



# STRATEGIC PLAN

2023-2028



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## STRATEGIC INITIATIVES, GOALS, OBJECTIVES, & TASKS

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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, an environmental scan, industry standards, and organizational mission, vision, and values, the strategic plan is developed to identify the Department's goals and objectives for the coming 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 and intentionally seeking improvement.

In 2022, the Bowling Green Fire Department hosted two groups of external stakeholders to garner feedback regarding satisfaction and expectations on the Department's level of service. The Command Staff also gathered internal stakeholder feedback in the form of a department-wide survey. The survey was considered mandatory and was completed by 93% of employees. Lastly, in fall of 2022, the strategic planning team met to update the strategic plan and identified goals and objectives for the next five years based on all feedback and information gathered.

Many initiatives from the previous version of the strategic plan were deemed applicable and relevant and were carried forward.

The Bowling Green Fire Department's strategic plan is built upon five strategic initiatives.



## Strategic Initiatives:

- **Improve firefighter health and safety**
- **Ensure technical competence**
- **Plan for growth**
- **Improve operational efficiency and effectiveness**
- **Enhance the marketing of the Fire Department**

The strategic plan shall serve as a guide to focus departmental plans, policies, and strategies on continuously improving upon the services provided to the community of Bowling Green. The Department strives for excellence, and the strategic plan is a tool for accountability and forward motion.

# FROM THE CHIEF'S DESK

"The 2023-2028 Strategic Plan is consistent with the vision of the Bowling Green Fire Department: Continuous Improvement through Intentional Efforts for Excellence."

**Fire Chief Justin Brooks**

The strategic planning process is used to evaluate the current and future plans of any organization. When completing the evaluation of the Bowling Green Fire Department, the organization identified areas for improvement that help meet our mission.

The mission at the Bowling Green Fire Department is to serve, save, and protect. To make it better.

"Making it better" is our job on every call we respond to. The strategic planning process allowed the organization to help make decisions which align with the mission.

As the organization evaluated the next five years and beyond, a growing level of excitement was found through the process. That excitement was found with growing the Department's greatest resource, the people. The need for additional personnel was easily identified due to the fact of the ongoing and ever-changing demands of the BGFD. The demands placed on the firefighters of the City has only increased. Growth in terms of coverage area measured in square miles, to the current and proposed infrastructure of the city, the organization identified needs to add firefighters to minimum staffing levels and to both the administration and training division.

The Department also identified areas of improvement related to the service that is expected of the Bowling Green Fire Department. Before the service improves, the people must improve. Firefighter health and wellness remains a top priority for the organization today and in the future.



**FIRE CHIEF JUSTIN BROOKS**

The value in the internal and external evaluation process found in the strategic planning effort has brought immediate returns on the investment of time and resources. The future value that will be found in the months and years to come will push this department into greater levels of service and opportunities to meet the mission. The BGFD is here to serve, save, and protect. The BGFD will make it better.

## ACCEPTANCE FROM CITY MANAGER

Please accept this as my receipt and review of the 2023-2028 BGFD Strategic Plan

A handwritten signature in black ink that reads "Jeff Meisel".

Jeff Meisel, City Manager, City of Bowling Green



In 2021, a committee was formed to redefine the Department's Mission, Vision, and Values statements. The committee included 12 personnel from all ranks and all shifts. The first step was to ensure common ground and shared definitions. Hours were spent brainstorming, charting, crossing out, and prioritizing. Posters were printed and hung in each BGFD facility as well as Bowling Green City Hall.

Mission: To Serve, Save, and Protect. Make it Better.

Vision: Continuous Improvement through Intentional Efforts for Excellence

Values: Honor, Integrity, and Professionalism

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

VISION:  
CONTINUOUS IMPROVEMENT  
THROUGH INTENTIONAL EFFORTS  
FOR EXCELLENCE

HONOR - INTEGRITY - PROFESSIONALISM



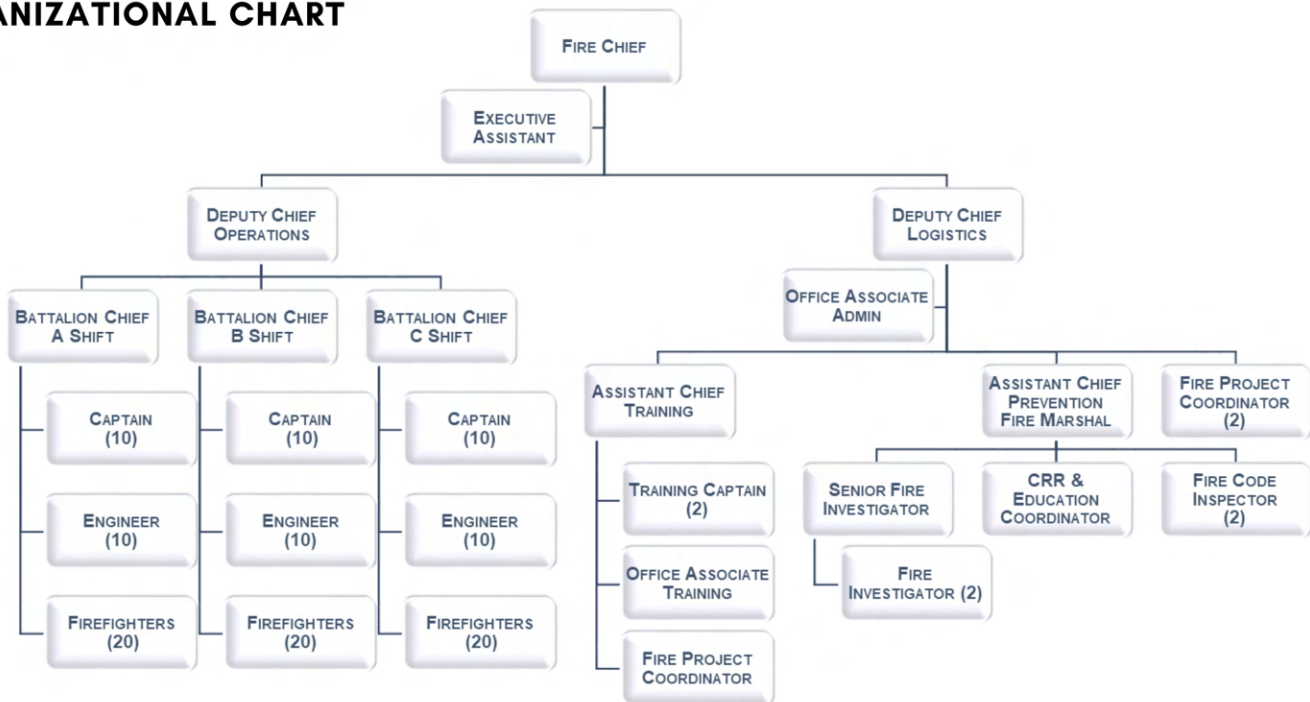
## MISSION, VISION, VALUES

"As long as you're trying to make it better,  
you're on the right track."

**Battalion Chief Eric Scott**



## ORGANIZATIONAL CHART



The City of Bowling Green, located in south-central Kentucky, is the third largest and fastest-growing city in Kentucky. Established in 1898, the Bowling Green Fire Department is a fully-paid, all-hazard department serving a population of 73,000 and protecting over 41 square miles.

Bowling Green Fire Department services to the community include fire and rescue operations, emergency medical services, fire investigations, aircraft rescue firefighting, community risk reduction, and education programs.

The Bowling Green Fire Department first achieved international accreditation in 2008, then again in 2013 and 2018 through the Commission on Fire Accreditation International (CFAI).

Following a review in January 2020, the Bowling Green Fire Department achieved a Class 01/IX Public Protection Classification (PPC) from the Insurance Services Office (ISO), which is the highest rating achieved in Department history.



# 12%

**of the U.S. Population**  
is protected by an accredited  
agency



# 474

**Departments in the U.S.**  
have a PPC of 1, placing BGFD  
in the top 1% nationwide



## EXTERNAL COMMUNITY STAKEHOLDER FEEDBACK

On April 20, 2022, the BGFD hosted Leadership BG at the Training Center. Leadership BG is a program through the Bowling Green Chamber of Commerce for community leaders.

BGFD command staff presented an overview of the Department and asked for participants' feedback.

Questions included:

- What are the top priorities you expect from BGFD?
- What do you consider an acceptable and appropriate total response time in minutes?
- Rate how well BGFD meets your expectations on overall services provided
- Rate how well BGFD engages and interacts with the community
- Rate the overall value of the BGFD to the community

On July 12, 2022, BGFD Command Staff met with members of the community from various industries and backgrounds to garner feedback regarding planning and service priorities. There were representatives from industry, utilities, education, housing, and state and local government. Lunch was provided and feedback sought in an open-ended roundtable discussion.

Questions included:

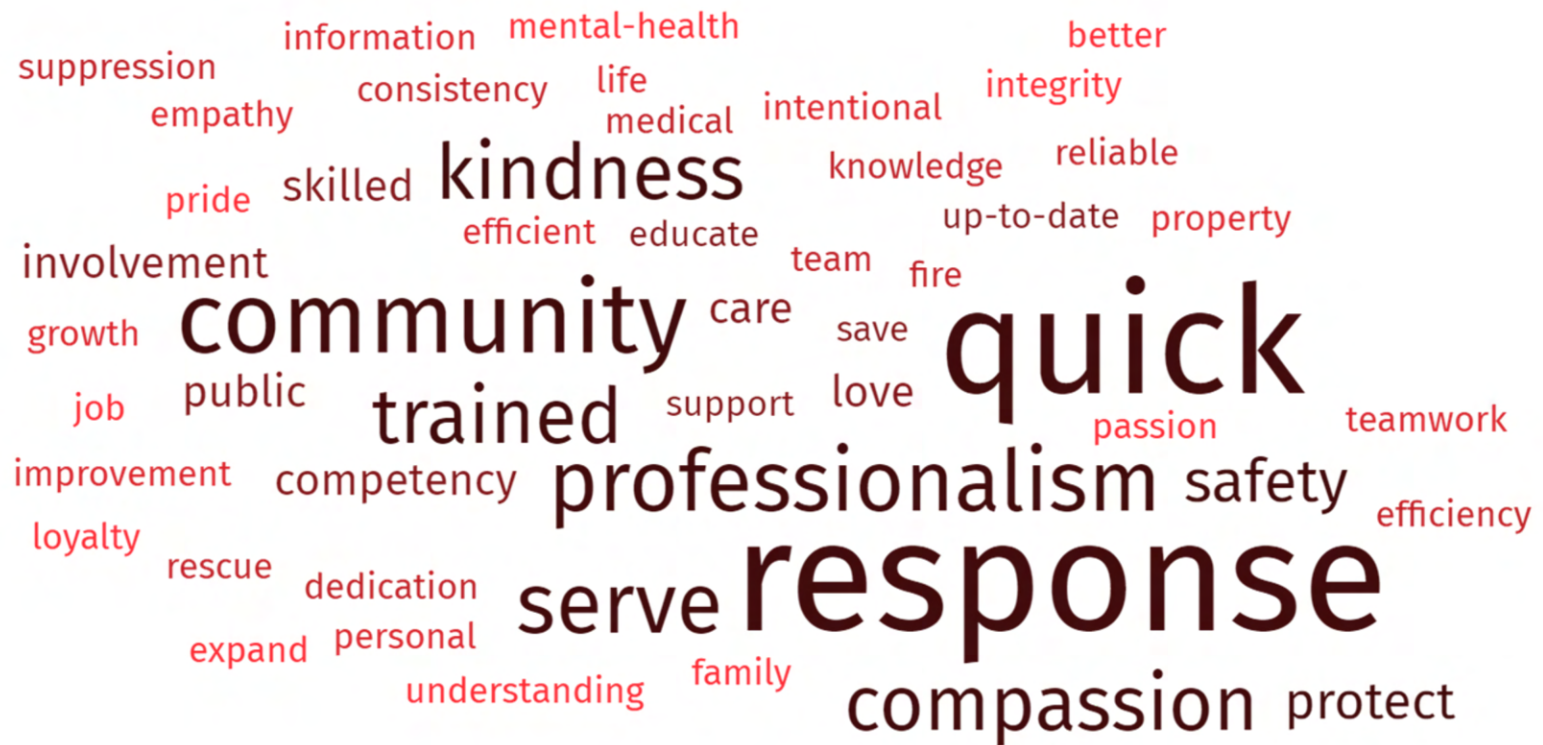
- What are your top areas of concern? Immediate life safety threats, general or specific
- Rank planning priorities (contain costs, ensure technical competence, expand services, improve response times, maintain response times, reliability of equipment/facilities)
- Rate service priorities (Fire Suppression, EMS, Technical Rescue, HazMat, Disaster Management, ARFF, CRR/Prevention, Public Education)
- Rate the Department on the following:
  - Cost of Service
  - Response Performance
  - Staffing



Leadership BG at BGFD Public Safety Training Center 04.20.2022

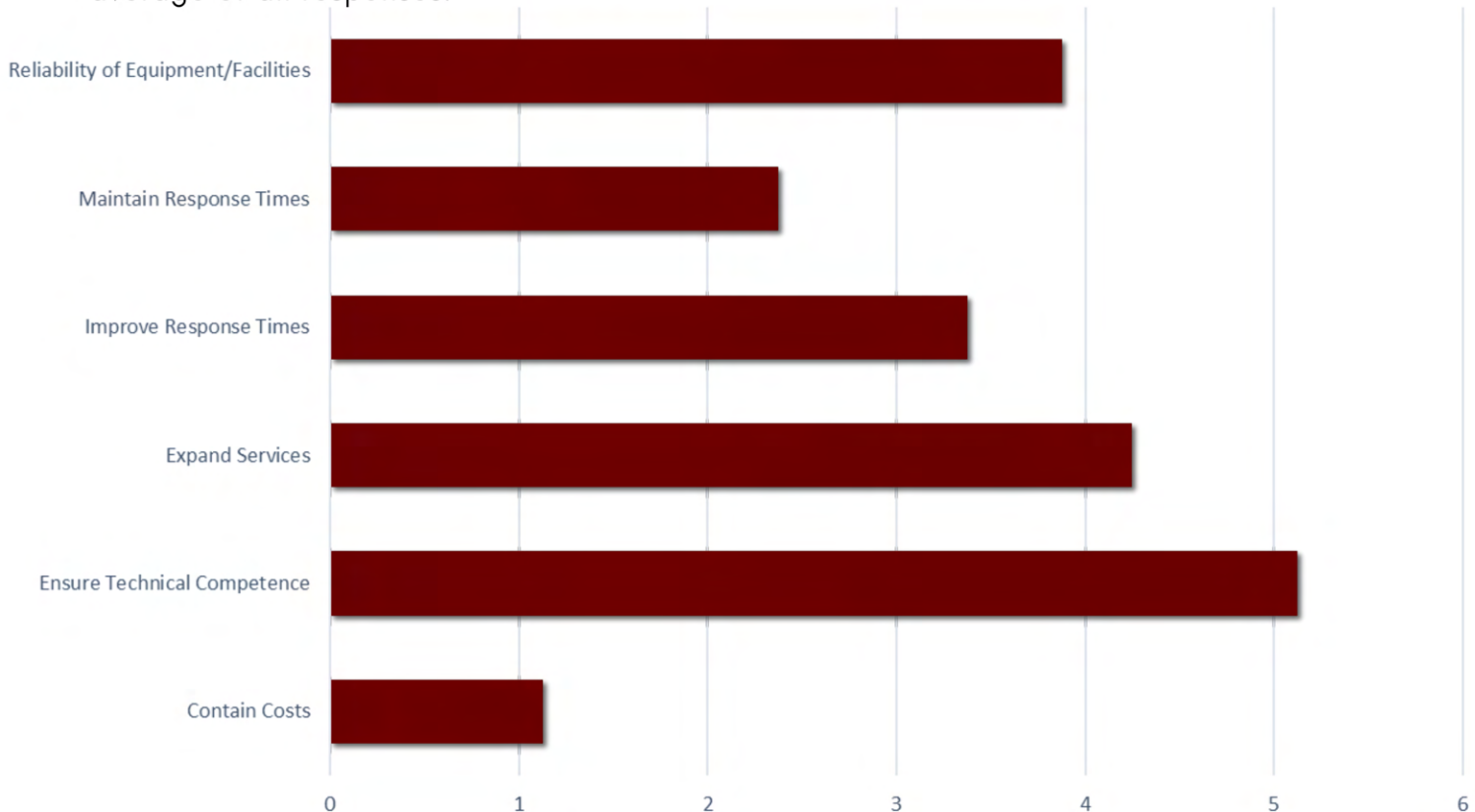


## WHAT ARE THE TOP 3 PRIORITIES YOU EXPECT FROM BGFD?



## PLANNING PRIORITIES

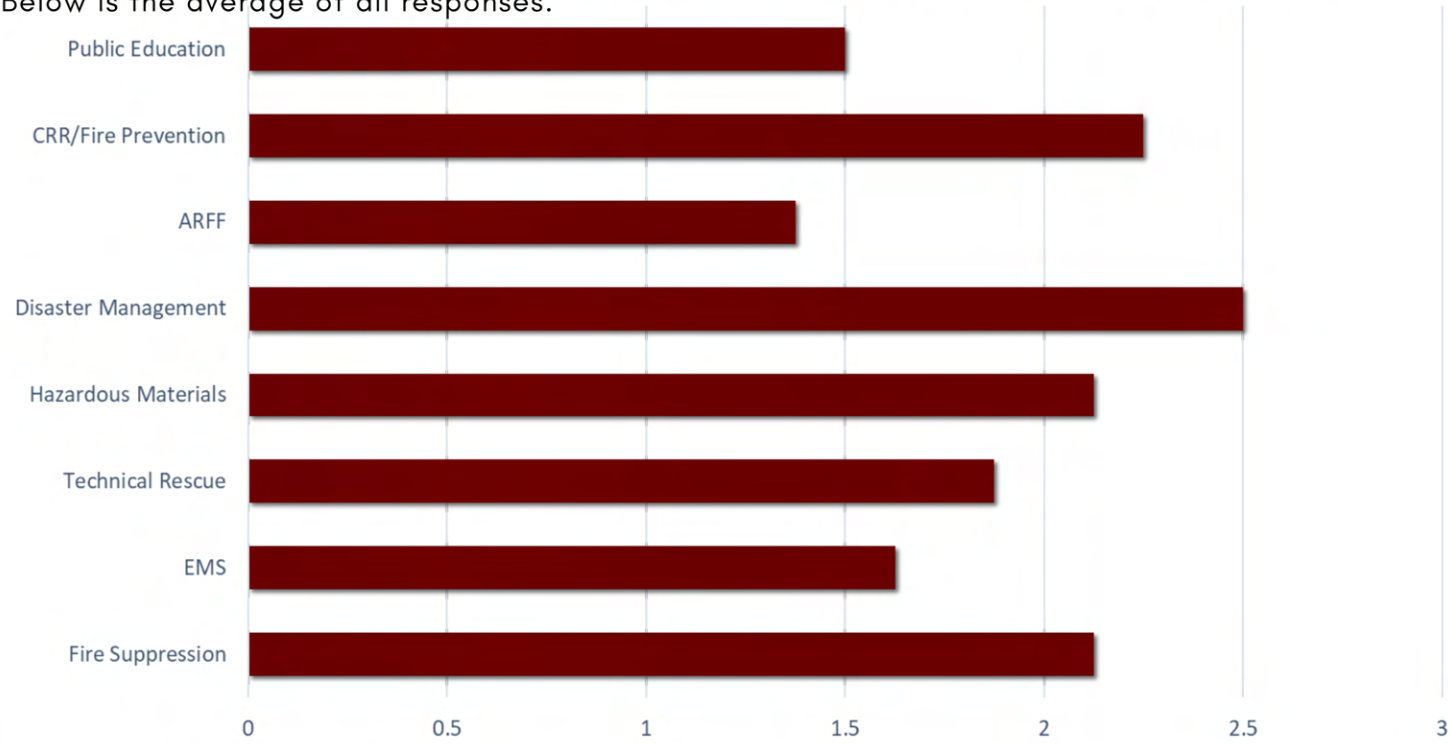
Question: rank the following planning priorities. 1 is least priority, 6 is most critical. Below is the average of all responses.





SERVICE PRIORITIES

Question: rank the following service priorities. 1 is low-priority, 2 is important, 3 is most critical. Below is the average of all responses.



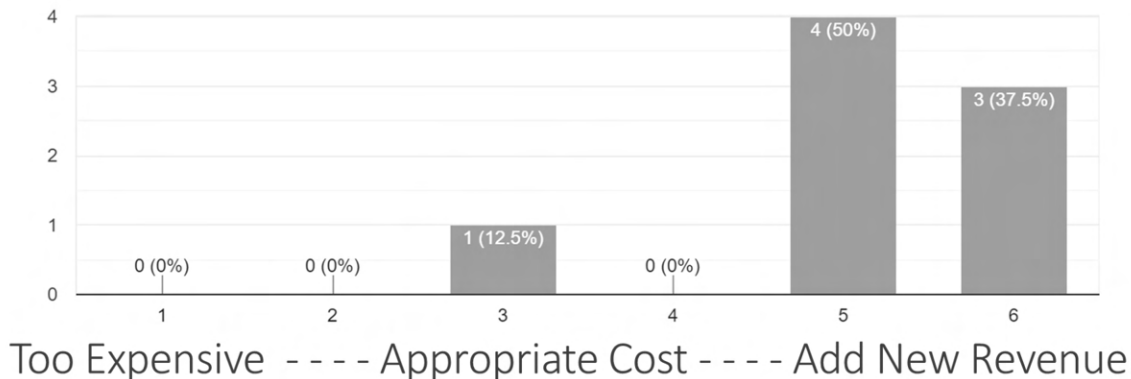
DISASTER MANAGEMENT PRIORITY

It is important to note that external stakeholder feedback was garnered in the months following a major natural disaster event in Warren County. The tornadoes were very fresh on the minds of stakeholders at the time of this meeting.



## COST OF SERVICE

Following a presentation on the BGFD annual operating budget, stakeholders were asked the following question: rate the cost of service. 1 is too expensive, 3 is appropriate cost, and 6 is add more revenue

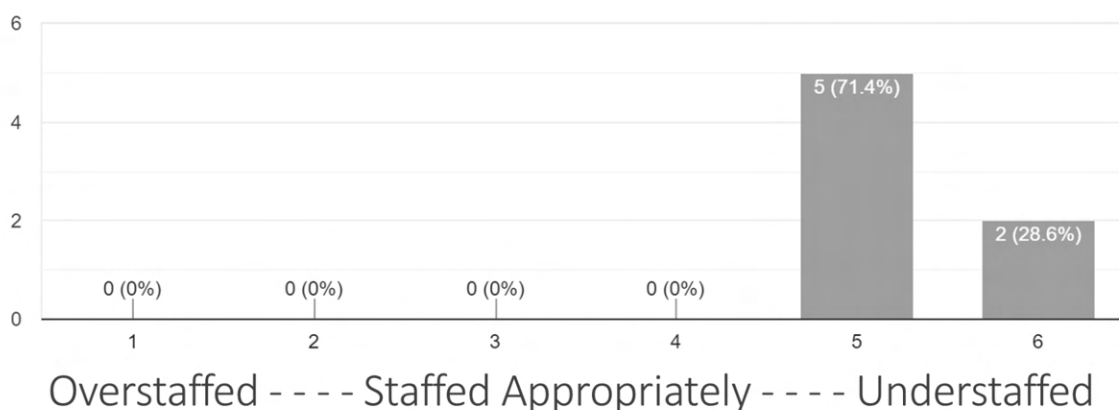


Regarding budget, a stakeholder asked the starting salary for a firefighter and it was offered for transparency. The following are comments regarding starting firefighter salary:

- "Salary is too low for a family"
- "[Firefighters are] not paid enough to put their lives at risk"
- "Fire service demands have changed. They are always busy, always training. Salaries should reflect those changes."

## STAFFING

Question: rate current staffing. 1 is overstaffed, 3 is staffed appropriately, and 6 is understaffed





What is an appropriate and acceptable total response time?  
**Average of responses**

7 – 8  
**MINUTES**

Leadership BG at BGFD Public Safety Training Center 04.20.2022



5.93

**Average out of 6**

Overall satisfaction with BGFD services

5.61

**Average out of 6**

Overall satisfaction with BGFD community engagement

5.92

**Average out of 6**

Overall value of BGFD to the community

## INTERNAL STAKEHOLDER FEEDBACK

On August 19, 2022, Chief Brooks announced in his Friday email that all employees would soon receive an assignment in Target Solutions to complete the Internal Stakeholder Survey on Survey Monkey. This was communicated as mandatory, and all respondents would receive 30 minutes of administrative training credit upon completion. Questions were presented in the following categories:

- Training and Professional Development
- Performance Reviews
- Community Relations
- Communication
- External and internal services provided by BGFD
- Facilities and Apparatus
- Work Environment

### TRAINING AND PROFESSIONAL DEVELOPMENT

Over 90% agree:

- The training program meets the needs of the Department
- Training records are complete, accurate, and current
- Training prepares employees for emergencies

88% agree - Department personnel are adequately trained to do their job

68% agree - Training is consistent throughout the department



Comments about training - lack of consistency, continuity and standardization; EMS training is lacking, more realistic training / live fire; more accessible outside training

### PERFORMANCE EVALUATIONS



Over 90% agree:

- Evaluations include suggestions for improved performance
- They know what standards will be used to evaluate performance
- Receive regular feedback from supervisors regarding quality of work

80% agree - evaluations include recognition for superior work

Comments about performance evals - no recognition for excellent work; feels like "checking a box;" goals are generic and easy to achieve

### COMMUNITY RELATIONS

Over 90% agree:

- Department leadership maintains cooperative relationships with neighboring emergency service providers
- Department is sufficiently engaged in the community
- Department is respected by the community

What is the community's overall image of BGFD? - 81.6% excellent, 19.2% good





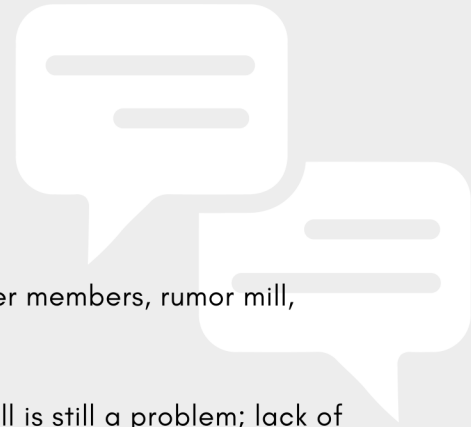
## COMMUNICATION

Over 90% agree:

- Senior leadership is open and honest
- Department values employee input
- Open flow of communication between senior leadership and line personnel
- Members are well informed of activities of the Department

Top sources of information (in order): Immediate supervisor, senior leadership, other members, rumor mill, department reports, employee committee, BGFA

Comments about communication: greatly improved; like the Friday email; rumor mill is still a problem; lack of communication regarding training opportunities



## FACILITIES AND APPARATUS

Over 90% agree – Facilities are adequate to meet the needs of the department

Between 80-90% agree – Facilities are in good repair and well maintained

Between 70-80% agree – Apparatus are well maintained and meet the needs of the Department

50% agree – Apparatus repairs and maintenance are completed in a timely manner

Rescue 1 received 57% of votes for a 4th person due to run volume and county runs

Comments about Facilities and Apparatus: concerns with fleet and down time; additional and/or BGFD mechanics; concerns with reserve fleet.



## WORK ENVIRONMENT

Over 90% agree:

- The morale in my work group is high
- Decisions are made in a timely, impartial, and consistent manner
- The work habits of my supervisor set a good example
- Department provides me with resources to perform my job effectively
- I have a clear understanding of my responsibilities
- Immediate supervisor is knowledgeable

Perceived morale of Department:

- Poor 1.64%, Average 4.10%, Good 54.92%, Excellent 40.16%

Rating of personal work environment:

- Poor 0.82%, Average 3.29%, Good 39.34%, Excellent 55.74%

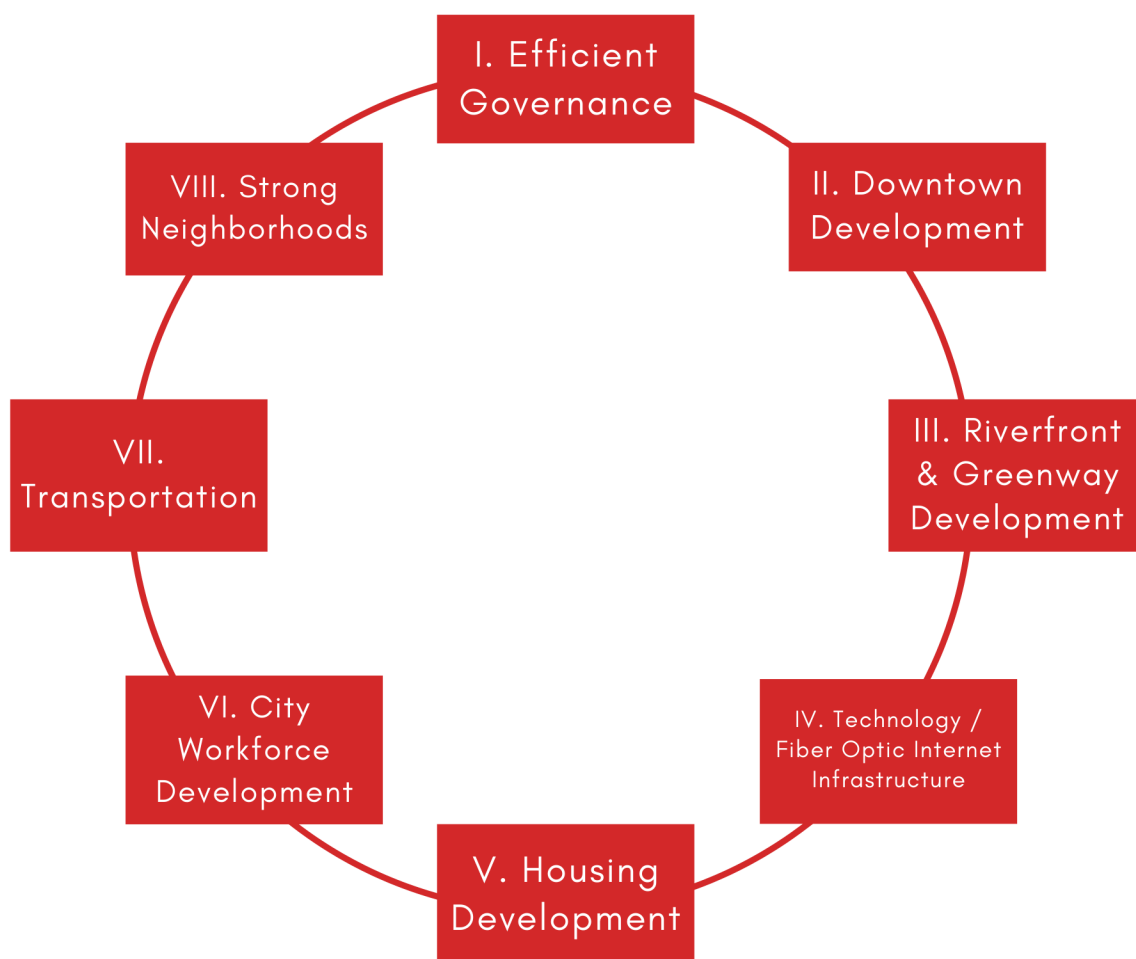
Member Pride

- Not proud 1.64%, Somewhat Proud 16.39%, Very Proud 81.15%

Department's Top Priorities: Technical Competence/Training; Pay/Benefits; Growth – More People; Safety, Health, Fitness; Recruitment/Hiring/Retention; Trucks/Fleet; Consistency







## MASTER PLAN - THE 8 PILLARS

In 2021, the City of Bowling Green determined it should undertake a strategic planning process. The City's strategic plan is built upon eight areas that comprise the purview of the Board of Commissioners, called, "The Eight Pillars." These include (paraphrased):

## I. EFFICIENT GOVERNANCE

- Conservative Budgeting
- Examine if projected revenues and expenditures will adequately support city services
- Leverage Federal funding (ARPA)
- Acquire land
- BOC Meetings – assess progress on strategic plan
- Be proactive
- Support contract agencies
- Develop a 10-year financial strategy
- Improve transparency and communication with the public

## II. DOWNTOWN DEVELOPMENT

- Accelerate implementation of thriving and vibrant downtown
- 250 event days annually
- Diversify the business mix

## III. RIVERFRONT & GREENWAY DEVELOPMENT

- Determine funding for Riverfront Development plan
- Establish the Riverfront Development Plan
- Implement Greenways Development Plan

## IV. TECHNOLOGY / FIBER OPTIC INTERNET INFRASTRUCTURE

- Determine the number of residences without access
- Determine cost to make fiber available to every household
- Leverage federal funding
- RFP for Fiber initiative

## V. HOUSING DEVELOPMENT

- Decide where growth will occur
- Determine City's share of development costs
- Convene all stakeholders and develop a plan

## VI. CITY WORKFORCE DEVELOPMENT

- Expand recruitment efforts beyond traditional hiring methods
- Establish relationships with minority community leaders
- Expand outreach within education community
- Develop future leaders within
- Identify strategies to remain competitive





## VII. TRANSPORTATION

- Public transportation
- New development
- Communicate with the public
- Work with State and Federal highway officials
- Require new development compliance

## VIII. STRONG NEIGHBORHOODS

- Every neighborhood should:
  - Eliminate substandard housing
  - Evaluate safe structure standards
  - Code compliance
  - Be walkable, have gathering space and strong identity
  - Be safe
  - Connectivity to other areas of City
  - Have adequate infrastructure
  - Have access to fiber-optic internet
- Prioritize 10-year budget funds
- Engage with each neighborhood and listen to residents





# ENVIRONMENTAL SCAN

The Bowling Green Fire Department conducted an environmental scan to identify national trends, competition, economic impacts, changes to customer base, and political factors affecting the Department.



## NATIONAL TRENDS

- Recruitment numbers are low
- Retention rates are decreasing
- Cancer rates are increasing
- Average age of department personnel is decreasing
- Morale/culture importance is increasing
- Mission to be served rather than serve others

## CUSTOMERS: HOW IS THE CUSTOMER BASE CHANGING?

- Increasingly diverse - refugee population, language barriers
- Rapid growth - increases in square mileage, population, infrastructure
- Industrial infrastructure - Envision AESC hybrid battery factory, fire suppression concerns
- Socioeconomic factors - homelessness, shifting residential climate, neighborhood changes, urban development

## POLITICAL/LEGISLATIVE

- Majority of employees cannot vote in City elections
- Board of Commissioners re-elected in November 2022
- A new Warren County Judge Executive was elected in November 2022
- Mental health legislative changes

## COMPETITION: WHAT ARE OTHER DEPARTMENTS DOING?

- Better pay, benefits, and pension
- Lateral transfers
- Year-round recruitment and hiring
- Improved training facilities
- Incentives - relocation funding, proactive health screening, contracts for new hires

## ECONOMIC IMPACTS

- Fires increase with an economic downtrend
- Budget limitations
- Industrial expansion and manufacturing investment
- Cost of living increases







# Strategic Initiative #1

## Improve Firefighter Health & Safety



# IMPROVE FIREFIGHTER HEALTH & SAFETY

## GOAL #1

Develop complete health-related fitness program to reduce risks of injury, disease, and pre-mature death

### Objective 1.1

Provide ongoing and additional mental health resources and educational opportunities

Associated Tasks	Assigned to:	Target Start Date
• Ensure Fire Department budget supports and provides quarterly peer support training for the peer support team	Deputy Chief of Operations	FY 2024
• Annually evaluate availability and sustainability of dedicated clinicians in the peer support network	Deputy Chief of Operations	2023 end of year
• Develop a quarterly report to provide data dealing with critical incidents and peer support contacts for suppression personnel	Peer Support Coordinator	Q1 2023
• Semi-annually evaluate critical incident data so leadership is aware of the cumulative affect on members	Deputy Chief of Operations	Q2 2023
• Continue to provide optional testosterone and cortisol testing and monitoring in annual physicals	Deputy Chief of Operations	2023
• Evaluate methods to enhance wellness culture and improve mindset and morale	Fire Chief	2023

## INTERNAL STAKEHOLDER FEEDBACK

There were many comments about bad attitudes in the internal survey. Task 6 aims to address this.

### Objective 1.2

Develop and implement annual firefighter physical to ensure compliance with NFPA 1582 and 1583 and enhance cancer prevention program to keep up with advances in technology and medical innovation.

Associated Tasks	Assigned to:	Target Start Date
• Obtain funding and support to include 1583 as part of annual firefighter physicals	Deputy Chief of Operations	FY 2024
• Develop and implement cancer prevention methods to include Lifescan or blood panel cancer testing	Deputy Chief of Operations	FY 2024





# Strategic Initiative #2

## Ensure Technical Competence



# ENSURE TECHNICAL COMPETENCE

## GOAL #2

Ensure technical competence by enhancing training and professional development program

### Objective 2.1

Develop comprehensive outside training opportunities, resources, and process for consideration

Associated Tasks	Assigned to:	Target Start Date
<ul style="list-style-type: none"><li>Improve budget request procedures and budget management regarding internal and outside training</li></ul>	Assistant Chief of Training	FY 2024

### Objective 2.2

Ensure technical competence to provide an elite level of service

Associated Tasks	Assigned to:	Target Start Date
<ul style="list-style-type: none"><li>Research, implement, and train on improved tactics that keep the Department current with best practices in fire service</li></ul>	Training Division Research and Development Team	2023 Evaluate annually

### Objective 2.3

Evaluate and develop consistency among operations and tactics through training.

Associated Tasks	Assigned to:	Target Start Date
<ul style="list-style-type: none"><li>Develop standardized field operations guides</li></ul>	Training Division	FY 2024
<ul style="list-style-type: none"><li>Implement standardized field operations guides and tactics through daily drills, training plan, CPDs, and recruit class</li></ul>	Training Division	Beginning of Recruit Class '24

### Objective 2.4

Evaluate increasing overall training budget by 10-15% annually to keep pace with current economic status and departmental growth.

Associated Tasks	Assigned to:	Target Start Date
<ul style="list-style-type: none"><li>Pursue training grant opportunities and promote supplementary-funded training</li></ul>	Deputy Chief of Logistics	Each February for budget preparation

## INTERNAL STAKEHOLDER FEEDBACK

There were many comments regarding consistency and standardization of training, as well as availability and communication of outside training opportunities. Objectives 2.1, 2.2, and 2.3 aim to address those concerns (page 12)

## EXTERNAL STAKEHOLDER FEEDBACK

Ensure Technical Competence was the top priority from external stakeholders (page 8)



# ENSURE TECHNICAL COMPETENCE

## GOAL #2

Ensure technical competence by enhancing training and professional development program

### Objective 2.5

Improve EMS skills-based training.

#### Associated Tasks

- Schedule and provide hands-on EMS classes for all personnel
- Update EMS training requirements to meet new standards set by KBEMS
- Invest more resources in EMS training (training props, funding for instructors, etc.)

#### Assigned to:

EMS Program Coordinator

Training Division

EMS Program Coordinator

#### Target Start Date

2023

December 2023

FY 2024

## INTERNAL STAKEHOLDER FEEDBACK

There were many comments regarding the lack of quality EMS training. Objective 2.5 addresses these concerns (page 12)

### Objective 2.6

Improve PSTC training ground.

#### Associated Tasks

- Implement construction plan of joint training facility with the Bowling Green Police Department
- Plan, design, secure funding, and build updated and enhanced fire training facilities to include burn building, props, etc. to promote safety and efficiency.

#### Assigned to:

Deputy Chief of Logistics

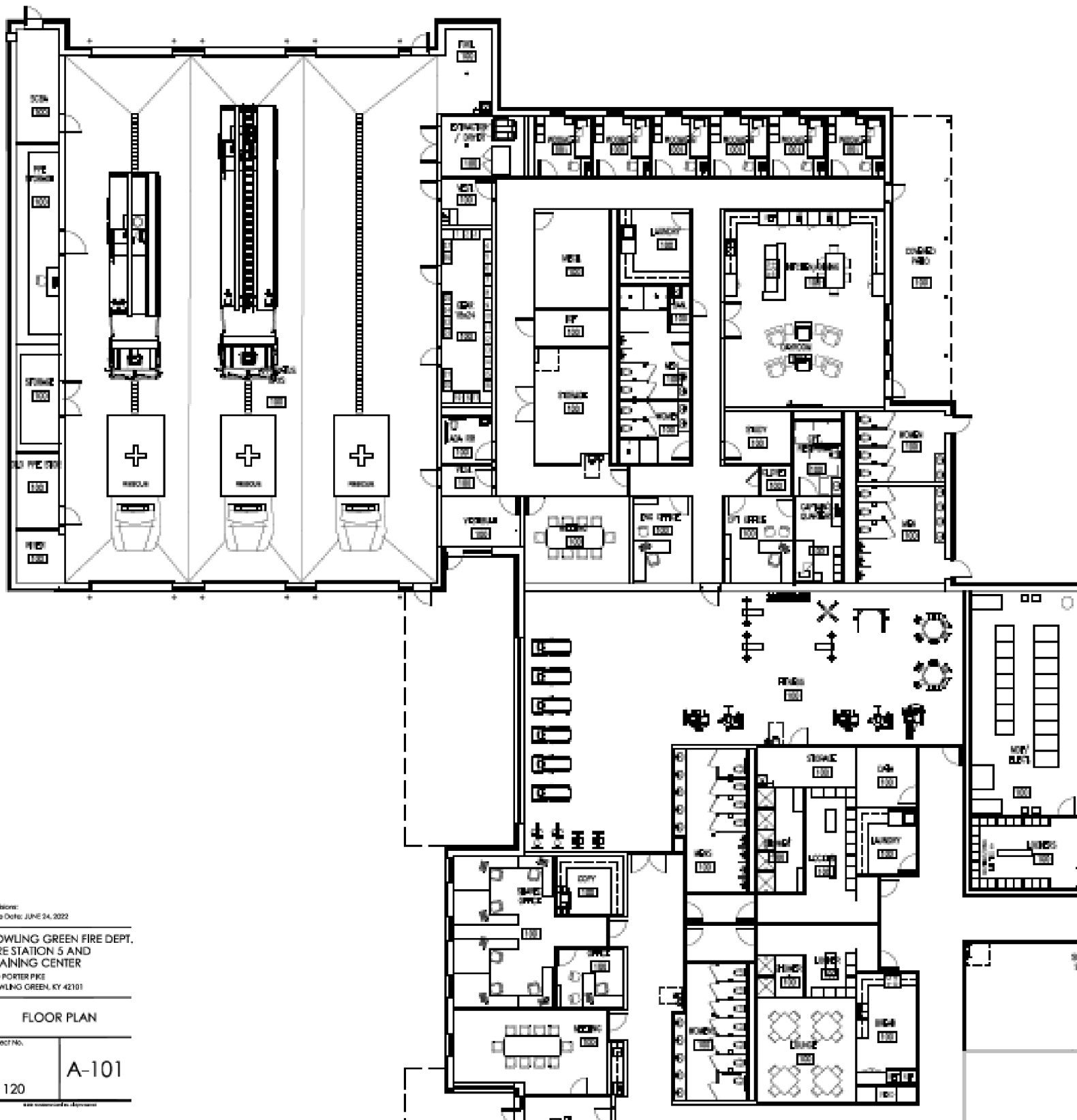
Deputy Chief of Logistics

#### Target Start Date

2023

FY 2026





# Strategic Initiative #3

## Plan for Growth





# PLAN FOR GROWTH

## GOAL #3

Ensure Fire Department resources meet the future needs of the City.

### Objective 3.1

Improve NFPA 1710 compliance and ISO company personnel score.

#### Associated Tasks

	Assigned to:	Target Start Date
• Evaluate and develop staffing factors that allow for sustainability of additional needs	Fire Chief	2023
• Evaluate and pursue grant opportunities to improve staffing	Fire Chief	Annual SAFER Application timeline
• Increase minimum staffing to include additional personnel to Rescue 1	Fire Chief	May 2024
• Increase minimum staffing to include Engine 8	Fire Chief	May 2024
• Increase minimum staffing to include additional personnel to Engines 2 and 7	Fire Chief	May 2025
• Increase minimum staffing to include additional personnel to Engines 4 and 6	Fire Chief	May 2026
• Increase minimum staffing to include additional personnel to Trucks 1, 4, and 6	Fire Chief	May 2027
• Increase minimum staffing to include Engine/Truck 9	Fire Chief	May 2028

**EXTERNAL STAKEHOLDER FEEDBACK** - Stakeholders believe the BGFD is understaffed (page 10)

### Objective 3.2

Increase associated staff personnel to support growth of Suppression Division.

#### Associated Tasks

	Assigned to:	Target Start Date
• Implement approved code inspector position	Fire Chief	FY 2024
• Implement approved engineer of training position	Fire Chief	FY 2024
• Implement approved Battalion 2 positions (3)	Fire Chief	FY 2024
• Evaluate the need for an additional position in command staff for span of control	Fire Chief	FY 2025
• Evaluate the need for additional civilian personnel to support department operations	Fire Chief	FY 2025

# PLAN FOR GROWTH

## GOAL #3

Ensure Fire Department resources meet the future needs of the City

Objective 3.3  
Plan for distribution of resources.

Associated Tasks	Assigned to:	Target Start Date
• Monitor and track call volume growth and response times in the 24 planning zones	Deputy Chief of Operations	2023
• Acquire funding for land and infrastructure for Station 9, proposed in the Russellville Rd. area	Fire Chief	FY 2027
• Determine location for assignment of Battalion 2 and distribute resources appropriately throughout the City according to the staffing plan	Deputy Chief of Operations	2024
• Identify Station 10 focus area by monitoring growth, call volume, and response times	Deputy Chief of Operations	2027
• Complete re-evaluation of appropriate location for specialty station	Deputy Chief of Operations	After Station 8 opens

Objective 3.4  
Sustain recruitment/retention efforts consistent with the mission of the Fire Department

Associated Tasks	Assigned to:	Target Start Date
• Identify strategies to remain competitive in wages with other cities, counties, and state agencies	Fire Chief	2023
• Continue with current and future recruitment efforts that consist of social media outreach and in-person, intentional efforts	Recruitment committee	2023
• Expand recruitment to diverse venues to encourage a workforce reflective of the community	Recruitment committee	2023

## MASTER PLAN

Objective 3.3 – The City's Master Plan specifically calls to acquire land under the Efficient Governance pillar and decide where growth will occur under the Housing Development pillar (page 14)  
Objective 3.4 – Task 1 is adopted from the City's Master Plan under City Workforce Development (page 15)

## EXTERNAL STAKEHOLDER FEEDBACK

Stakeholders indicated expectations for quick response times (page 8)



# PLAN FOR GROWTH

## GOAL #3

Ensure Fire Department resources meet the future needs of the City

### Objective 3.5

Cultivate growth of employees for current and future leadership development

#### Associated Tasks

- Refine performance evaluations to add value to the process
- Expand the Officer Training School program
- Increase budget pertaining to leadership and employee development by 15% annually
- Develop a process to review position task books on a regular basis. Revise to incorporate formal mentorship in succession planning
- Encourage credentials and/or certification through outside agencies such as CPSE Commission on Professional Credentialing and NFA for command staff positions
- Encourage succession planning in administrative and command staff positions

#### Assigned to:

#### Target Start Date

Deputy Chief of Operations with Human Resources Department

July 2023

Assistant Chief of Training

2023

Assistant Chief of Training

FY 2024

Assistant Chief of Training

July 2023

Fire Chief

August 2023

Fire Chief and Deputy Chiefs

2023

#### INTERNAL STAKEHOLDER FEEDBACK

There were many comments about the value of employee evaluations. Task 1 addresses this concern (page 12)

#### MASTER PLAN

Objective 3.5 aligns with City Workforce Development objective to develop leaders within (page 15)







# Strategic Initiative #4

Improve Operational Efficiency & Effectiveness





# IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS

## GOAL #4

Increase technological capabilities of the Department

### Objective 4.1

Explore accountability system with enhanced tracking to improve upon accountability tag system currently in place

#### Associated Tasks

- Research methods of tracking firefighters on scene
- Allocate funding and explore alternative funding sources/grants for enhanced on-scene accountability

#### Assigned to:

Deputy Chief of Operations

Deputy Chief of Operations

#### Target Start Date

2024

FY 2025

### Objective 4.2

Explore options for placing a Fire Department drone in service

#### Associated Tasks

- Research drone capabilities for fireground, investigations, large area search, and other hazards to determine the best model to fit the needs of the Department
- Allocate and prioritize funding and explore alternative funding sources/grants

#### Assigned to:

Assistant Chief of Prevention

Assistant Chief of Prevention

#### Target Start Date

FY 2024

FY 2024

### Objective 4.3

Research feasibility of regional dispatch center

#### Associated Tasks

- Meet with local officials to promote, advocate, and garner support for unified dispatch center in City/County to improve efficiency

#### Assigned to:

Fire Chief

#### Target Start Date

2023

### Objective 4.4

Coordinate the implementation of an interface between BGFD and EMS CAD systems

#### Associated Tasks

- Meet with EMS and the City's IT Department to implement an interface between BGFD and EMS CAD to improve efficiency

#### Assigned to:

Deputy Chief of Operations

#### Target Start Date

2023

# IMPROVE OPERATIONAL EFFICIENCY AND EFFECTIVENESS

## GOAL #5

Expand Domestic Preparedness, Planning, and Response Program

### Objective 5.1

Enhance capabilities, readiness, and effectiveness to respond to local and regional natural and manmade disasters

Associated Tasks	Assigned to:	Target Start Date
• Reflect and implement strategies based on lessons learned from the December 2021 tornadoes	Deputy Chief of Operations	2023
• Research and invest resources into the Kentucky Task Force Team	Domestic Preparedness Program Coordinator	2024
• Evaluate the need for expanded technical rescue disciplines (examples may include dive, cave rescue, USAR)	Technical Rescue Program Coordinator	2025

## GOAL #6

Improve operational efficiency and effectiveness with regards to Fire Department fleet

### Objective 6.1

Implement a fleet management program that ensures Fire Department frontline and reserve apparatus are well maintained.

Associated Tasks	Assigned to:	Target Start Date
• Research alternative fleet maintenance company that meets the needs and budget of the Department	Deputy Chief of Logistics	FY 2025
• Communicate fleet needs and past deficiencies with fleet division and develop a plan for improvement	Deputy Chief of Logistics	FY 2024
• Assess lifespan of current and reserve apparatus to ensure fleet is adequate to maintain the level of service	Deputy Chief of Logistics	FY 2024



## INTERNAL STAKEHOLDER FEEDBACK

Objective 5.1 - Task 1 was derived from employee comments regarding lessons learned

Objective 6.1 - There were many comments and concerns regarding fleet maintenance and downtime, the need for additional mechanics, and concerns with reserve fleet (page 15)





**Strategic Initiative #5**  
Enhance the Marketing of the Fire Department

# ENHANCE THE MARKETING OF THE FIRE DEPARTMENT

## GOAL #7

Enhance community awareness of services and activities

### Objective 7.1

Enhance community awareness of services and activities through the development of in-person outreach opportunities

Associated Tasks	Assigned to:	Target Start Date
• Develop and execute Citizens Fire Academy	Recruitment Program Coordinator	2023
• Invite the public to annual open house events at fire stations for operational transparency and education on Fire Department capabilities	Recruitment Program Coordinator	2023
• Accept invitations and take opportunities to host training, speaking engagements, and meetings	Fire Chief	2023
• Continue to identify and publish performance measures for the Department's public fire safety education program	Assistant Chief of Prevention	2023

### Objective 7.2

Enhance community awareness of services and activities through media platforms

Associated Tasks	Assigned to:	Target Start Date
• Refine accountability of social media outreach efforts	Social Media Program Coordinator	2024
• Research and implement strategies to increase social media following	Social Media Committee	2024
• Identify additional media platforms to promote the Department	Recruitment Program Coordinator	2023
• Publicize the BGFD's 125th anniversary	Deputy Chief of Operations	2023



# ENHANCE THE MARKETING OF THE FIRE DEPARTMENT

## GOAL #8

Maintain accredited status and ISO PPC of 1

### Objective 8.1

Maintain accredited status through the Commission on Fire Accreditation International

#### Associated Tasks

Associated Tasks	Assigned to:	Target Start Date
• Develop succession plan and mentorship opportunities for accreditation committee	Accreditation Committee	2023
• Establish quarterly accreditation committee meetings to aid with annual compliance	Accreditation Manager	2023
• Identify ways of obtaining the community's expectations in respect to the Fire Department's level of service and priorities	Fire Chief	2025, 2027

### Objective 8.2

Maintain ISO PPC of 1, next evaluation in 2025

#### Associated Tasks

Associated Tasks	Assigned to:	Target Start Date
• Maintain working relationship with water purveyors to ensure reliability of supply and consistency of inspections and flow testing	Fire Chief	2023
• Implement ISO training and regular meetings in preparation for 2025 ISO review	Deputy Chief of Operations	2024
• Improve company personnel score and NFPA 1710 compliance by implementing the identified staffing plan	Fire Chief	2025

## CONCLUSION

The strategic planning team reviewed internal and external stakeholder feedback, as well as previous departmental priorities, industry trends, and conducted an environmental scan. Many hours were spent formulating and refining goals and objectives within the five strategic initiatives / focus areas, consistent with the Department's mission, vision, and values. This strategic plan will serve as a guide but also a living document as priorities may change over time.

The next five years for the BGFD will focus on:

- Mental and physical wellbeing of all personnel
- Refining skills and providing an elite level of service
- Growth of the city and Department to meet the growing demands of the community
- Efficient use of resources and effective service
- Enhancing public perception through outreach and education

## BOWLING GREEN FIRE DEPARTMENT'S VISION:

**CONTINUOUS**  
*Improvement*  
**THROUGH INTENTIONAL EFFORTS FOR**  
*Excellence*







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