



# BOWLING GREEN ***FIRE***

Strategic Plan  
Update 2020



## Table of Contents

<b>Executive Summary .....</b>	<b>3</b>
<b>Department Overview .....</b>	<b>4</b>
<b>Mission, Values, and Vision .....</b>	<b>5</b>
Goal 1: Improve operational efficiency and effectiveness.....	6
Goal 2: Improve Firefighter health and safety .....	9
Goal 3: Enhance Employee Development.....	11
Goal 4: Ensure Fire Department resources meet the future needs of the City of Bowling Green.....	12
Goal 5: Create a Fire Safe Community.....	14
Goal 6: Enhance the marketing of the Fire Department.....	16

## 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.

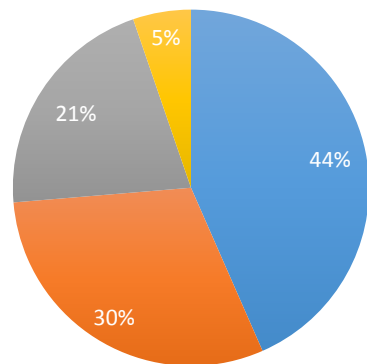
In December 2017, Chief Officers met to update the strategic plan. The 2018 – 2023 Strategic Plan consists of six major goals:

- 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

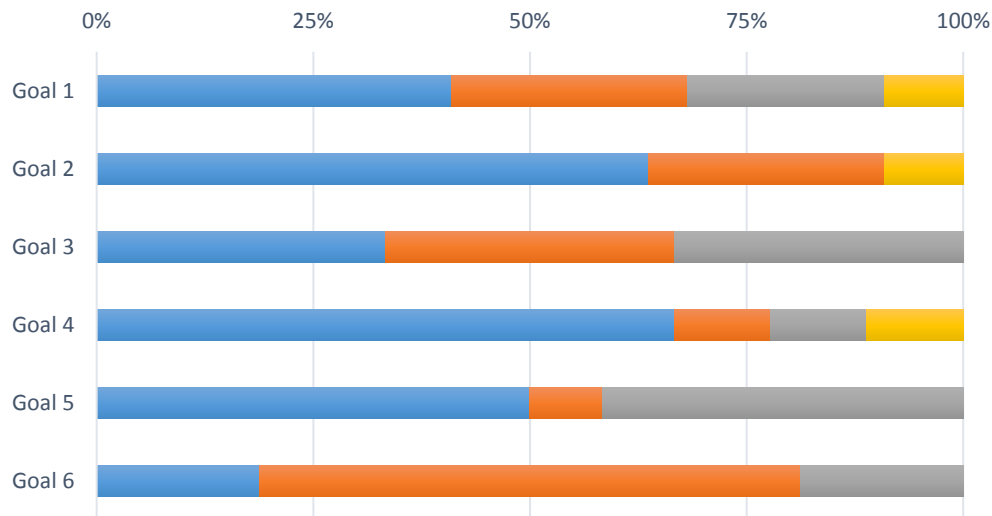
Strategic planning is a continuous process, therefore the strategic plan is a living document. First developed in 2008, the strategic plan is reviewed and updated annually to ensure the Department is continuously seeking improvement.



### 2020 Strategic Plan Update

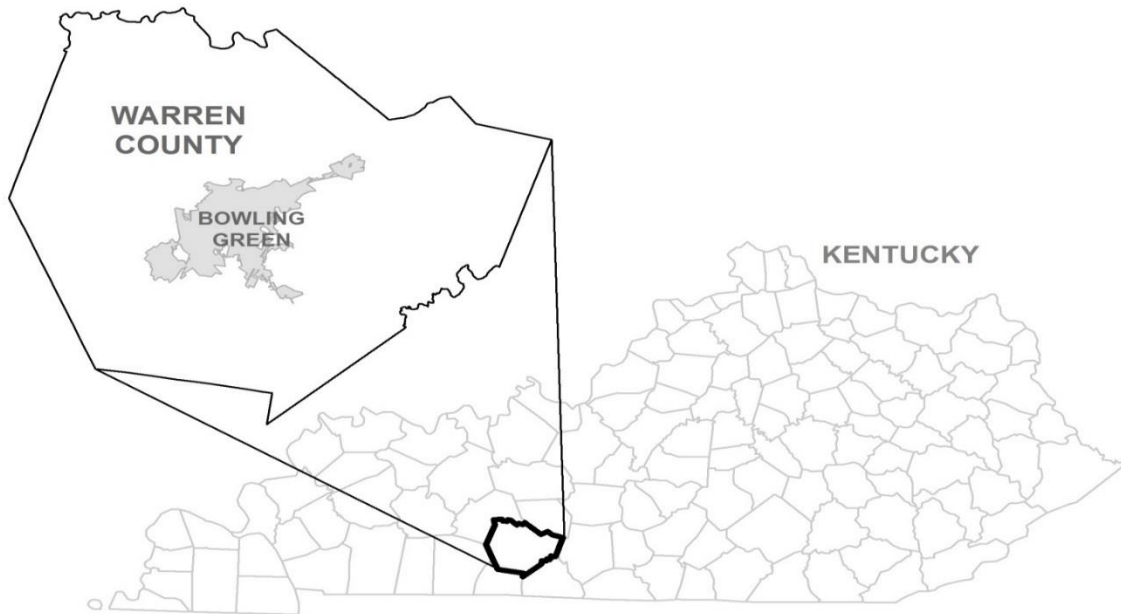


■ Completed ■ In Progress ■ Not Started ■ Cancelled



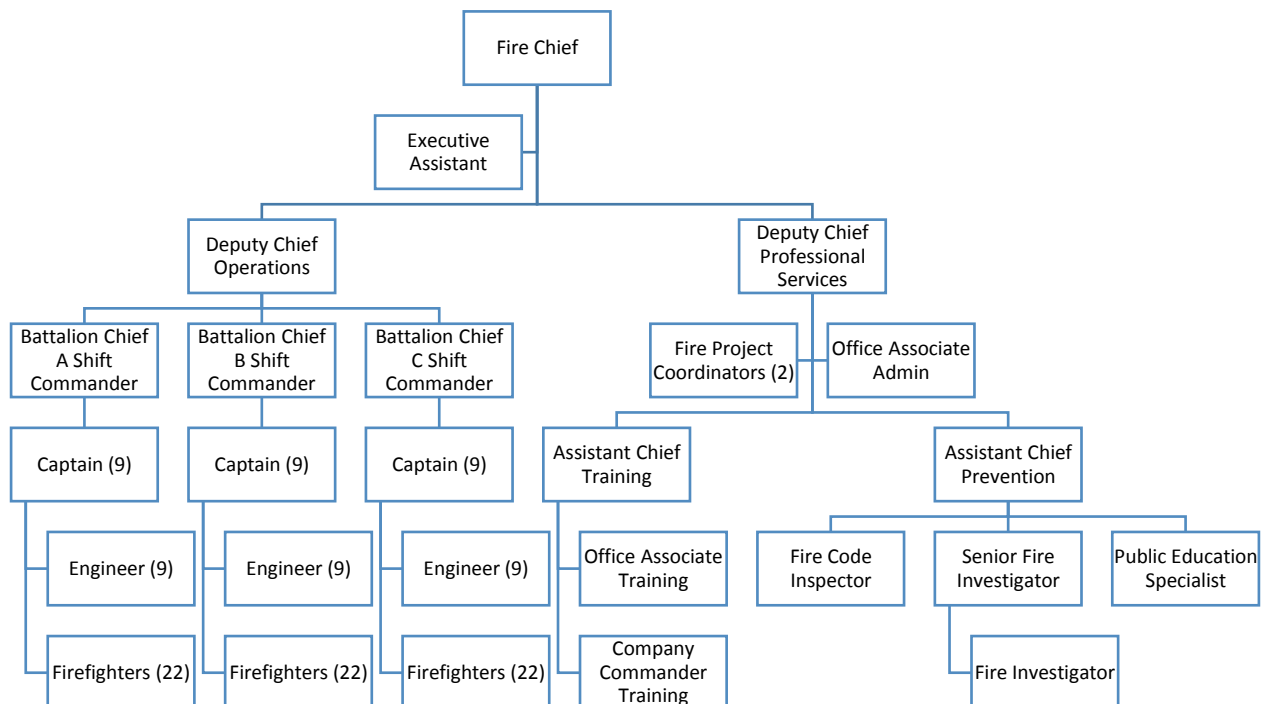
■ Completed ■ In Progress ■ Not Started ■ Cancelled

## Department Overview



Located in South-Central Kentucky, the Bowling Green Fire Department serves the citizens of Bowling Green. The Department provides protection for over 70,500 residents covering 40 square miles. The Department is a career Fire Department consisting of 138 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.

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 2020 Strategic Plan Update provides an update on the progress made on the established goals, objectives, and strategies.

## Goal 1: Improve operational efficiency and effectiveness.

<b>Objective</b>	<b>1.1</b>	<b>Improve effectiveness through the use of technology.</b>
<b>Strategy</b>	<b>1.1.1</b>	Evaluate and implement a system with automatic vehicle location (AVL) integrated with the CAD system to provide alarm assignments.
<b>Strategy</b>	<b>1.1.2</b>	Research the interface of BGFD and EMS CAD systems to share incident information used for updating responding units.
<b>Strategy</b>	<b>1.1.3</b>	Evaluate and implement alternative practical communication solutions utilizing P25 and cellular networks.
<b>Strategy</b>	<b>1.1.4</b>	Evaluate and improve the department's utilization of the video conferencing system.

Percent Completed: 25%

A new video conferencing system has been installed in 2020. At the time of this report, AVL-integrated CAD is in the implementation process and an integration with the EMS CAD system is being developed. Strategy 1.1.3 has not yet started.

<b>Objective</b>	<b>1.2</b>	<b>Improve data management through implementation of software that simplifies and maximizes performance.</b>
<b>Strategy</b>	<b>1.2.1</b>	Assess the availability, limitations, and benefits of Fire Department RMS software.
<b>Strategy</b>	<b>1.2.2</b>	Explore utilizing the learning management system (Target Solutions) to improve efficiency.

Percent Completed: 100%

In January 2019, Bowling Green Fire Department implemented Emergency Reporting RMS software and continues to use Target Solutions for training and credentials tracking.

<b>Objective</b>	<b>1.3</b>	<b>Identify and develop performance benchmarks for fire department operations.</b>
<b>Strategy</b>	<b>1.3.1</b>	Develop performance measures for property saved.
<b>Strategy</b>	<b>1.3.2</b>	Develop performance measures for cost per capita.

Not Started

<b>Objective</b>	<b>1.4</b>	<b>Identify and evaluate areas of opportunity for improvement in Fire Department operations.</b>
<b>Strategy</b>	<b>1.4.1</b>	Evaluate and identify areas of improvement in the tech rescue program.
<b>Strategy</b>	<b>1.4.2</b>	Evaluate and identify areas of improvement in the haz-mat program.
<b>Strategy</b>	<b>1.4.3</b>	Coordinate with State Emergency Mgmt to complete Mission Ready Packages in order to conduct out of state missions.
<b>Strategy</b>	<b>1.4.4</b>	Identify and evaluate training opportunities and agreements with outside contractors for services.
<b>Strategy</b>	<b>1.4.5</b>	Evaluate and identify areas of improvement in the first responder program.
<b>Strategy</b>	<b>1.4.6</b>	Identify and evaluate methods to reduce non-urgent emergency responses.
<b>Strategy</b>	<b>1.4.7</b>	Implement practices to improve the department's response to a multiple alarm incident.

Percent Completed: 33%

In February 2020, General order 20-02 established procedures for a strike team response for large-scale incidents. This was approved and added into the BGFD Policy and Procedures manual in June 2020. Tech rescue and haz-mat programs are reviewed annually for improvement. Discussions are taking place on multi-jurisdictional and out-of-state responses. A potential advantage to CAD interface with EMS will be a reduction in non-urgent responses.

Strategy 1.4.4 has not been started

Strategy 1.4.5 has shown to be too broad and not measurable, so it has been cancelled.

<b>Objective</b>	<b>1.5</b>	<b>Maintain and/or improve response times.</b>
<b>Strategy</b>	<b>1.5.1</b>	Maintain and/or improve traffic pre-empt systems.
<b>Strategy</b>	<b>1.5.2</b>	Prioritize and/or limit out of district activities.
<b>Strategy</b>	<b>1.5.3</b>	Evaluate response performance in department defined planning zones.

Percent Completed: 66%

In 2019, installation of traffic pre-emption on all remaining target intersections was completed. Response performance in planning zones is analyzed annually.

Strategy 1.5.2 has not been started. There is no formal process in place at the time of this report.

<b>Objective</b>	<b>1.6</b>	<b>Ensure fiscal responsibility by evaluating the department's use of funds and resources.</b>
<b>Strategy</b>	<b>1.6.1</b>	Evaluate, identify, and implement practices or technology to reduce Fire Department facility's energy cost.
<b>Strategy</b>	<b>1.6.2</b>	Pursue grant opportunities that support the department's needs.
<b>Strategy</b>	<b>1.6.3</b>	Explore methods to recover costs related to code enforcement.
<b>Strategy</b>	<b>1.6.4</b>	Explore methods to recover costs related to Fire Department responses outside the City.

Percent Completed: 25%

The Energy Conservation Committee evaluates energy costs and LED lighting installation has been planned at all stations. Grant opportunities are continually sought and applications submitted to support the Department's financial needs. Chapter 12 of the City of Bowling Green Code of Ordinances is in the process of revision to include methods to recover costs related to code enforcement.

Strategy 1.6.4 was cancelled due to lack of interest at the City level.





## Goal 2: Improve Firefighter health and safety

<b>Objective</b>	<b>2.1</b>	<b>Develop and implement strategies to reduce the risk of cancer.</b>
<b>Strategy</b>	<b>2.1.1</b>	Equip all members with (2) sets of personal protective clothing.
<b>Strategy</b>	<b>2.1.2</b>	Evaluate and purchase SCBA that is suitable for long-term wear, including during overhaul.
<b>Strategy</b>	<b>2.1.3</b>	Ensure all employees are provided with equipment to properly launder and care for personal protective equipment.
<b>Strategy</b>	<b>2.1.4</b>	Research and identify technology, practices, and processes that can reduce the risk of firefighter cancer.

Percent Completed: 100%

All strategies for Objective 2.1 have been completed. A second set of personal protective clothing has been issued to all members, this was completed in FY'20. In FY'19, new SCBA were purchased as well as new dryers for turnout gear. Cancer prevention Policy was implemented and each apparatus was equipped with a Cancer Prevention Kit in 2019.

<b>Objective</b>	<b>2.2</b>	<b>Evaluate ways to improve fireground communications.</b>
<b>Strategy</b>	<b>2.2.1</b>	Explore alternative practices and/or technology to improve communications on the fireground.

Strategy 2.2.1 was canceled due to cost.

<b>Objective</b>	<b>2.3</b>	<b>Develop a strategy to confront firefighter mental health risks.</b>
<b>Strategy</b>	<b>2.3.1</b>	Evaluate utilizing and/or establishing a peer support team.

Percent Completed: 100%

A peer support team was developed in 2019; the team attended "Saving Those who Save Others" class. This is ongoing and supported in part by the City's HR Department.

<b>Objective</b>	<b>2.4</b>	<b>Enhance firefighter safety and security.</b>
<b>Strategy</b>	<b>2.4.1</b>	Explore an accountability system with enhanced tracking.
<b>Strategy</b>	<b>2.4.2</b>	Enhance security/access at all Fire Department facilities.
<b>Strategy</b>	<b>2.4.3</b>	Explore personal protection options for firefighters.

Percent Completed: 66%

Key fob access to all facilities enhanced security; installation was complete in 2019. Active Shooter / Hostile Environment policy was established and body armor purchased in 2019. Exploration of accountability systems is in progress.

<b>Objective</b>	<b>2.5</b>	<b>Ensure compliance with NFPA standards essential to firefighter health and safety.</b>
<b>Strategy</b>	<b>2.5.1</b>	Evaluate compliance with NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2018 Edition (2018 edition).
<b>Strategy</b>	<b>2.5.2</b>	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.

Objective 2.5 is in progress. Evaluation methods for structure fires are being developed. Fire Apparatus Operators were given the responsibility to inspect and track turnout gear. At the time of this report, the implementation was in progress.



## Goal 3: Enhance Employee Development

<b>Objective</b>	<b>3.1</b>	<b>Implement a professional development program.</b>
<b>Strategy</b>	<b>3.1.1</b>	Identify and publish career path flowcharts for all personnel.
<b>Strategy</b>	<b>3.1.2</b>	Identify and/or develop curriculums to support the professional development needs for all ranks and positions.
<b>Strategy</b>	<b>3.1.3</b>	Evaluate and align promotional procedures with the career path flowchart.
<b>Strategy</b>	<b>3.1.4</b>	Evaluate the implementation of position task books.

Objective 3.1 is in progress. Curriculums have started to be developed for professional development with Officer Training School, developed in 2019, and Incident Command Training Program. By 2020, task books have been developed for the ranks of firefighter, fire apparatus operator, and company commander. Career path flowcharts have not yet been developed; strategies 3.1.1 and 3.1.3 have not started.

<b>Objective</b>	<b>3.2</b>	<b>Enhance annual continuing education.</b>
<b>Strategy</b>	<b>3.2.1</b>	Establish annual training plan to meet Ky. Fire Commission minimum standards, ISO benchmarks, and department needs.
<b>Strategy</b>	<b>3.2.2</b>	Encourage and promote participation in external training.

Percent Completed: 100%

The Assistant Chief of Training manages KY Fire Commission standards and ISO benchmarks. Education forms have been moved to OnBase for easier access.





## Goal 4: Ensure Fire Department resources meet the future needs of the City of Bowling Green

<b>Objective</b>	<b>4.1</b>	<b>Ensure training facilities meet the future needs of the department.</b>
<b>Strategy</b>	<b>4.1.1</b>	Evaluate, identify, and implement a plan providing for the future needs of the public safety training center.

Percent Completed: 100%

Property was acquired in January 2020 for an expansion to the Public Safety Training Center.

<b>Objective</b>	<b>4.2</b>	<b>Maintain and/or improve the physical and functional condition of facilities and equipment.</b>
<b>Strategy</b>	<b>4.2.1</b>	Monitor and improve routine processes to evaluate and determine facility and equipment needs.
<b>Strategy</b>	<b>4.2.2</b>	Monitor and improve the preventative maintenance program for all Fire Department facilities.

Percent Completed: 100%

Station upgrades, facility improvements, and equipment needs are evaluated yearly and budgeted through Capital Improvement. Preventative maintenance contracts are in place for multiple facility systems including HVAC, Overhead doors, breathing air compressors and generators.

<b>Objective</b>	<b>4.3</b>	<b>Maintain the fleet replacement schedule to meet the future needs of the department.</b>
<b>Strategy</b>	<b>4.3.1</b>	Evaluate and update the fleet replacement schedule annually.
<b>Strategy</b>	<b>4.3.2</b>	Coordinate with BGWCRA and EM to explore replacement options for ARFF and Haz-Mat apparatus

Percent Completed: 100%

Annual evaluation of fleet is done in conjunction with budget planning sessions. Haz-Mat truck and trailer have been received. Discussions with BGWCRA are complete.

<b>Objective</b>	<b>4.4</b>	<b>Evaluate department performance and City growth to ensure resources are available for future service demands.</b>
<b>Strategy</b>	<b>4.4.1</b>	Add an additional fire station to establish infrastructure in the developing Lovers Lane area.
<b>Strategy</b>	<b>4.4.2</b>	Evaluate relocating fire station #5 to a location optimizing coverage of the district.
<b>Strategy</b>	<b>4.4.3</b>	Evaluate response performance and growth in the Russellville Road area to ensure infrastructure exists for future service demands.
<b>Strategy</b>	<b>4.4.4</b>	Evaluate response performance and growth in the Plano Road area to ensure adequate resources are available for future service demands.

Percent Completed: 25%

Construction has begun on Fire Station 7 on Lovers Lane. Needs in the Russellville Road area are being evaluated; Plano Rd area discussion has not begun. Strategy 4.4.2 was cancelled; Station 5 will not relocate.



## Goal 5: Create a Fire Safe Community

<b>Objective</b>	<b>5.1</b>	<b>Develop performance measures for education and enforcement.</b>
<b>Strategy</b>	<b>5.1.1</b>	Evaluate, identify, and publish performance measures for the department's public fire safety education programs.
<b>Strategy</b>	<b>5.1.2</b>	Evaluate, identify, and publish performance measures for the department's fire inspection program.
<b>Strategy</b>	<b>5.1.3</b>	Develop a quality assurance program for auditing inspections.

Objective 5.1 has not started, specific quantifiable measures to be developed

<b>Objective</b>	<b>5.2</b>	<b>Identify opportunities to increase fire safety education.</b>
<b>Strategy</b>	<b>5.2.1</b>	Explore industrial/high hazard occupancy fire safety education opportunities.
<b>Strategy</b>	<b>5.2.2</b>	Explore methods to present fire safety videos and messages at public and educational venues.

Percent Completed: 50%

A train-the-trainer program for commercial industry was developed in 2019. Strategy 5.2.2 has not started

<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>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).
<b>Strategy</b>	<b>5.3.2</b>	Review and update Volume 2 (Community Risk Reduction) in the BGFD Policy and Procedures Manual.

Percent Completed: 50%

Revisions to the BGFD Policy and Procedure manual were approved by the Board of Commissioners in June 2020. Chapter 12 revision is in progress at the time of this report.

<b>Objective</b>	<b>5.4</b>	<b>Evaluate and improve pre-incident planning process.</b>
<b>Strategy</b>	<b>5.4.1</b>	Identify methods and processes utilizing RMS to improve the pre-incident planning processes.

Percent Completed: 100%

Pre-plans are completed in Emergency Reporting RMS and First Due software.



<b>Objective</b>	<b>5.5</b>	<b>Improve fire investigation resources.</b>
<b>Strategy</b>	<b>5.5.1</b>	Assess the feasibility of acquiring an accelerant detection canine.
<b>Strategy</b>	<b>5.5.2</b>	Evaluate and install evidence tracking software.
<b>Strategy</b>	<b>5.5.3</b>	Prepare space at Fire Station #6 for conducting investigation interviews and storing evidence.
<b>Strategy</b>	<b>5.5.4</b>	Assess the feasibility of utilizing drone technology for fire investigation.

Percent Completed: 75%

In October 2018, ATF Accelerant Detection Canine Millie was paired with Captain Michael Cornwell. Evidence tracking software was purchased in 2018. Interview space is no longer needed and evidence storage will be moved to Fleet. Drone technology has not yet been assessed.



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

<b>Objective</b>	<b>6.1</b>	<b>Maintain accreditation status.</b>
<b>Strategy</b>	<b>6.1.1</b>	Evaluate and seek continuous improvement towards benchmarks in all processes.
<b>Strategy</b>	<b>6.1.2</b>	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%

In 2019, a dedicated Accreditation Manager was hired as the executive assistant to oversee the accreditation process.

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

This objective is under revision and will be changed to “Maintain ISO Class 1.” An ISO survey was conducted in January 2020 and the Department was rated Class 1 effective September 1, 2020.

<b>Objective</b>	<b>6.3</b>	<b>Identify and evaluate methods of improving internal department communications.</b>
<b>Strategy</b>	<b>6.3.1</b>	Review, update, and publish the department’s key performance measures, and goals and objectives annually.
<b>Strategy</b>	<b>6.3.2</b>	Assess the availability, limitations, and benefits of communications technology.

Percent Completed: 100%

The Department’s key performance measures, goals, and objectives are published through monthly reports, the BGFD Annual Report, and Strategic Plan updates. Station message boards were developed by the IT Department and installed in all stations to aid internal communication.

<b>Objective</b>	<b>6.4</b>	<b>Identify and implement methods to recruit and retain employees.</b>
<b>Strategy</b>	<b>6.4.1</b>	Coordinate an annual awards recognition.
<b>Strategy</b>	<b>6.4.2</b>	Coordinate multiple employee events annually.
<b>Strategy</b>	<b>6.4.3</b>	Evaluate classification/pay schedule and benefits.
<b>Strategy</b>	<b>6.4.4</b>	Research and identify recruitment opportunities.

Percent Completed: 25%

Employee awards are given out annually; this has recently been done at the annual Fireman's Ball. Employee events are driven by the employee committee and are in progress. Recruitment opportunities are continually assessed; this strategy is in progress. Evaluation of classification, pay schedules and benefits has not begun.

<b>Objective</b>	<b>6.5</b>	<b>Develop programs and identify platforms to market activities of the Fire Department.</b>
<b>Strategy</b>	<b>6.5.1</b>	Identify mediums to strengthen relationships within the community.
<b>Strategy</b>	<b>6.5.2</b>	Explore the benefits and impact of a Junior Firefighter program.
<b>Strategy</b>	<b>6.5.3</b>	Host a Citizen's Fire School.
<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.

Strengthening relationships within the community is an ongoing goal of the Department and is in progress. Junior Firefighter Camp will take place in 2021; cancelled in 2020 due to COVID.

Strategies 6.5.3 and 6.5.4 have not started.

