



2023

# STRATEGIC PLAN UPDATE

**BOWLING GREEN FIRE DEPARTMENT**

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## Executive Summary

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 identify goals and objectives for the following 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.

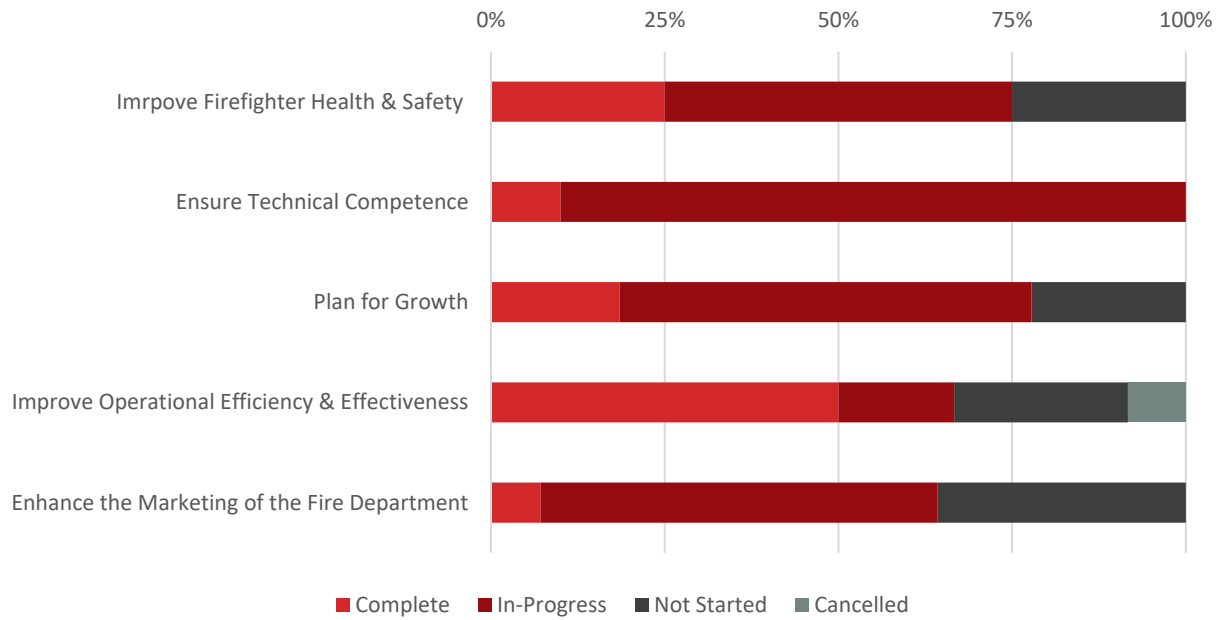
The Bowling Green Fire Department's strategic plan is built upon five strategic initiatives:

1. Improve Firefighter Health and Safety
2. Ensure Technical Competence
3. Plan for Growth
4. Improve Operational Efficiency and Effectiveness
5. 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.



## 2023 Progress



## Department Overview

The City of Bowling Green is the third largest and fastest-growing city in the Commonwealth of Kentucky.

Established in 1898, the Bowling Green Fire Department is a fully-paid, all-hazard department providing professional service to the City of Bowling Green for 125 years. The BGFED protects an area of 42.6 square miles and an estimated population of 75,000.

BGFED services to the community include fire and rescue operations, emergency medical services, fire investigations, aircraft rescue firefighting, hazardous materials response, community risk reduction, and education programs.

**19.1M FY24 Adopted Operating Budget**

**\$255 Cost per Capita**

**March 2, 2023 Break Even Date – Property Saved Exceeds Operating Budget**

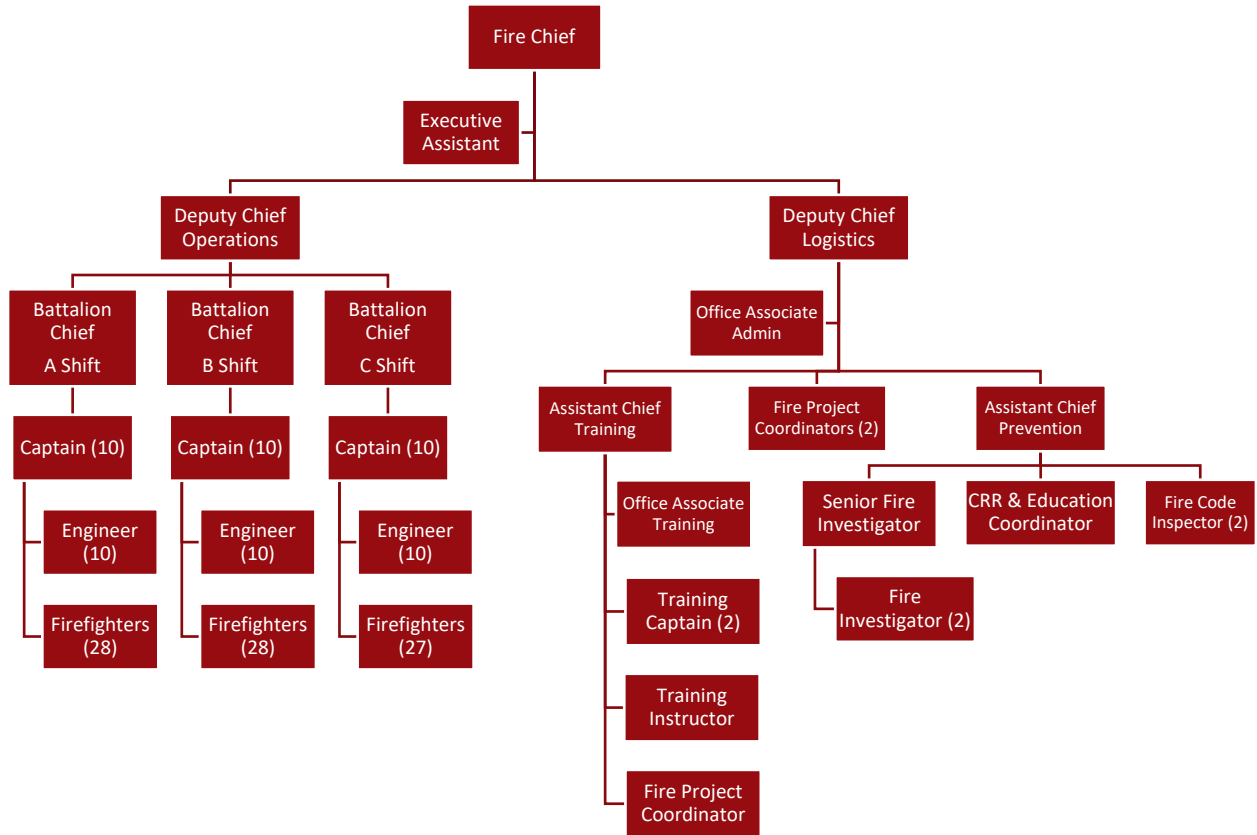
The BGFED operates out of seven strategically-located fire stations to ensure adequate coverage of the City. Station 8 in the Kentucky Transpark area of the City is set to open in April 2024 to address a gap in response time compliance.



In 2023, daily minimum staffing was 33 personnel with 11 frontline apparatus in service daily: seven engines, three aerials, and one command vehicle.



# Organizational Chart 2023



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



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



**HONOR - INTEGRITY - PROFESSIONALISM**



## 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	2023 Update
Ensure Fire Department budget supports and provides quarterly peer support training for the peer support team	Deputy Chief of Operations	FY 2024	Completed in HR Budget by HR Director
Annually evaluate availability and sustainability of dedicated clinicians in the peer support network	Deputy Chief of Operations	2023 end of year	HR continues to evaluate
Develop a quarterly report to provide data dealing with critical incidents and peer support contacts for Suppression personnel	Peer Support Coordinator	<del>Q1-2023</del> Q2 2024	Not started
Semi-annually evaluate critical incident data so leadership is aware of the cumulative affects on members	Deputy Chief of Operations	<del>Q2-2023</del> 2024	Not started
Continue to provide optional testosterone and cortisol testing and monitoring in annual physicals	Deputy Chief of Operations	2023	Complete; individuals can request additional testing in their annual physical
<b>Continually</b> evaluate method to enhance wellness culture and improve mindset and morale	Fire Chief	2023	Ongoing. Changes have been made including morning workouts, "Wellness Wednesday." The Chief will continue to evaluate methods





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	2023 Update
Obtain funding and support to include 1583 as part of annual firefighter physicals	Deputy Chief of Operations	FY 2024	DC of Operations is working on a back-to-work physical. Review annual physicals in 2024 to confirm inclusion of 1583
Develop and implement cancer prevention methods to include Lifescan or blood panel cancer testing	Deputy Chief of Operations Fire Chief	FY 2024 FY 2025	Ongoing



## Ensure Technical Competence

### Goal #2

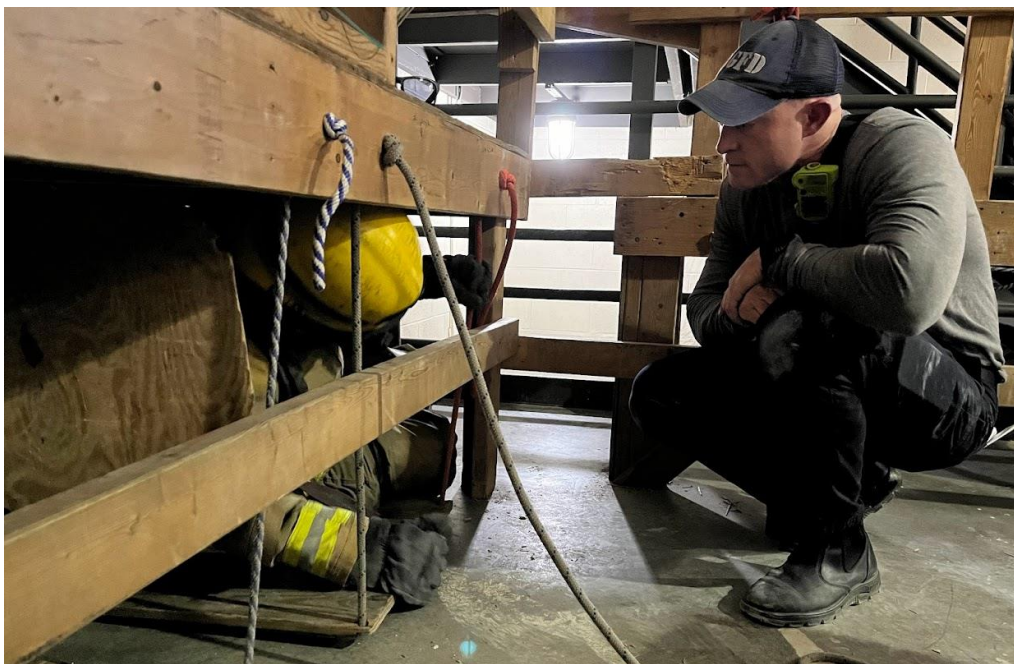
Ensure technical competence by enhancing training and professional development program

Objective 2.1 – Develop comprehensive outside training opportunities, resources, and process for consideration

Associated Tasks	Assigned to:	Target Start Date	2023 Update
Improve budget request procedures and budget management regarding internal and outside training	Assistant Chief of Training	FY 2024	Approvals have been moved to OnBase to improve the process of training requests

Objective 2.2 – Ensure technical competence to provide an elite level of service

Associated Tasks	Assigned to:	Target Start Date	2023 Update
Research, implement, and train on improved tactics that keep the Department current with best practices in fire service	Training Division Research and Development Team and <b>Suppression Program Coordinator</b>	2023 Evaluate Annually	Evaluating annually





Objective 2.3 – Evaluate and develop consistency among operations and tactics through training

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Develop standardized field operations guides	Training Division	FY 2024	In implementation process. Six disciplines have been identified; one discipline is complete.
Implement standardized field operations guides and tactics through daily drills, training plan, CPDs, and recruit class	Training Division	Beginning of Recruit Class '24	Started to implement. 25% complete

Objective 2.4 – Evaluate increasing overall training budget by 10-15% annually to keep pace with current economic status and departmental growth

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Pursue training grant opportunities and promote supplementary-funded training	Deputy Chief of Logistics	Each February for budget preparation	Increase requested in FY25 budget



Objective 2.5 – Improve EMS skills-based training

Associated Tasks	Assigned to:	Target Start Date	2023 Update
Schedule and provide hands-on EMS classes for all personnel <b>twice per year</b>	EMS Program Coordinator	2023 <b>evaluate annually</b>	New EMS Committee membership for 2024, hands-on training calendar created
Update EMS training requirements to meet new standards set by KBEMS	Training Division	December 2023	Complete. Changes made in RMS to match requirements
Invest more resources in EMS training (training props, funding for instructors, etc.)	EMS Program Coordinator	<del>FY 2024</del> <b>FY 2025</b>	Was not approved in FY'24. Will request again in FY'25

Objective 2.6 – Improve PSTC training ground

Associated Tasks	Assigned to:	Target Start Date	2023 Update
Implement construction plan of joint training facility with the Bowling Green Police Department	Deputy Chief of Logistics	2023	Projected completion 2025
Plan, design, secure funding, and build updated and enhanced fire training facilities to include burn building, props, etc. to promote safety and efficiency.	Deputy Chief of Logistics	<del>FY 2026</del> <b>FY 2025</b>	Planning requests in FY'25 budget





## 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	2023 Update
<b>Annually</b> evaluate and develop staffing factors that allow for sustainability of additional needs	Fire Chief	2023	Ongoing
Evaluate and pursue grant opportunities to improve staffing	Fire Chief	Annual SAFER application timeline	Applications submitted
Increase minimum staffing to include Engine 8	Fire Chief	May 2024	Projected completion April 2024. Personnel hired in 2023.
Increase minimum staffing to include additional personnel to Rescue 1	Fire Chief	<del>May 2024</del> FY 2025	Will be in FY'25 request
Increase minimum staffing to include additional personnel to Engines 2 and 7	Fire Chief	<del>May 2025</del> FY 2025	Timeline updated to match 10-year plan supported by the BOC
Increase minimum staffing to include additional personnel to Trucks 1, 4, and 6	Fire Chief	<del>May 2027</del> FY 2026	Timeline updated to match 10-year plan supported by the BOC
Increase minimum staffing to include additional personnel to Engines 4 and 6	Fire Chief	<del>May 2026</del> FY 2027	Timeline updated to match 10-year plan supported by the BOC
Increase minimum staffing to include Engine/Truck 9	Fire chief	<del>May 2028</del> FY 2027	Timeline updated to match 10-year plan supported by the BOC



Objective 3.2 – Increase associated staff personnel to support growth of Suppression Division

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Implement approved code inspector position	Fire Chief	<del>FY 2024</del> FY2025	Was not approved in FY'24, will request in FY'25
Implement approved engineer of training position	Fire Chief	FY 2024	Completed with transfer of Engineer Justis in October 2023
Implement approved Battalion 2 positions (3)	Fire Chief	FY 2024	Complete with approval of MO 2023-278 on December 19 <sup>th</sup> effective December 31 <sup>st</sup>
Evaluate the need for additional position in command staff for span of control	Fire Chief	<del>FY 2025</del> FY 2026	DC3 forecasted request in FY'26
Evaluate the need for additional civilian personnel to support department operations	Fire Chief	FY 2025	Planned request for FY'25

Objective 3.3 – Plan for distribution of resources

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Monitor and track call volume growth and response times in the 24 planning zones	Deputy Chief of Operations	2023	Evaluated annually
Acquire funding for land and infrastructure for Station 9, proposed in the Russellville Rd. Area	Fire Chief	<del>FY 2027</del> FY 2025	Timeline updated to match 10-year plan supported by BOC
Determine location for assignment of Battalion 2 and distribute resources appropriately throughout the City according to the staffing plan	Deputy Chief of Operations	2024	Completed in Fall 2023
Identify Station 10 focus area by monitoring growth, call volume, and response times	Deputy Chief of Operations	<del>2027</del> 2024	Conversations have begun, command staff will continue to monitor growth and call data in the target area(s)
Complete re-evaluation of appropriate location for specialty stations	Deputy Chief of Operations	After Station 8 opens	Completed with moves in January 2024



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

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Identify strategies to remain competitive in wages with other cities, counties, and state agencies	Fire Chief	2023	Pay plan update completed in FY'24. Will evaluate annually
Continue with current and future recruitment efforts that consist of social media outreach and in-person intentional efforts	Recruitment Committee	2023	Committee continually searches for recruitment opportunities
Expand recruitment to diverse venues to encourage a workforce reflective of the community	Recruitment Committee	2023	Committee continually searches for recruitment opportunities

Objective 3.5 – Cultivate growth of employees for current and future leadership development

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Refine performance evaluations to add value to the process	Deputy Chief of Operations with Human Resources Department	July 2023	Change made to calendar year, will continue to refine
Expand the Officer Training School program	Assistant Chief of Training	2023	Complete with Class 5 opened to outside agencies in March 2023
Increase budget pertaining to leadership and employee development by 15% annually	Assistant Chief of Training Career Development Coordinator	FY 2024 FY 2025	Ongoing. FY'24 increase of 22%
Develop a process to review position task books on a regular basis. Revise to incorporate formal mentorship in succession planning	Assistant Chief of Training Career Development Coordinator	July 2023 2024	Begin in 2024 with new program coordinator
Encourage credentials and/or certification through outside agencies such as CPSE Commission on Professional Credentialing and NFA for command staff positions	Fire Chief	August 2023	Ongoing. Chief Brooks obtained CFO in December of 2023
Encourage succession planning in administrative and command staff positions	Fire Chief and Deputy Chiefs	2023	Ongoing

## Improve Operational Efficiency & 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

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Research methods of tracking firefighters on scene	Deputy Chief of Operations	2024	Complete
Allocate funding and explore alternative funding sources/grants for enhanced on-scene accountability	Deputy Chief of Operations	FY-2025 FY 2026	Not started

Objective 4.2 – Explore options for placing a Fire Department drone in service

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Research drone capabilities for fireground, investigations, large area search, and other hazards to determine the best model to fit the needs of the Department	Assistant Chief of Prevention	FY 2024	Complete
Allocate and prioritize funding and explore alternative funding sources/grants	Assistant Chief of Prevention	FY-2024 FY 2025	Request denied for FY'24, will request again in FY'25





Objective 4.3 Research feasibility of regional dispatch center

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Meet with local officials to promote, advocate, and garner support for unified dispatch center in City/County to improve efficiency	Fire Chief	<del>2023</del> 2024	Not started

Objective 4.4 – Coordinate the implementation of an interface between the BGF D and EMS CAD systems

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Meet with EMS and the City’s IT Department to implement an interface between BGF D and EMS CAD to improve efficiency	Deputy Chief of Operations	2023	Cancelled; this has been removed as a priority

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

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Reflect and implement strategies based on lessons learned from the December 2021 tornadoes	Deputy Chief of Operations	2023	Complete
Research and invest resources into the Kentucky Task Force Team	Domestic Preparedness Program Coordinator	<del>2024</del> 2025	Not started; monitoring changes in legislation
Evaluate the need for expanded technical rescue disciplines (examples may include dive, cave rescue, USAR)	Technical Rescue Program Coordinator	<del>2025</del> 2024	Evaluated dive rescue in 2023, decided not to move forward. Other disciplines to be evaluated



**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

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Research alternative fleet maintenance company that meets the needs and budget of the Department	Deputy Chief of Logistics	FY 2025 FY 2024	Complete
Communicate fleet needs and past deficiencies with fleet division and develop a plan for improvement	Deputy Chief of Logistics	FY 2024	Complete
Assess lifespan of current and reserve apparatus to ensure fleet is adequate to maintain the level of service	Deputy Chief of Logistics	FY 2024	Complete

## 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	2023 Update
Develop and execute Citizens Fire Academy	Recruitment Program Coordinator	<del>2023</del> FY 2025	Not started
Invite the public to annual open house events at fire stations for operational transparency and education on Fire Department capabilities	Recruitment Program Coordinator	2023	Ongoing. Recruitment open houses and Firehouse Festival offered annually
Accept invitations and take opportunities to host training, speaking engagements, and meetings	Fire Chief	2023	Ongoing
Continue to identify and publish performance measures for the Department's public fire safety education program	Assistant Chief of Prevention	2023	Sound Off performance measures are in development

Objective 7.2 – Enhance community awareness of services and activities through media platforms

Associated Tasks	Assigned to:	Target Start Date	2023 Update
<b>Continually</b> refine accountability of social media outreach efforts	Social Media Program Coordinator	2024	Updates have been made to social media committee membership and roles in accordance with City Policy
Research and implement strategies to increase social media following	Social Media Committee and Deputy Chief of Logistics	<del>2024</del> FY 2025	Not started
Identify additional media platforms to promote the Department	Recruitment Program Coordinator	2023	Currently using TV, radio, and newspaper, will continue to look for additional media
Publicize the BGFDF's 125 <sup>th</sup> anniversary	Deputy Chief of Operations	2023	Posted to Social Media



## Goal #8

Maintain accredited status and ISO PPC of 1

Objective 8.1 – Maintain accredited status through the Commission on Fire Accreditation International (CFAI)

Associated Tasks	Assigned to:	Target Start Date	2023 Update
Develop succession plan and mentorship opportunities for accreditation committee	Accreditation Committee	2023	Developed new committee in 2023. Roles and future engagement will continue to be refined
Establish quarterly accreditation committee meetings to aid with annual compliance	Accreditation Manager	2023	In development
Identify ways of obtaining community's expectations in respect to the Fire Department's level of service and priorities	Fire Chief	2025, 2027	Will budget in FY 2026



Objective 8.2 – Maintain ISO PPC of 1, next evaluation in 2025

<b>Associated Tasks</b>	<b>Assigned to:</b>	<b>Target Start Date</b>	<b>2023 Update</b>
Maintain working relationship with water purveyors to ensure reliability of supply and consistency of inspections and flow testing	Fire Chief	2023	In 2023, progress was made with hydrant data transfers
Implement ISO training and regular meetings in preparation for 2025 ISO review	Deputy Chief of Operations	2024	Not started – to form 2025 ISO Committee
Improve company personnel score and NFPA 1710 compliance by implementing the identified staffing plan	Fire Chief	2025	Will request in FY 2025



## Remaining Priorities

<b>Associated Tasks assigned to Fire Chief</b>	<b>Objective</b>	<b>Target Start Date</b>
Continually evaluate method to enhance wellness culture and improve mindset and morale	1.1	2023
Develop and implement cancer prevention methods to include Lifescan or blood panel cancer testing	1.2	FY 2025
Annually evaluate and develop staffing factors that allow for sustainability of additional needs	3.1	2023
Evaluate and pursue grant opportunities to improve staffing	3.1	SAFER Grant Deadline
Increase minimum staffing to include additional personnel on Rescue 1, Engine 2, and Engine 7	3.1	FY 2025
Increase minimum staffing to include additional personnel in accordance with the 10-year plan supported by the BOC	3.1	FY 2027 – FY 2029
Implement approved Code Inspector position	3.2	FY 2025
Evaluate need for additional personnel (sworn and civilian) in the Administration Division/Command Staff	3.2	FY 2025 – FY 2026
Acquire funding for land and infrastructure for Station 9, proposed in the Russellville Rd area	3.3	FY 2025
Identify strategies to remain competitive in wages with other cities, counties, and state agencies	3.4	2023
Encourage credentials and/or certification through outside agencies such as CPSE CPC and NFA	3.5	2023
Encourage succession planning in administrative and command staff positions	3.5	2023
Meet with local officials to promote, advocate, and garner support for unified dispatch center in City/County to improve efficiency	4.3	2024
Accept invitations and take opportunities to host training, speaking engagements, and meetings	7.1	2023
Identify ways of obtaining community's expectations in respect to the Fire Department's level of service and priorities	8.1	2025, 2027
Maintain working relationship with water purveyors to ensure reliability of supply and consistency of inspections and flow testing	8.2	2023
Improve company personnel score and NFPA 1710 compliance by implementing the identified staffing plan	8.2	2025



**Associated Tasks assigned to  
Deputy Chief of Operations**

	<b>Objective</b>	<b>Target Start Date</b>
Annually evaluate availability and sustainability of dedicated clinicians in the peer support network	1.1	2023
Semi-annually evaluate critical incident data so leadership is aware of the cumulative affects on members	1.1	2024
Obtain funding and support to include 1583 as part of annual firefighter physicals	1.2	FY 2024
Monitor and track call volume growth and response times in the 24 planning zones	3.3	2023
Identify Station 10 focus area by monitoring growth, call volume, and response times	3.3	2024
Refine performance evaluations to add value to the process	3.5	July 2023
Encourage succession planning in administrative and command staff positions	3.5	2023
Allocate funding and explore alternative funding sources/grants for enhanced on-scene accountability	4.1	FY 2026
Implement ISO training and regular meetings in preparation for 2025 ISO review	8.2	2024

**Associated Tasks assigned to  
Deputy Chief of Logistics**

	<b>Objective</b>	<b>Target Start Date</b>
Pursue training grant opportunities and promote supplementary-funded training	2.4	Each February
Implement construction plan of joint training facility with the Bowling Green Police Department	2.6	2023
Plan, design, secure funding, and build updated and enhanced fire training facilities to include burn building, props, etc. to promote safety and efficiency	2.6	FY 2025
Encourage succession planning in administrative and command staff positions	3.5	2023
Research and implement strategies to increase social media following	7.2	FY 2025

**Associated Tasks assigned to**

**Assistant Chief of Training / Training Division**

	<b>Objective</b>	<b>Target Start Date</b>
Improve budget request procedures and budget management regarding internal and outside training	2.1	FY 2024
Research, implement, and train on improved tactics that keep the Department current with best practices in fire service	2.2	2023
Develop standardized field operations guides	2.3	FY 2024
Implement standardized field operations guides and tactics through daily drills, training plan, CPDs, and recruit class	2.3	Recruit Class 2024

**Associated Tasks assigned to**

**Assistant Chief of Prevention**

	<b>Objective</b>	<b>Target Start Date</b>
Allocate and prioritize funding and explore alternative funding sources/grants regarding drone program	4.2	FY 2025
Continue to identify and publish performance measures for the Department’s public fire safety education program	7.1	2023



**Associated Tasks assigned to Program/Committee Coordinators**

		<b>Objective</b>	<b>Target Start Date</b>
Peer Support Coordinator	Develop a quarterly report to provide data dealing with critical incidents and peer support contacts for Suppression personnel	1.1	Q2 2024
EMS Program Coordinator	Schedule and provide hands-on EMS classes for all personnel twice per year	2.5	2023

<b>Associated Tasks assigned to Program/Committee Coordinators</b>		<b>Objective</b>	<b>Target Start Date</b>
EMS Program Coordinator	Invest more resources in EMS training (training props, funding for instructors, etc.)	2.5	FY 2025
Recruitment Committee	Continue with current and future recruitment efforts that consist of social media outreach and in-person intentional efforts	3.4	2023
Recruitment Committee	Expand recruitment to diverse venues to encourage a workforce reflective of the community	3.4	2023
Recruitment Program Coordinator	Develop and execute Citizens Fire Academy	7.1	FY 2025
Recruitment Program Coordinator	Invite the public to annual open house events at fire stations for operational transparency and education on Fire Department capabilities	7.1	2023
Recruitment Program Coordinator	Identify additional media platforms to promote the Department	7.2	2023
Career Development Coordinator	Increase budget pertaining to leadership and employee development by 15% annually	3.5	FY 2025
Career Development Coordinator	Develop a process to review position task books on a regular basis. Revise to incorporate formal mentorship in succession planning	3.5	2024
Domestic Preparedness Program Coordinator	Research and invest resources into Kentucky Task Force Team	5.1	2025
Technical Rescue Program Coordinator	Evaluate the need for expanded technical rescue disciplines (examples may include dive, cave rescue, USAR)	5.1	2024
Social Media Program Coordinator	Continually refine accountability of social media outreach efforts	7.2	2024
Social Media Committee	Research and implement strategies to increase social media following	7.2	FY 2025
Accreditation Committee	Develop succession plan and mentorship opportunities for accreditation committee	8.1	2023
Accreditation Manager	Establish quarterly accreditation committee meetings to aid with annual compliance	8.1	2023