



# STRATEGIC PLAN

## 2022-2027

# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



## Organizational Background

The Boiling Springs Fire District is a special purpose district located on the east side of Greenville, SC. The District provides services from four stations strategically located throughout a fifteen square mile coverage area to approximately 32,000 permanent residents. The services the District provides include fire suppression, fire prevention, motor vehicle accident response, emergency medical first response, HAZMAT, swift water rescue, dive rescue, technical rescue, ARFF and several other service type calls.

The District was formed by SC State legislation on March 6, 1970. The District is governed by a Board of Fire Control (Fire Commission) that is made up of five members of the community residing within the boundaries of the Boiling Springs Fire District. Each member is referred to as a Fire Commissioner and each serves a staggered four-year term. The Commissioners are appointed to their positions by the Governor of the State of South Carolina upon recommendation of County Council.

Currently, District residents support an ISO Class 1 rated fire service. There are 5 appointed commissioners, 55 paid employees, 15 volunteer members, and 6 explorer scouts working together to meet the needs of the community.

The District started with a handful of dedicated community volunteers and 1 fire station (located on donated property on Devenger Rd.) and 2 donated used fire trucks. At the time, no other surrounding fire departments would provide fire protection for the largely rural area. After several devastating fires in the community, residents banded together and petitioned their state legislators to establish a special purposed district to provide fire protection for the area. The name "Boiling Springs" was taken from the fact that there were two live springs on the property of Mr. and Mrs. Hubert Vaughn who were willing to donate the property for the first fire station.





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Throughout the 1970s and 1980s the district continued to thrive as it attracted more and more residents to its growing number of neighborhoods. The area began attracting restaurants, hotels, and retail venues throughout the 1990s to the present.

The fire department that serves you today is recognized as one of the most competent and qualified emergency response organizations in our state. Our firefighters receive the highest quality training from institutions such as the South Carolina Fire Academy, the National Fire Academy, the International Codes Council, the National Fire Protection Association, the International Association of Fire Chiefs and various colleges and university specializing in fire and emergency services.

BSFD has continued to evolve and adapt our mission and services to the meet the needs of our citizens and visitors. Our team of highly professional first responders stand ready to assist our customers in any way possible.

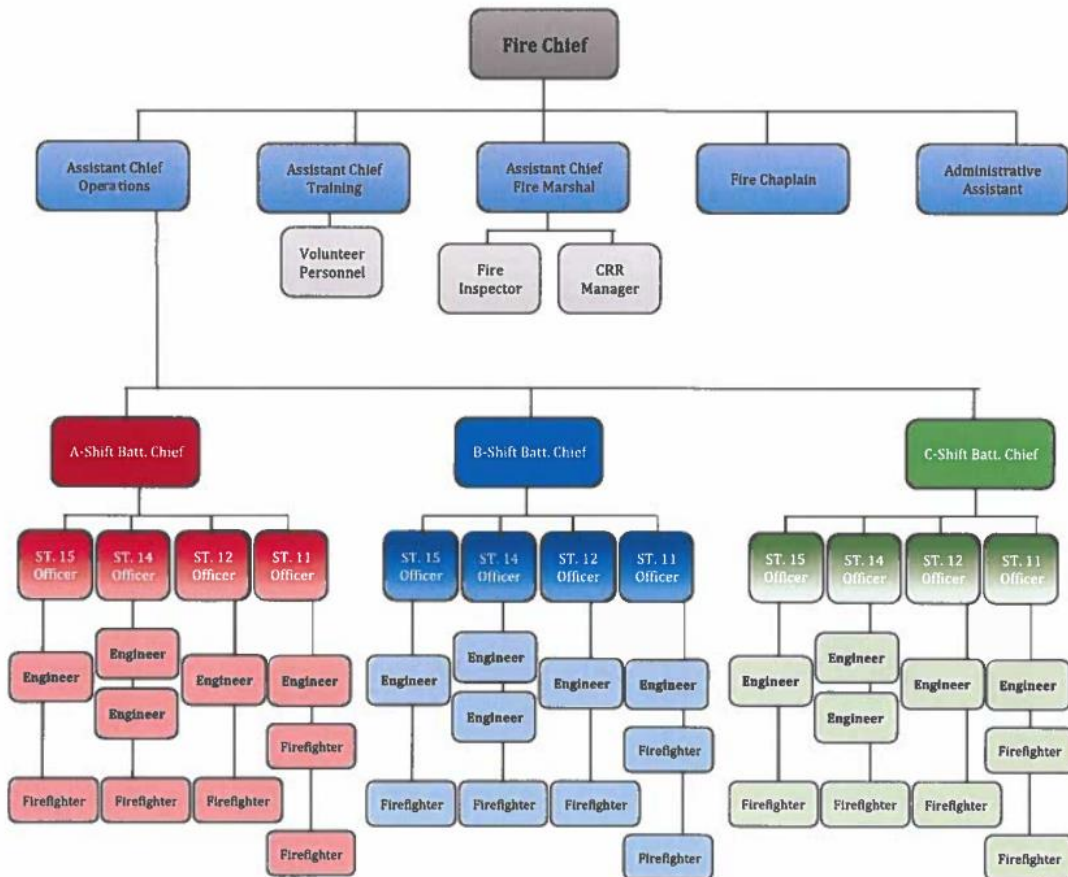


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## ORGANIZATIONAL STRUCTURE

### BOILING SPRINGS FIRE DISTRICT CHAIN OF COMMAND



Approved by:

Stephen M Graham  
Fire Chief  
Boiling Springs Fire District

Effective 07/01/2022

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## STRATEGIC PLAN PROCESS

To develop the strategic plan, the Boiling Springs Fire District employed the Community Driven Strategic Plan process. BSFD was able to involve its internal and external stakeholders to identify and evaluate the department's priorities and to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The work was guided by a strategic planning committee made up of BSFD leadership staff and was facilitated by an outside consultant to ensure objectivity. The planning process began in October 2021 and continued for 9 months. Steps for the process included:

1. Initial meeting with planning committee to review current programs and goals.
2. Internal survey to assess current performance and future opportunities and priorities.
3. Reviewed survey feedback with planning committee and commissioners.
4. Identification of key stakeholders to participate in one-on-one interviews. Stakeholders represented business owners, policy makers, peer departments, emergency management partners, professional services partners, and developers.
5. Hosted 4 focus groups targeting small businesses, large businesses, health care and hospitality, and district residents.
6. Reviewed stakeholder interview and focus group feedback with planning committee and commissioners.
7. Established planning themes and goals.
8. Developed strategies, tactics, timelines, and accountability.





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## MISSION

The mission of the Boiling Springs Fire District is to protect the citizens and enhance the quality of life within our service area from all hazards through prevention and emergency response by active participation with our community partners.

## VISION

The Boiling Springs Fire District strives to continually improve and desires to be known as a leading emergency service agency that demonstrates best practices in service delivery to our community.

We are committed to continuous improvement in the effective, efficient, professional, and fiscally responsible services which we are trusted to provide.

In being accountable to our community's trust, we will invest in our human assets through comprehensive workforce planning and by establishing training programs so that our organizational culture will reflect personal pride and teamwork.

Improved internal and external communication will result in greater cohesion, understanding, and improved relationships with our community and partners. By utilizing a well-executed resource management plan and by implementing standards of coverage, we will be prepared and equipped to strategically deploy and meet the emergency response needs of our customers.

Through these efforts, we shall meet or exceed the expectations of our community and each other by holding one another accountable for carrying out our mission and seeing our vision become reality.

## VALUES

**POSITIVE PROFESSIONALISM:** We approach all aspects of our work with a positive attitude. We treat everyone we serve with respect and dignity. We strive to be equally good at serving our constituents, working with our colleagues and partners, and leading by example.

**COLLECTIVE ACCOUNTABILITY:** We take ownership for what we can do to continuously improve both individually and as a team, and we take initiative for solving problems together. We hold each other accountable to our policies, standards, and values. We encourage questions and are always seeking knowledge to improve our performance.

**COURAGOUS CHARACTER:** We do the hard right thing, rather than the easy wrong thing. We focus on the growth and success of others, and we give praise more than we seek it. We mentor others and help people find their voice.

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## INTERNAL SURVEY FEEDBACK SUMMARY

The internal survey was conducted in December 2021. There were 55 total respondents including 47 staff members, 4 commissioners, and 4 volunteers. Numbers in ( ) represent the number of respondents that indicated each theme area. Summary SWOT feedback included:

### **Strengths:**

- Commitment to customer service and valuing our constituents (29)
- The district takes care of our people both internally and externally (18)
- High-quality of professional development and training offered to staff (14)
- Leadership is forward thinking, progressive and proactive (13)

### **Weaknesses:**

- Internal communication is not consistent among shifts and methods of distribution of information varies (27)
- Better identify training tracks and ensure all staff understand training opportunities and training tracks(16)
- Policies and procedures are not consistently adhered to or adjusted especially in response to ever changing landscape related to COVID (10)
- Staffing pipeline from recruiting to leadership succession plans (10)

### **Opportunities:**

- Expanding staff to match growth of the district (17)
- Enhancing training opportunities and deepening training programs (12)
- Improving facilities to include a new headquarters and updates to other stations (10)
- Reviewing and revisions policies and procedures to ensure standard application across shifts and stations (8)

### **Threats/Challenges:**

- Ensuring consistency in leadership and values in relation to leadership succession (18)
- Turnover and burnout in a tight employment market (13)
- Increasing call volume and number of residents/businesses in the district (10)

# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



## INTERVIEW FEEDBACK SUMMARY

One-on-one interviews were conducted by the planning consultant in March-April 2022. A total of 9 interviews were completed with business owners, policy makers, peer departments, emergency management partners, professional services partners, and developers. Summary SWOT feedback included:

### **Strengths:**

- Leadership across all levels is strong.
- Forward thinking – BSFD is always thinking about the future and how they can improve service not only to their district, but to Greenville County as well with their partners.
- BSFD treats us like partners – they genuinely care about residents and businesses in the district being safe and will go the extra mile to make sure of it.
- They understand and enforce codes and rules but aren't punitive about it. They are proactive and work with us to ensure we are as safe as possible.
- Quick to respond and always have a professional and polite attitude, even if they arrive and it's a false alarm or not as big of an emergency as we originally thought.
- They are a proactive resource and provide training and have improved the way businesses and residents approach safety.
- The district is growing and the area is affluent. Residents understand the benefit and need for BSFD's services.

### **Weaknesses**

- No BSFD specific weaknesses were noted by interviewees.

### **Opportunities**

- Post-COVID, putting more resources into Community Risk Reduction is a big opportunity for the district both for residents and businesses. Increasing the presence of BSFD in the district is crucial.
- Using partners to support requests to the County for mileage and funds/bonds for new/updated facilities and equipment. Partners are willing to help and speak up for the district as needed to support facilities improvements.



# **BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN**



- Continue being a leader in the County in finding ways for the fire service and other partners to better collaborate and to use resources as wisely as possible. BSFD had great success with leading the radio effort. What is next effort they could lead?

## **Threats/Challenges:**

### **Internal:**

- Succession Planning – Understand that some in BSFD leadership will be retiring in the next 5-10 years. How can BSFD best plan for this and train the next generation of leaders? How can BSFD ensure those that are close to retirement are still actively fulfilling their roles?
- Hiring – All industries across the board are facing hiring challenges. What can BSFD do to promote the fire service and ensure there is a pipeline of candidates as the district continues to grow?

### **External:**

- Funding/Mileage – District is landlocked, so growth is minimal. Costs keep increasing and number of people living in district increasing. How can BSFD best increase funds with current mileage constraints?
- Medical Calls/EMS – Medical calls are continuing to increase. How can BSFD ensure they are compensated for the role they play in these calls – funding, supplies, etc.
- Poor Infrastructure/Increased Traffic – These seem to be the biggest threats to BSFD and what they have the least control over.
- Consolidation - What role should BSFD play in monitoring/participating in policy conversations about consolidation?

# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



## FOCUS GROUP FEEDBACK SUMMARY

Focus groups were conducted by the planning consultant in April 2022. A total of 4 focus groups were offered to small businesses, large businesses, health care and hospitality, and district residents. Summary SWOT feedback included:

### **Strengths:**

- Good leadership
- When you contact them, they can come out and give you a preview of what they are looking for - a pre-evaluation; (building/construction/reno)
- Good strategic locations across the district of their stations - Batesville Rd, near Publix; good access
- They are a true partner with us
- I have tested them, I do fire drills regularly, sometimes without warning and they get there within 5 minutes
- Fire safety program when dealing with businesses, as a restaurant owner make sure fire suppression is up to date, customers protected; very consistent
- As health care entity and a business, we like the fact that they partner with us, and don't just come in and go for "gotchas" with inspections
- They are willing to work with us and looking to support us; very "user-friendly"
- Every time they are called, even for non-emergency calls or accidental calls, they are gracious, not angry to have been called for a non-emergency; these experiences are talked about amongst staff; attributed to leadership and good training; (not affected by budget - "it's a people thing")

### **Weakness:**

- The location near Pelham Rd/Garlington is not well-located - not enough room to get lights green in time; generally, traffic on this side of town is really bad and could slow down response time.

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## Opportunities:

- Residential infill could impact capacity
- Appreciate that the fire station buildings look nice, and fit into nicer areas well; older buildings are very functional, newer are more attractive and glad to have it in the neighborhood; architecture goes with neighborhood; also a more desirable place to work. If expanding, think about how new facilities fit in with surroundings.
- The building we are in (Blacks Dr.) - I didn't know this was here or what it's built for? Could be used for community trainings, meeting, etc. Could it be used a revenue generator?

## Threats/Challenges:

- What is their capacity? Can they keep up with growth?
- What is the cost of sending out a truck for every 911 call? is it possible to have a smaller, less equipped truck strictly for health calls?
- Now they are being asked to deal with mental health issues, how to de-escalate situations?
- Safety of staff when they go out on calls – the world has changed. Are they equipped to deal with someone who has a gun or who could turn violent?
- EMT/paramedics- top calls are heart attack and stroke - trained to push (stroke-drug) - could firefighters be trained like this?
- Further training may make the personnel more expensive and may not be in the budget.
- Overdoses - access to Narcan - has this been solved?



# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



## OVERARCHING THEMES

During the planning process three key themes emerged. These themes will serve as the overarching areas around which the plan will be built for the next five years. The key themes include: Community Engagement, Facilities and Equipment Upgrades, and Leadership and Staff Capacity.

### **Community Engagement:**

Throughout the process it was clear that internal and external stakeholders valued the high level of community engagement and customer service provided by BSFD. This was mentioned throughout the process as the biggest strength of the District. Being viewed as a proactive partner is a core value BSFD must maintain. The community engagement area will focus on tactics that will enhance programs associated with community risk reduction, chaplain, fire marshal, fire inspection, and general community relations.

### **Facilities and Equipment Upgrades:**

As the BSFD service area continues to grow in the number of people and businesses it serves, maintaining fast response times will be critical. As noted by stakeholders, the location of the current headquarters station on the corner of Garlington Rd. and Pelham Rd. is a challenge due to traffic and congestion at that intersection. The facilities upgrade section of the plan will focus on the building of a new headquarters station, upgrades to other stations, and equipment replacement to ensure BSFD maintains its ISO Class 1 rating.

### **Leadership and Staff Capacity:**

Stakeholders recognize that BSFD's success is rooted in its commitment to fostering a positive culture, both internally and externally. In order to preserve this positive culture of putting employees first, providing strong customer service, treating constituents as partnership, and being a leader in the fire service in Greenville County, it is imperative for BSFD to prepare the next generation of leaders. The leadership capacity section of the plan will focus on training enhancements, identification of new leaders, formalizing succession plans, and promoting and recruiting new fire fighters.



# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



**Strategic Objective #1 - Community Engagement:** Engage all constituents and partners in a proactive and helpful manner, with a high value placed on preventing fires and continuing to deliver high-quality customer service.

Strategy 1.1: Expand the scope and staff capacity of Community Risk Reduction programs.			
Tactics	Timeline	Responsibility	Status
Expand the Community Risk Reduction Manager position to a fulltime role, separate from the Chaplain, to oversee all aspects of the Community Risk Reduction program.	3Q 2022	BSFD Commission and Chief	COMPLETED – July 2022
Work with our national and community partners to develop a model program to encourage the use of home sprinklers.	3Q 2022 and ongoing	Community Risk Reduction Manager	
Continue door to door efforts in neighborhoods to make constituents aware of risk reduction services and canvas neighborhoods after fire incidents. Goal of 50 homes per month per station equaling 2400 homes per year.	2023 and ongoing	Community Risk Reduction Manager	
Update the Homeowner's Association contact information for neighborhoods within the district and develop plan to attend each HOA's meeting at least once a year.	2Q 2023 and update list at least every 2 years	Community Risk Reduction Manager	
Explore the feasibility of using community volunteers to assist with Community Risk Reduction activities in neighborhoods.	1Q 2024	Community Risk Reduction Manager	
Launch a Citizens Fire Academy to familiarize district residents with all areas of operations to include funding, budget, equipment, programs, etc.	1Q 2025	Community Risk Reduction Manager	
Evaluate the risk of wildfires in the area and their impact on infill patterns within the district and develop a wildfire mitigation plan.	1Q 2026	Community Risk Reduction Manager	

Strategy 1.2: Enhance our approach to collecting and analyzing data by adding tools such as GIS, Google Maps, heat maps, etc.			
Tactics	Timeline	Responsibility	Status
Oversee data collection and continue working with data partners such as Greenville County, Greenville Water, state agencies, etc.	Ongoing and evaluated annually	Community Risk Reduction Manager	
Compile and present data as necessary.	Ongoing	Community Risk Reduction Manager	
Analyze data and develop recommendations based on data analysis.	Ongoing	Command Staff	

# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



**Strategic Objective #1 - Community Engagement:** Engage all constituents and partners in a proactive and helpful manner, with a high value placed on preventing fires and continuing to deliver high-quality customer service.

Strategy 1.3: Expand the role and scope of the Chaplain.			
Tactics	Timeline	Responsibility	Status
Expand the Chaplain position to a fulltime role, separate from the Community Risk Reduction.	3Q 2022	BSFD Commission and Chief	COMPLETED July 2022
Pilot the Peer Connection App with BSFD staff to enhance 24/7 access to mental health and Chaplain services.	4Q 2022	Chaplain	
Create a list of resources for mental health services and addiction services in the area to be shared with district constituents, especially during a crisis situation.	2Q 2023	Chaplain	
Explore using volunteers and retirees to help expand the capacity of the Chaplain and how this role serves BSFD and its residents.	4Q 2023	Chaplain	
Examine the mental wellness needs of the staff and implement a mental wellness plan.	1Q 2024	Chaplain	
Explore the feasibility of the Chaplain serving in a leadership role throughout Greenville County overseeing volunteers and expanding training and services to all districts.	1Q 2025	Chaplain	

Strategy 1.4: Increase capacity of Fire Inspection program.			
Tactics	Timeline	Responsibility	Status
Develop criteria and identify a clear list of what would be a Target Hazard occupancy and making it a priority to inspect them twice a year. Examples include: Hazardous material facilities, hotels, multi-family units (apartment bldgs.), elderly care facilities, and daycares.	2Q 2023	Fire Inspector	
Assign a staff member to oversee grants program and train them on identifying and writing grants.	3Q 2023	Community Risk Reduction Manager	
Evaluate staffing needs and consider adding inspectors to ensure all high occupancy businesses are inspected 2x/year. Begin by adding one inspector in 2023-2024 fiscal year.	3Q 2024	Fire Inspector, BSFD Commission	

# BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



**Strategic Objective #1 - Community Engagement:** Engage all constituents and partners in a proactive and helpful manner, with a high value placed on preventing fires and continuing to deliver high-quality customer service.

## Strategy 1.5: Continue plan reviews, building codes, fire alarm system plans, sprinklers, etc. through the fire marshal and other designated staff members.

Tactics	Timeline	Responsibility	Status
Maintain smoke alarm installation program with a goal of installing at least 1,000 smoke alarms annually.	Ongoing and evaluated annually	Fire Marshal	
BSFD is represented by the Fire Marshal and Greenville County code enforcement as needed at hearings.	Ongoing and evaluated annually	Fire Marshal	
Continue serving on the state fire marshal legislative committee and monitor legislation and report back to BSFD.	Ongoing and evaluated annually	Fire Marshal	
Examine the change in tenants and how this impacts codes. Update policies based on feasibility studies with Greenville County Permits and the BSFD Fire Marshal.	4Q 2023	Fire Marshal	
Develop long-term staffing plan with goal of having an in-house plan review staff member to review new construction, structural modification plans, Fire alarm plans to comply with NFPA 72, New Fire sprinkler and modification plans to include stored commodities to ensure compliance with NFPA 13, and new subdivision developments.	Plan developed by 4Q 2027	Fire Marshal	



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## Strategy 1.6: Develop a formal communications plan to manage external communications and events with constituents and partners.

Tactics	Timeline	Responsibility	Status
Continue educational programming with schools and explore additional partnerships with daycares, afterschool programs, churches, etc.	Ongoing and evaluated annually	Community Risk Reduction Manager	
Enhance emergency management/crisis management communication plans to ensure immediate communication in an emergency.	Ongoing and evaluated annually	TBD	
Continue hosting community events, especially during fire prevention month, such as trunk or treat and open houses at all locations.	Ongoing and evaluated annually	Community Risk Reduction Manager	
Continue participating in community events such as festivals, runs, camps, swim teams, etc.	Ongoing and evaluated annually	Community Risk Reduction Manager	
Continue making Blacks Drive available for county emergency management training, national fire training, HOA meetings, community events, etc.	Ongoing and evaluated annually	Asst. Chief Operations	
Evaluate options for managing social media accounts and website to include consolidating efforts with (1) staff member or outsourcing with a consultant.	4Q 2023	Community Risk Reduction Manager	
Increase outreach efforts within diverse communities in the District to include Hispanic communities, Black communities, and French speaking constituents.	2024 and ongoing	Community Risk Reduction Manager and Chaplain	





## BOILING SPRINGS FIRE DISTRICT 2022-2027 STRATEGIC PLAN



**Strategic Objective #2 – Facilities and Equipment Upgrades:** Evaluate and implement comprehensive building plan and ensure all infrastructure is in place to maintain ISO Class 1 rating.

Strategy 2.1: Relocate headquarters station from Pelham Rd. to a new facility at Hartness.			
Tactics	Timeline	Responsibility	Status
Work with County Council to approve bond structure to finance new location. Ensure community partners are engaged during this process to help communicate the need for a new location.	3Q 2022	Commission, Chief, Governmental Affairs Consultant, Attorney	
Oversee architect and construction manager throughout the building process.	2023 and ongoing	Commission and Chief	
Develop a communications plan to update constituents on the progress of the project and the move.	3Q 2023 and ongoing	Commission and Chief	
Market and sell the Pelham Road property.	2023 and ongoing	Commission and Chief	
Develop a moving plan with emphasis on the least amount of service disruption during the relocation process to include increased assistance from mutual aid partners.	2025	Commission and Chief	

Strategy 2.2: Complete a comprehensive facilities analysis and develop facilities upgrade plan.			
Tactics	Timeline	Responsibility	Status
Determine needs for updates to facilities such as HVAC, electrical, mechanical, roofing, etc.	1Q 2024	Facilities Manager	
Establish a preventative maintenance and replacement schedule for furniture, appliances, supplies, etc. for each station.	1Q 2025	Facilities Manager	
Explore bonding capacity and create a financing plan for upgrades.	1Q 2026	Chief	

Strategy 2.3: Develop a five-year equipment replacement plan.			
Tactics	Timeline	Responsibility	Status
Complete detailed analysis of unit locations and asset deployment to ensure best coverage.	2025 and ongoing	Asst. Chief Operations/ Fleet Manager	
Replace all protective equipment by the end of the 5-year plan period.	Ongoing with all completed by 2027	Safety Committee	
Develop a comprehensive technology plan to update infrastructure, software, etc. and consider adding an IT position during the plan period.	Plan developed by 2025	Facilities Manager	

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**Strategic Objective #3 – Leadership and Staff Capacity:** Maintain the values of strong customer service, proactive partnerships, and remain a leader in the fire service in Greenville County.

## Strategy 3.1: Conduct a staffing needs assessment.

Tactics	Timeline	Responsibility	Status
Evaluate all current positions to include what tasks are being completed by each staff person and then compare to current job descriptions.	4Q 2023	All staff members	
Realign staff duties based on task analysis and identify any gaps.	2Q 2024	Command Staff	
Develop plan to add new positions based on task analysis and gaps analysis.	3Q 2024	Command Staff	
Advertise and hire for new positions as appropriate.	1Q 2025 and ongoing	Command Staff	

## Strategy 3.2: Develop Succession Plans for all leadership positions.

Tactics	Timeline	Responsibility	Status
Ensure all membership in command staff have complete list of all essential functions completed by each member of command staff.	1Q 2024	Command Staff	
Create a formal succession plan for each command position to include hiring plan and interim leadership plans if a position turns over (consultant will provide template).	1Q 2025	Command Staff	



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**Strategic Objective #3 – Leadership and Staff Capacity:** Maintain the values of strong customer service, proactive partnerships, and remain a leader in the fire service in Greenville County.

<b>Strategy 3.3: Conduct an analysis of all current operational policies and standardize expectations and procedures.</b>			
<b>Tactics</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Status</b>
Survey the department to assess issues with policies and procedures and areas of desired changes.	4Q 2022	All staff members	
Monitor best practice in policies and procedures among peer organizations.	4Q 2022 and ongoing	Training Chief	
Update policies and procedures manual at least every 3 years.	2022 and 2025	Training Chief	

<b>Strategy 3.4: Evaluate all current training initiatives and training tracks and develop a plan to improve training tracks and options.</b>			
<b>Tactics</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Status</b>
Expand the amount available for tuition and fees assistance for all employees.	3Q 2023 and ongoing	Training Chief	
Survey the department to assess ideas for enhancements to training programs and tracks.	4Q 2023	Training Chief	
Update training offerings and clearly outline training plans for key leadership and promotion tracks.	4Q 2024	Training Chief	
Establish non-confrontational cultural diversity training courses.	2024 and evaluated at least every 2 years	Training Chief	
Evaluate opportunities for training programs/options with emergency management partners such as EMS, County Emergency Management, etc.	2025	Training Chief	
Attend and present at state and national conferences for all program areas.	Ongoing and evaluated annually	Command Staff	

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**Strategic Objective #3 – Leadership and Staff Capacity:** Maintain the values of strong customer service, proactive partnerships, and remain a leader in the fire service in Greenville County.

## **Strategy 3.5: Increase pipeline for entry level positions and promote the fire service as a career option to students.**

Tactics	Timeline	Responsibility	Status
Expand partnerships with career centers, technical colleges, and other programs.	1Q 2024	Training Chief, Operations Chief, staff	
Expand the Explorer Program.	3Q 2024	Explorer Coordinator	
Evaluate the effectiveness of the volunteer program and make adjustments based on evaluation.	1Q 2025	Volunteer Coordinator and Training Chief	

## **Strategy 3.6: Evaluate current mutual aid agreements and partnerships and update as applicable.**

Tactics	Timeline	Responsibility	Status
Review statistics for each agreement to include number of calls each department assists BSFD with and number of calls BSFD assists other departments.	4Q 2023 and at least every 2 years	Command Staff	
Work with partners to reduce the number of calls to skilled facilities.	4Q 2023 and ongoing	Command Staff	
Update mutual aid agreements based on outcomes of statistics review.	2Q 2024 and ongoing	Command Staff	
Explore using mutual aid agreements to enhance Community Risk Reduction programs for all partners.	3Q 2024 and ongoing	Community Risk Reduction Manager	
Work with other departments to identify opportunities to collaborate countywide similar to radio project.	Ongoing	Command Staff	
Maintain partnerships with consultants to increase capacity in governmental affairs, bonds, audits, HR, and COBRA administration.	Ongoing	Chief and Commission	