

CITY OF
BOWLING GREEN
FIRE DIVISION

FIVE YEAR
STRATEGIC PLAN

2011



552 E. COURT STREET
BOWLING GREEN, OH. 43402

STRATEGIC PLAN

2011

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MISSION STATEMENT

To.....

provide quality fire and emergency medical services in a safe, timely, and efficient manner.....

provide exceptional emergency services by dedicating ourselves to excellence and integrity.....

provide a safe working environment and rewarding work for every employee.....

honor our obligations to the people of Bowling Green.

EXECUTIVE SUMMARY

The Bowling Green Fire Division's Five Year Strategic Plan is a living document undergoing constant revision. The Strategic Plan is the result of ongoing efforts by the Fire Division to become accredited by the Commission on Fire Accreditation International. As an accreditation core competency, the strategic plan is one of four supporting documents which identify strategic priorities and provide operational direction for the Fire Division.

The 2011 strategic plan identifies four strategic goals and their associated objectives and action plans. The goal of becoming accredited has been a long term undertaking which is anticipated to become a reality in 2012. The remaining three goals were identified through an organizational design process which culminated in a department wide learning opportunity in April 2011. The feedback from the learning opportunity identified many concerns and issues which are actionable under the outlined goals. Additionally the identified goals support the current accreditation program's efforts.

FISCAL SUMMARY

The Bowling Green Fire Division's budget for fiscal year 2010 was \$5, 162,481 which included a \$600,000 reduction over the previous year's budget. The 2011 budget was further cut \$186,311 resulting in a \$4,976,170 budget for fiscal year 2011. The 2012 budget projection is expected to be further reduced but by exactly how much is unclear at this time. The economic downturn experienced nationwide has similarly had a negative effect on the Bowling Green community and tax base.

STRATEGIC GOALS, OBJECTIVES, AND OUTCOMES

1. Achieve Internationally Accredited Agency status from the Commission of Fire Accreditation International

Supporting Objectives-

- 1.1. Monitor and revise Five Year Strategic Plan
 - 1.1.1. Review/revise annually each August
 - 1.1.2. Develop annual fiscal year budget in conjunction with Strategic Plan
- 1.2. Complete and adopt Standard of Cover
 - 1.2.1. Complete Risk Assessment by 10/11
 - 1.2.2. Review/ revise Risk Assessment annually
 - 1.2.3. Review/revise Standard of Cover annually
- 1.3. Complete Self-Assessment Manual
 - 1.3.1. Complete Documentation for Self-Assessment Manual by 10/11
 - 1.3.1.1. Monitor Self Assessment Manual for accuracy as part of an ongoing process
 - 1.3.2. Post completed Self-Assessment Manual to Accreditation Sharepointe Site as Sections are completed
- 1.4. Apply for Candidate Status early 2012
 - 1.4.1. Conclude process

Outcomes-

- 1.1 Adoption/ implementation of Strategic Plan as well as expansion of scope with each revision provides direction and vision for the Fire Division.
- 1.2 Complete initial adoption of Standard of Cover ensuring validity of current operational methods and practices.
- 1.3 Self Assessment Manual is the capstone documentation for the accreditation process necessary to advance to Candidate status.
- 1.4 Final local action step toward recognition as an accredited agency prior to CFAI Board review.

2. *Improve service delivery to the Community.*

Supporting Objectives-

- 2.1. Reduce emergency response Turnout Time by 30 seconds by 2012
 - 2.1.1. Install “day racks” for turn out gear between first out responding units at Court Street by August 2011.
 - 2.1.2. Expedite response urgency as an ongoing focus.
- 2.2. Reduce the number of Bowling Green State University false alarms by 5% each year
 - 2.2.1. RA Student Orientation Program re-instituted in Fall 2011
 - 2.2.1.1. Raise false alarm ramification awareness with each class orientation.
 - 2.2.1.2. Publicize alarm locations and causes in BG News and Sentinel blotter.
 - 2.2.2. Review/ revise University response cancellation philosophy- i.e. continue or cancel?
- 2.3. Improve fire prevention statistical data collection efforts.
 - 2.3.1. Develop system to track Juvenile Fire Setter program outcomes to be in place beginning January 2012.
 - 2.3.2. Utilize University statistical information more effectively beginning Fall 2011
 - 2.3.2.1. Consider University reporting with risk assessment evaluation
- 2.4. Reduce excessive, repetitive, and nuisance contact with the community.
 - 2.4.1. Institute Preplanning Consolidation program-
 - 2.4.1.1. Preplan review consolidated into groups based on risk. By Fall 2011
 - 2.4.2. Combine Preplanning inspections with Knox Box maintenance program
 - 2.4.3. Explore consolidation of private hydrant inspections into preplanning process.
- 2.5. Flow Test all City owned and privately owned hydrants identified by the preplanning database to obtain factual flow data replacing calculated hydrant flow data by 2016

Outcomes-

- 2.1 Improved delivery of service through reduced response time.
- 2.2 Risk reduction and increased response capability through reduced false alarm responses
- 2.3 Improved capability to track program costs vs. benefits as well as better respond to grant applications targeted toward fire prevention/education programs.

- 2.4 Improve community relations by reducing the number of times the fire division disrupts the day to day business and operations of preplanned occupancies.
- 2.5 Improved accuracy of preplanning data and risk assessment through accurate assessment of available water supplies.

3. Improve communications systems and capability

Supporting Objectives-

3.1. Narrow Banding

3.1.1. Purchase radio equipment in support of narrow banding requirement 2012.

3.2. Implement new radio frequency

3.2.1. Institute new radio frequency by Spring 2012

3.2.2. Raise tower height to permissible limit by Spring 2012

3.3. Institute e-mail access to all off duty personnel by January 2012

3.4. Develop and implement Communications Process Model.

3.4.1. Identify communication needs Fall 2011- i.e. what is routinely communicated?

3.4.2. Identify communication modes Fall 2011- i.e. what channels of communication can we use?

3.4.3. Align needs with modes- i.e. what types of communications should be instituted via what modes resulting in policy January 2012.

Outcomes-

3.1 Compliance with Federal Communication Commission mandates for narrow banding of assigned bandwidth and resulting improvement in radio communications capability.

3.3 Shift primary radio traffic to less crowded radio frequency thereby reducing interference between the Fire Division and surrounding communities. and improving communication reliability.

3.3 Improve dissemination of important communications through 24/7 email- access for all personnel.

3.4 Improved communication clarity and dissemination through policy outlining appropriate communication modes for specific types of communication.

4. Improve the hiring and promotional processes

Supporting Objectives-

- 4.1. Develop criteria for career related certifications and education for entry level positions.
 - 4.1.1. Identify specific criteria for consideration Spring 2012
- 4.2. Develop career track criterion for promotional examination.
 - 4.2.1. Develop career track criteria Summer 2012
 - 4.2.2. Identify knowledge, skills, abilities (KSAs), certifications for promotion Winter 2012
 - 4.2.3. Align criteria with KSAs and certifications Fall 2012
- 4.3. Develop Mentoring Program
- 4.4. Develop performance based goals for personnel review 2012
 - 4.4.1. Identify goals

Outcomes-

- 4.1 Improve entry level selection process by elevating better qualified and dedicated entry level candidates to the top of the selection process.
- 4.2 Improve the promotional process giving preference to those candidates who have completed additional courses of study and background related to management career track
- 4.3 Instill and support desired qualities and traits in future fire division leadership.
- 4.4 Adopt foundation for personnel review system.