategy	5.1.3	<del>Develop a quality assurance program for auditing inspections.</del>	Cancelled; shifting responsibility from Suppression Captains to Prevention Division Personnel removes this need

Percent Completed: 50%

Remaining Priorities:

- Evaluate, identify, and publish performance measures for the Department's public fire safety education programs.

Objective	5.2	Identify opportunities to increase fire safety education.	2021 Status
Strategy	5.2.1	Explore industrial/high hazard occupancy fire safety education opportunities.	Complete. A train-the-trainer program for commercial industry developed in 2019
Strategy	5.2.2	Explore methods to present fire safety videos and messages at public and educational venues.	Complete. Sound Off Program implemented in 2021

Percent Completed: 100%

<b>Objective</b>	<b>5.3</b>	<b>Evaluate processes to ensure compliance with applicable standards, statutes, ordinances, and regulations related to fire safety.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>5.3.1</b>	Review and update the City of Bowling Green Code of Ordinances relating to the Fire Department (Chapter 12).	Complete. Approved by Bowling Green Board of Commissioners in May 2021
<b>Strategy</b>	<b>5.3.2</b>	Review and update Volume 2 (Community Risk Reduction) in the BGFD Policy and Procedures Manual.	Complete. Revision approved in June 2020

Percent Completed: 100%

<b>Objective</b>	<b>5.4</b>	<b>Evaluate and improve pre-incident planning process.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>5.4.1</b>	Identify methods and processes utilizing RMS to improve the pre-incident planning processes.	Complete. Pre-plans are completed in Emergency Reporting and First Due.

Percent Completed: 100%





Objective	5.5	Improve fire investigation resources.	2021 Status
Strategy	5.5.1	Assess the feasibility of acquiring an accelerant detection canine.	Complete. ADC Millie joined BGFD in 2018
Strategy	5.5.2	Evaluate and install evidence tracking software.	Complete. Evidence tracking software implemented in 2018
Strategy	5.5.3	Prepare space at Fire Station #6 for conducting investigation interviews and storing evidence.	Cancelled. Interview space is not needed and evidence has moved to Fleet.
Strategy	5.5.4	Assess the feasibility of utilizing drone technology for fire investigation; search and rescue; fireground operations; swiftwater operations; and haz-mat.	In progress.

Percent Completed: 75%

Remaining Priorities:

- Assess the feasibility of utilizing drone technology for fire investigation; search and rescue; fireground operations; swiftwater operations; and haz-mat.



## Goal 6: Enhance the marketing of the Fire Department

Objective	6.1	Maintain accreditation status.	2021 Status
Strategy	6.1.1	Evaluate and seek continuous improvement towards benchmarks in all processes.	Complete. Accreditation Manager hired in 2019 to oversee the accreditation process
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.	

Percent Completed: 100%

Objective	6.2	Maintain ISO Class <del>1 2 or better.</del>	2021 Status
Strategy	6.2.1	Examine the number and adequacy of resources to cover developed areas of the City.	Complete. Review process in place
Strategy	6.2.2	Examine staffing policy to ensure an adequate number of firefighters are available to respond to incidents within the City.	Complete. Review process in place
Strategy	6.2.3	Foster a cooperative relationship with water districts to improve water supply inspection and testing processes.	In Progress
Strategy	6.2.4	Maintain schedule of self-assessment and annual review.	Complete. Review process in place

Percent Completed: 75%

Remaining Priorities:

- Foster a cooperative relationship with water districts to improve water supply inspection and testing processes



<b>Objective</b>	<b>6.3</b>	<b>Identify and evaluate methods of improving internal Department communications.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>6.3.1</b>	Review, update, and publish the department's key performance measures, and goals and objectives annually.	Complete. Annual reports are posted to the BGFD website
<b>Strategy</b>	<b>6.3.2</b>	Assess the availability, limitations, and benefits of communications technology.	Complete. Station Dashboards were implemented in 2021

Percent Completed: 100%

<b>Objective</b>	<b>6.4</b>	<b>Identify and implement methods to recruit and retain employees.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>6.4.1</b>	Coordinate an annual awards recognition.	Complete. Held in January 2022
<b>Strategy</b>	<b>6.4.2</b>	Coordinate multiple employee events annually.	Complete. 4 <sup>th</sup> of July, Tailgating, 5k races, etc. were completed in 2021
<b>Strategy</b>	<b>6.4.3</b>	Evaluate classification/pay schedule and benefits.	Not Started
<b>Strategy</b>	<b>6.4.4</b>	Research and identify recruitment opportunities.	Complete. Process in place for Recruitment committee to identify opportunities

Percent Completed: 75%

Remaining Priorities:

- Evaluate classification/pay schedule and benefits



<b>Objective</b>	<b>6.5</b>	<b>Develop programs and identify platforms to market activities of the Fire Department.</b>	<b>2021 Status</b>
<b>Strategy</b>	<b>6.5.1</b>	Identify mediums to strengthen relationships within the community.	Complete. Community Risk Reduction Coordinator hired in 2021
<b>Strategy</b>	<b>6.5.2</b>	Explore the benefits and impact of a Junior Firefighter <b>camp</b> program.	In Progress
<b>Strategy</b>	<b>6.5.3</b>	Host a Citizen's Fire School.	Not Started. Target completion Fall 2022
<b>Strategy</b>	<b>6.5.4</b>	Identify ways of obtaining the community's expectations in respect to the Fire Department's level of service and priorities.	Not Started. Community-driven strategic planning to take place in 2022

Percent Completed: 25%

Remaining Priorities:

- Explore the benefits and impact of a Junior Firefighter program
- Host a Citizen's Fire School
- Identify ways of obtaining the community's expectations in respect to the Fire Department's level of service and priorities

## Remaining Priorities

Strategy	Description	Assigned to...	Timeline for Completion
1.1.2	Coordinate the implementation of an interface between BGFD and EMS CAD systems	Deputy Chief of Operations	EMS determines timeline with CAD implementation
1.1.3	Improve strike team communications	Battalion Chief	April 1, 2022
2.3.1	Evaluate utilizing and/or establishing a peer support team	Command Staff	Team established by April 1, 2022
4.4.2	Add a fire station to establish infrastructure in the developing Transpark area.	Deputy Chief of Logistics	Projected Completion January 2024
4.4.3	Evaluate response performance and growth in the Russellville Road area to ensure infrastructure exists for future service demands	Deputy Chief of Operations	July 2022
5.1.1	Evaluate, identify, and publish performance measures for the Department's public fire safety education programs	Assistant Chief of Prevention and CRR Coordinator	June 2022
5.5.4	Assess the feasibility of utilizing drone technology for fire investigation; search and rescue; fireground operations; swiftwater operations; and haz-mat.	Assistant Chief of Prevention	Request in FY 2023
6.2.3	Foster a cooperative relationship with water districts to improve water supply inspection and testing processes	Fire Chief	August 2023
6.4.3	Evaluate classification/pay schedule and benefits	Fire Chief and Employee Committee	May 2022
6.5.2	Explore the benefits and impact of a Junior Firefighter camp program	Recruitment Committee	July 2023
6.5.3	Host a Citizen's Fire School	CRR Coordinator	Fall 2022
6.5.4	Identify ways of obtaining the community's expectations in respect to the Fire Department's level of service and priorities	Executive Assistant	August 2022