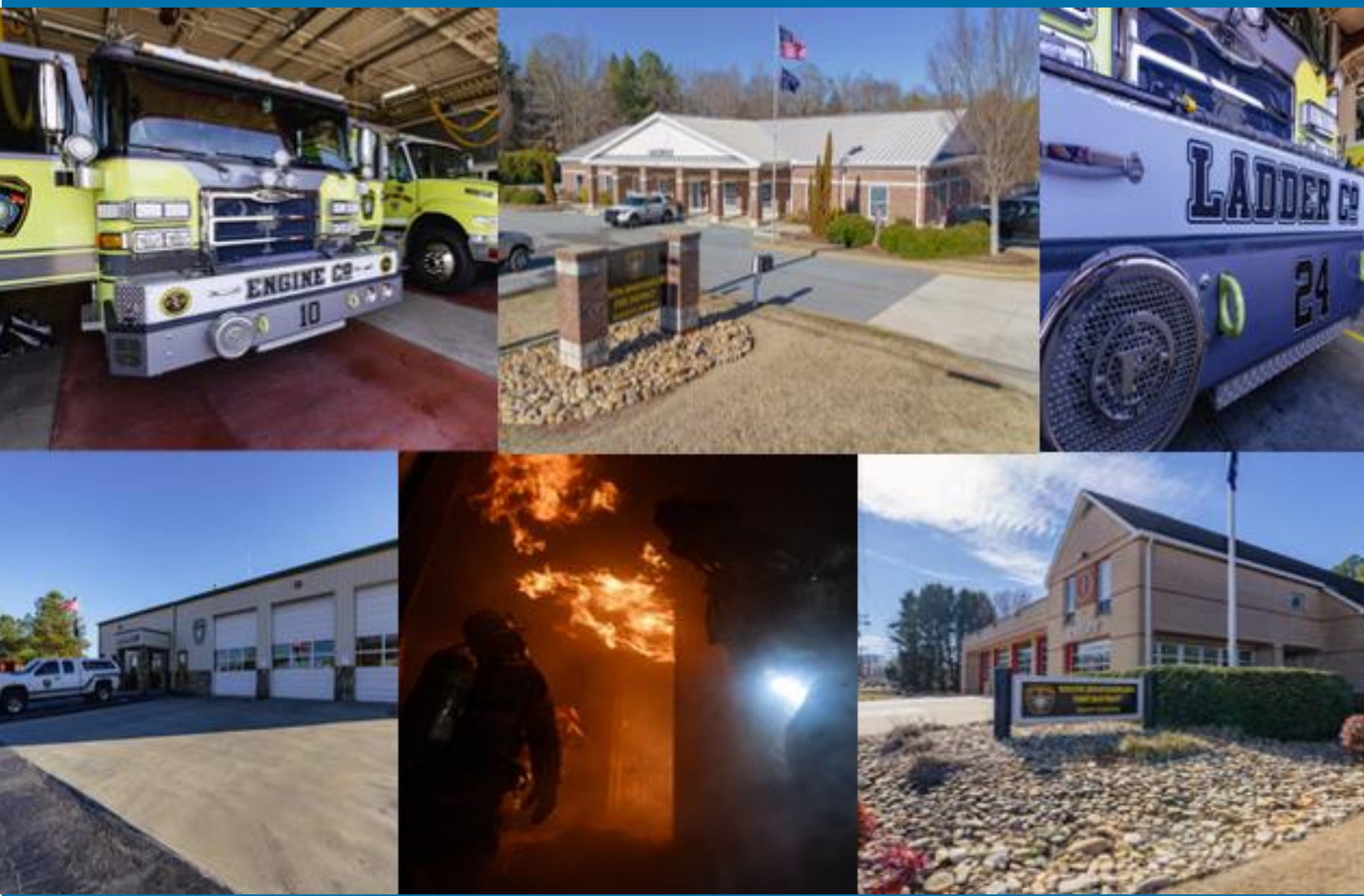


Community-Based Fire Service Strategic Plan

South Spartanburg Fire District, South Carolina

2025-2028





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Executive Summary

Background

Strategic Planning aligns the priorities of the community with its fire district. By bringing together a variety of stakeholders for a day of planning, workshop participants were able to work together to develop a shared vision for the future of the South Spartanburg Fire District.

Held on January 19, 2024, the South Spartanburg Community-Based Fire Service Strategic Planning Workshop was a historical event. Fire district leadership invited members of the community and personnel from all ranks of the fire district to come together and participate in the Strategic Planning Workshop. Never before had the South Spartanburg Fire District initiated such an inclusive and transparent planning process.



Stakeholders established the following Goals for the South Spartanburg District for the planning period of 2023-2027.

Goal 1.1	Develop a Firefighter Recruitment and Retention Program
Objectives	<p>1.1.1 Identify and begin collecting data about how many firefighters leave district employment and why.</p> <p>1.1.2 Develop a social media plan to aid with recruitment and retention efforts then submit it to the Initiative 3, Community Outreach, for inclusion in the Community Communication Plan.</p> <p>1.1.3 Collect and organize the necessary staffing data to apply for a SAFER Grant and submit it to the District Grant Writer.</p> <p>1.1.4 Investigate the feasibility of a Firefighter Gas Allowance and submit a recommendation to the Fire Chief.</p> <p>1.1.5 Develop a Junior Firefighter Program and submit it to the Fire Chief.</p>
Goal 1.2	Develop a Firefighter Health and Wellness Plan.
Objectives	<p>1.2.1 Investigate the feasibility of providing supplemental insurance for firefighters and submit a recommendation to the Fire Chief.</p> <p>1.2.2 Investigate the feasibility of having a Nurse Practitioner conduct wellness visits at the fire stations and submit a recommendation to the Fire Chief.</p> <p>1.2.3 Investigate the feasibility of providing gym memberships for firefighters and submit a recommendation to the Fire Chief.</p> <p>1.2.4 Investigate the feasibility of providing cancer screenings for firefighters and submit a recommendation to the Fire Chief.</p>

Goal 1.3	Develop a Firefighter Benefits Program.
Objectives	<p>1.3.1 Investigate the feasibility of providing a grocery budget for on-duty meals and submit a recommendation to the Fire Chief.</p> <p>1.3.2 Investigate the feasibility of providing extra vacation days to firefighters (birthday, etc.) and submit a recommendation to the Fire Chief.</p> <p>1.3.3 Investigate the feasibility of providing tuition reimbursement for firefighters and submit a recommendation to the Fire Chief.</p> <p>1.3.4 Investigate the feasibility of providing a cell phone reimbursement for firefighters and submit a recommendation to the Fire Chief.</p> <p>1.3.5 Investigate the possibility of providing tax-exempt status for firefighters and submit a recommendation to the Fire Chief.</p>
Goal 2.1	Develop a Community Communication Plan.
Objectives	<p>2.1.1 Develop and submit to the Fire Chief a social media plan that increases the current level of engagement with the community.</p> <p>2.1.2 Investigate the feasibility of hosting a community calendar on the Fire District website and submit a recommendation to the Fire Chief.</p> <p>2.1.3 Secure approval from the Fire Chief to update the fire district website and create a schedule for ongoing updates.</p> <p>2.1.4 Incorporate the Recruitment and Retention Plan that is established by Initiative 1: Staffing into the Community Communication Plan.</p>

Goal 2.2	Develop a Community Education Plan
Objectives	<p>2.2.1 Develop and submit to the Fire Chief a schedule of monthly educational and informational videos for social media distribution.</p> <p>2.2.2 Investigate the feasibility of hosting an open house and make a recommendation to the Fire Chief.</p> <p>2.2.3 Create and submit to the Fire Chief a community newsletter to be distributed digitally and in print and establish an ongoing schedule for regular newsletters.</p>
Goal 2.3	Develop a Community Risk Assessment and Risk Reduction Plan.
Objectives	<p>2.3.1 Collect and analyze fire district response data.</p> <p>2.3.2 Formulate and submit to the Fire Chief an action plan based on the response data.</p> <p>2.3.3 Train fire district personnel on the Community Risk Assessment and Risk Reduction Plan.</p>
Goal 3.1	Complete and submit to the Fire Chief a Fire District Staffing Evaluation.
Objectives	<p>3.1.1 Identify the administrative and operational staffing levels.</p> <p>3.1.2 Identify national standards for administrative and operational staffing.</p> <p>3.1.3 Conduct a gap analysis.</p> <p>3.1.4 Submit the Fire District Staffing Evaluation to the Fire Chief</p>

Goal 3.2	Complete and submit to the Fire Chief a Fire District Performance Evaluation.
Objectives	<p>3.2.1 Establish the Current Response Performance of the South Spartanburg Fire District.</p> <p>3.2.2 Identify national standards for fire department response performance.</p> <p>3.2.3 Conduct a gap analysis.</p> <p>3.2.4 Establish and submit to the Fire Chief recommended performance goals for the South Spartanburg Fire District.</p>
Goal 3.3	Complete and submit to the Fire Chief a Fire Apparatus Replacement Plan.
Objectives	<p>3.3.1 Establish the current condition of all South Spartanburg Fire District apparatus.</p> <p>3.3.2 Identify national standards for fire department apparatus.</p> <p>3.3.3 Conduct a gap analysis.</p> <p>3.3.4 Establish and submit to the Fire Chief a recommended Fire Apparatus Replacement Plan for the South Spartanburg Fire District.</p>

Goal 3.4	Identify additional sources of funding for the South Spartanburg Fire District.
Objectives	3.4.1 Initiate the steps that are required to begin a referendum.
	3.4.2 Review and update as necessary the South Spartanburg Fire District Pay Plan and an associated source of funding.
	3.4.3 Investigate the feasibility of new sources of grant funding for the South Spartanburg Fire District and submit a recommendation to the Fire Chief.
	3.4.4 Investigate the feasibility of establishing a non-profit organization to provide financial support to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.
	3.4.5 Investigate legislative options to provide funding to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.

Next Steps

This Community-Based Fire Service Strategic Plan provides a detailed roadmap for the South Spartanburg Fire District based on the priorities of both the community and members of the district. Ideally, the South Spartanburg Fire District Local Board of Fire Control, commonly referred to as the Board of Commissioners, will adopt the Community-Based Fire Service Strategic Plan or some variation of the plan. The approved document should then be shared with all members of the community and regularly updated as goals and objectives are completed or modified.

Introduction

"Strategic Planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them."

– Robert McKain

Strategic Planning aligns the priorities of the community with its fire district. By bringing together a variety of stakeholders for a day of planning, workshop participants were able to work together to develop a shared vision for the future of the South Spartanburg Fire District.

All too often, leaders view Strategic Planning as an event, not an ongoing process, resulting in unfinished plan objectives. The South Spartanburg Fire District can avoid this common pitfall by ensuring everyone in a leadership position understands the established strategic initiatives and actively works throughout the year to accomplish the goals and objectives outlined in this Community-Based Fire Service Strategic Plan.

Letter from the Fire Chief



**Roebuck Fire
District DBA South
Spartanburg
Fire District**

Ryan C. Eubanks
Fire Chief

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Roebuck, SC 29376

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Your *Community-Based Fire Service Strategic Plan* was a collaborative effort of the Arkwright, Croft, and Roebuck Communities, the local Board of Fire Control, and the dedicated members and staff of your fire district. Their time and commitment to this process were instrumental in developing our path forward to establish an effective service delivery model. Together, we recognized that our community is dependent on building and developing resources through a collaborative process working as one team.

The inclusive process used to develop this plan brought together a diverse representation of the Arkwright, Croft, and Roebuck communities, a cross-section of stakeholder groups, and members and staff from the SSFD who shared their perspectives on the future direction of our fire district. The members of the SSFD are dedicated, professional, and driven to serve our citizens. It's our responsibility to provide our team with the proper staffing, training, facilities, and equipment so they can safely and effectively carry out their number one mission, to protect our community.

Strategic planning is an essential tool in the fire service which develops our path forward to ensure a high state of readiness for all hazards that our community faces. Over the next five years, our staff and members will strive to accomplish the goals that have been identified in the plan. Once implemented, our community and our fire district will be much stronger and well-positioned to protect our citizens and meet the many challenges of delivering emergency services across our community.

The true test of this strategic plan will now be the implementation of our established goals. I am confident that in the next five years, our fire district will further develop into a progressive all-hazards emergency services agency. This planning process has set forth clear goals that include established measurable outcomes which now provide clear guidance for funding and implementation to best serve our community.

I would like to sincerely thank our community, our commissioners, our members and staff, our outstanding facilitators, and the many stakeholders who participated in this process. Their time and dedication were critical to the development and future success of this plan.

Respectfully,



Ryan C. Eubanks
Fire Chief

The Strategic Planning Process

Held on January 19, 2024, the South Spartanburg Fire District Strategic Planning Workshop was a historical event. Fire district leadership invited members of the community and personnel from all ranks of the fire district to come together and participate in the Strategic Planning Workshop. Never before had the South Spartanburg Fire District initiated such an inclusive and transparent planning process.

Dynamix Consulting Group noted that the members who participated in the planning process were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire service delivery and the safety of their community.



"You've got to eat while you dream.

You've got to deliver on short-range commitments, while you develop a long-range strategy and vision and implement it.

The success of doing both.

Walking and chewing gum if you will." —Jack Welch

Having a plan is only half of the formula necessary to achieve success. Developing a plan represents the intention to achieve something. The follow-through to the plan affects actual change. The South Spartanburg Fire District Strategic Planning Team committed time, effort, and energy to develop this Strategic Plan. While the plan is now complete, its success depends entirely on the follow-through by all district members to achieve the stated outcomes.



An organization that knows where it is going knows the environment in which it must operate, and identifies how to get there, has the best chance of meeting the needs of its community and achieving its vision. Members of the community stepped forward and helped the district prioritize its strategic initiatives, goals, and objectives. It is now time for district leaders and members of the fire district to roll up their sleeves and get to work. Collaboration, communication, and commitment are the keys to successfully achieving the short-range objectives, while the South Spartanburg Fire District works toward accomplishing the longer-range goals that are outlined in this Strategic Plan.

To the extent possible, the South Spartanburg Fire District budget should align with the elements of this Strategic Plan. South Spartanburg Fire District leaders must allocate funding for the Strategic Plan elements to keep funding from being the roadblock to successful implementation.

Dynamix Consulting Group notes the Strategic Plan should be a "living" document, continuously updated to reflect the changing needs of the South Spartanburg Fire District. Goals and objectives can and should change over time. The effective management of the Strategic Plan will communicate the changes and the reasons for the changes in a timely fashion.



Definition of Terms

There are four main components to this Strategic Plan: initiatives, goals, objectives, and outcomes. For purposes of this Strategic Plan, they are defined as follows:

Initiative: The largest overarching element of a Strategic Plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal: A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic Planners consider initiatives accomplished upon completion of all goals under each initiative.

Objective: A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic Planners consider goals accomplished with the completion of each corresponding objective.

Outcome: The description of the desired result of a goal or objective once accomplished.



Strategic initiatives, goals, objectives, and outcomes are an essential part of the South Spartanburg Fire District's future work effort. By following these components carefully, the fire district will accomplish its objectives and, in turn, its goals and should benefit from reduced obstacles and distractions.

Initiative Workgroups



The South Spartanburg Fire District, with assistance from Dynamix Consulting Group, established four strategic initiatives for the January 19, 2024, Strategic Planning Workshop based on the input solicited from the members of the community and the members of the fire district by way of electronic surveys. Dynamix Consulting Group worked with the fire district to ensure the membership of each initiative workgroup included a cross-section of stakeholders.



Role of the Strategic Plan Manager

The Strategic Plan Manager for the South Spartanburg Fire District will be the Fire Chief. The Strategic Plan Manager is responsible for tracking the progress made on each of the stated objectives in the Strategic Plan. A Progress Reporting Template has been included at the end of this report for use in tracking the progress of the initiatives that were developed as part of this plan.

Role of the Objective Coordinators

For the purpose of accountability, one South Spartanburg Fire District Officer will serve as the Objective Coordinator for each of the objectives outlined in this Community-Based Fire Service Strategic Plan. It is the responsibility of the Objective Coordinators to track their initiative's progress and report the progress to the Strategic Plan Manager using the Progress Reporting Template provided at the end of this report or as otherwise directed by the Fire Chief / Strategic Plan Manager.

Role of the South Spartanburg Fire District Members

Every member of the South Spartanburg Fire District is responsible for understanding the Strategic Plan, internalizing its goals and objectives, and helping the organization succeed, whether or not they were part of the Strategic Planning Team.

Through awareness of the various efforts undertaken to achieve success, members can look for opportunities among the various initiative workgroups to assist in achieving its objectives. Members must also help by holding the organization accountable to stated objectives and timelines.

While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, these corrections should not be a common excuse for not achieving what was committed to at the inception of this Strategic Plan.



Communication Strategies

No single method of communication reaches the four corners of any organization, so it is critical to use multiple methods of communication to keep the plan in the front of every member's mind. Communication Strategies may include but should not be limited to:

- ❏ Progress updates from the Fire Chief, both verbally and in writing.
- ❏ Company Officers meeting with all crews periodically to review the Strategic Plan.
- ❏ Highlighting a single element of the Strategic Plan during fire district training sessions (e.g., during training, identify at least one component from the Strategic Plan and spend 5-10 minutes discussing it).
- ❏ Upload the Strategic Plan electronically to make it accessible to all personnel; also, make a hard copy of the Strategic Plan at each station.
- ❏ Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- ❏ Convene a meeting of internal stakeholders annually to update the plan and ensure accountability.
- ❏ Leadership should provide at least quarterly status updates on the progress of the Strategic Plan to the Board of Fire Commissioners for the life of the plan.

By keeping the Strategic Plan front and center in the organization, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for accomplishments in the other elements.



Environmental Scan

To develop Strategic Initiatives, it is essential to evaluate the external and internal organizational environment. Dynamix Consulting Group combined feedback from a community survey and an internal fire district member survey to assess the environment in which the South Spartanburg Fire District operates.

Community Survey

Dynamix Consulting Group conducted an online survey for the residents and business owners in the South Spartanburg Fire District to provide input into the Strategic Plan. This survey was available for participation from Monday, October 23, 2023, through Monday, December 11, 2023. A total of 396 members of the South Spartanburg Fire District community completed the survey. The results of the surveys were the foundation for the evaluation of the South Spartanburg Fire District's Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis. The Community Survey is included in Appendix A of this Community-Based Fire Service Strategic Plan.



Internal Fire District Survey



Dynamix Consulting Group conducted an online survey for the members of the South Spartanburg Fire District to provide input into the Strategic Plan. This survey was available for participation from Monday, August 14, 2023, through Thursday, December 20, 2023. A total of 32 of the 47 members of the South Spartanburg Fire District participated in this survey. This represents 68% of the organization. The results of the surveys were the foundation for the evaluation of the South Spartanburg Fire District's Strengths, Weaknesses, Opportunities, and Challenges. The Internal Fire District Survey is included in Appendix B of this Community-Based Fire Service Strategic Plan.

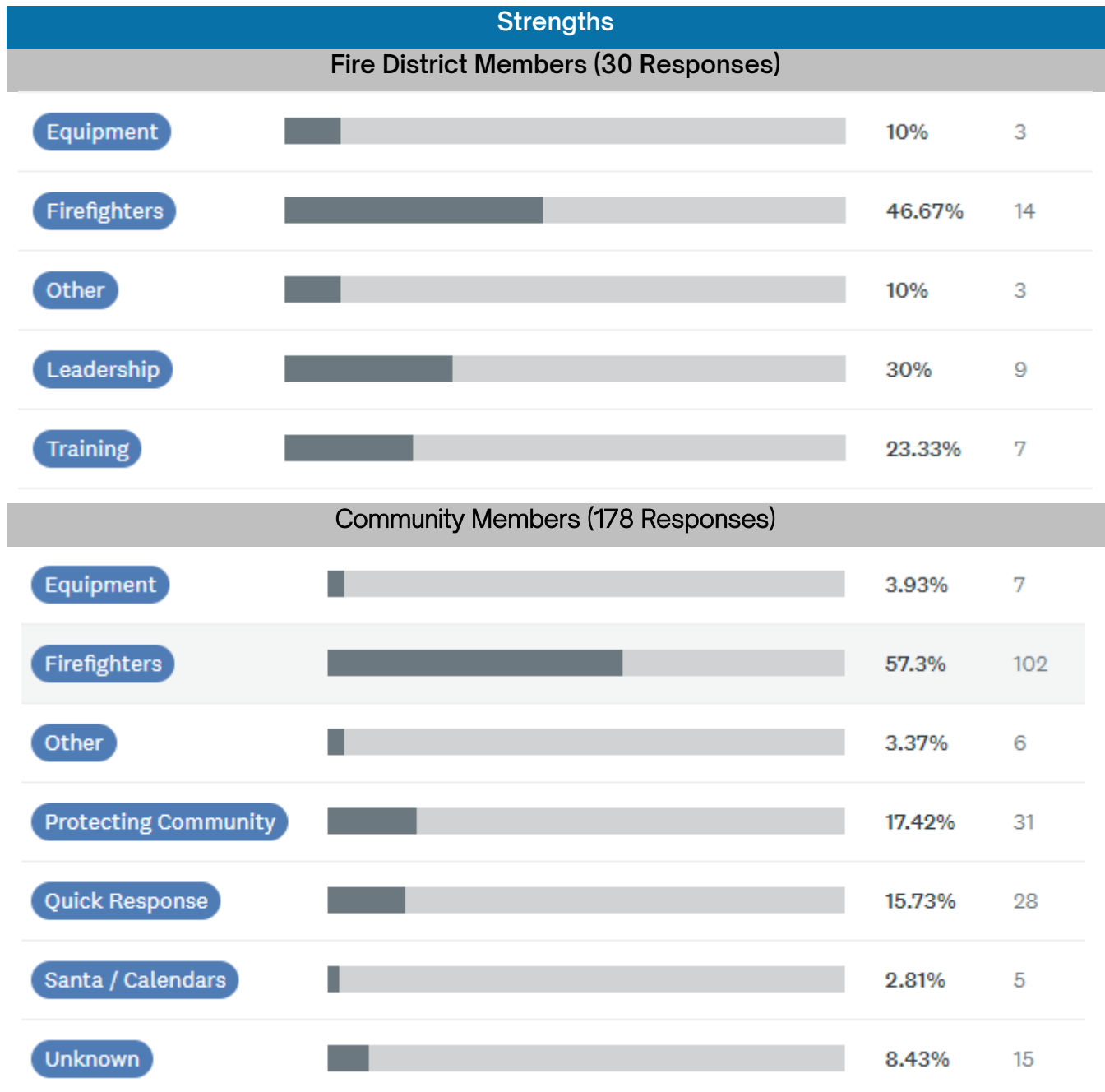
SWOC Analysis

The following analysis compares the South Spartanburg Fire District's Strengths, Weaknesses, Opportunities, and Challenges (SWOC). For this evaluation, Dynamix Consulting Group identified the three most common answers as identified by the community members and the fire district members.

As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

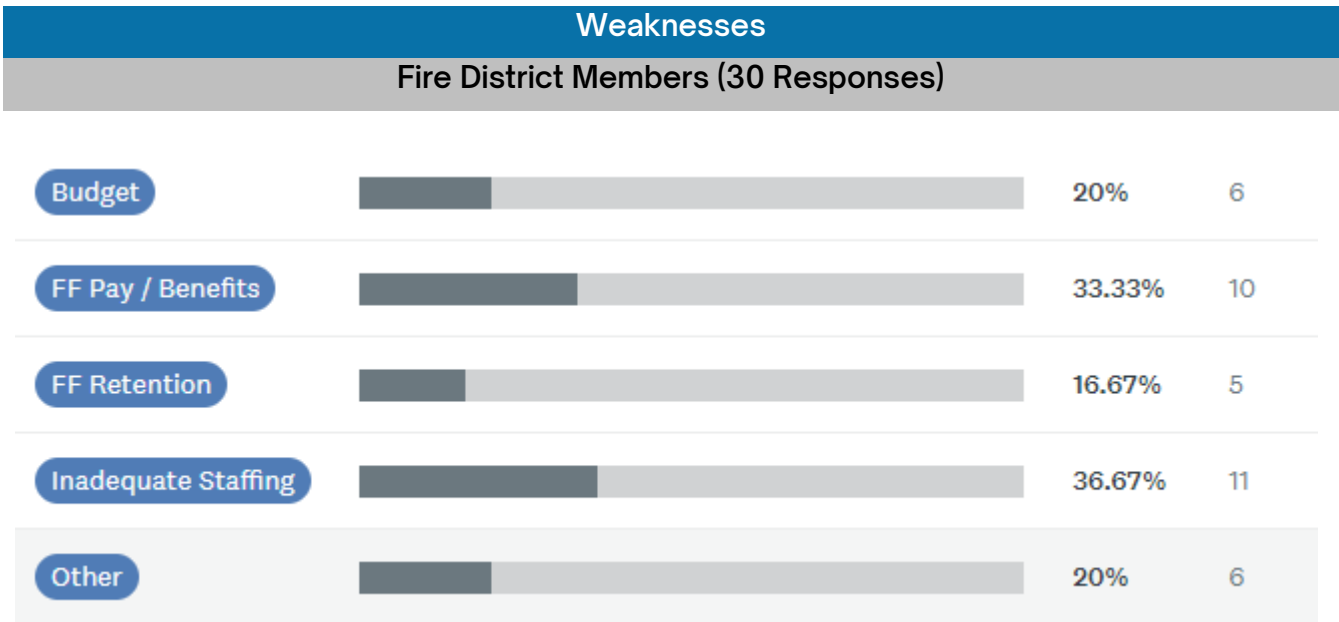
Strengths

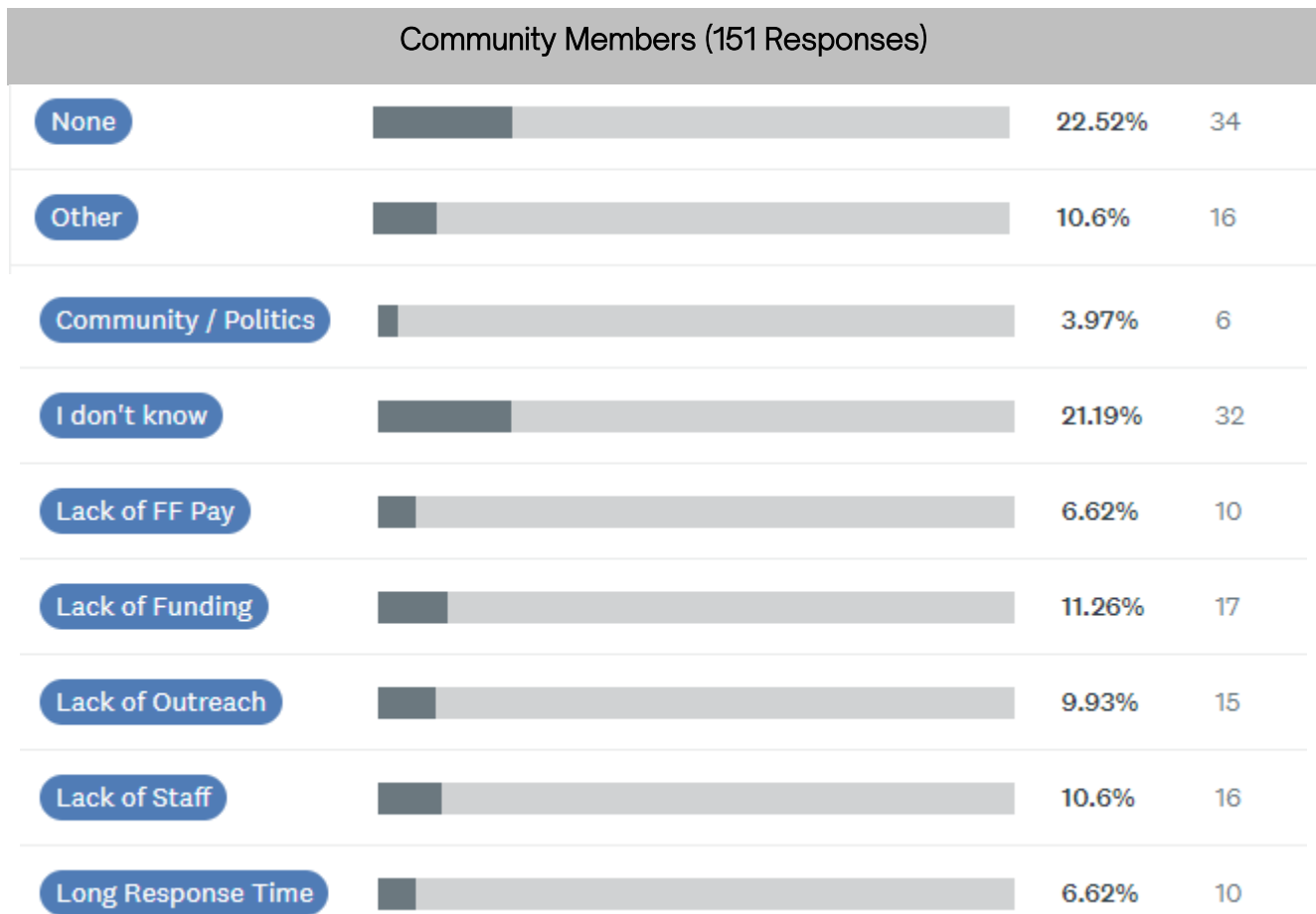
It is essential for any organization to identify strengths as they provide assurances of the organization's ability to deliver the services requested by customers and to ensure strengths are consistent with the organization's issues. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Organizations should carefully review programs that do not match organizational strengths or the organization's primary function to evaluate the rate of return on precious staff time.



Weaknesses

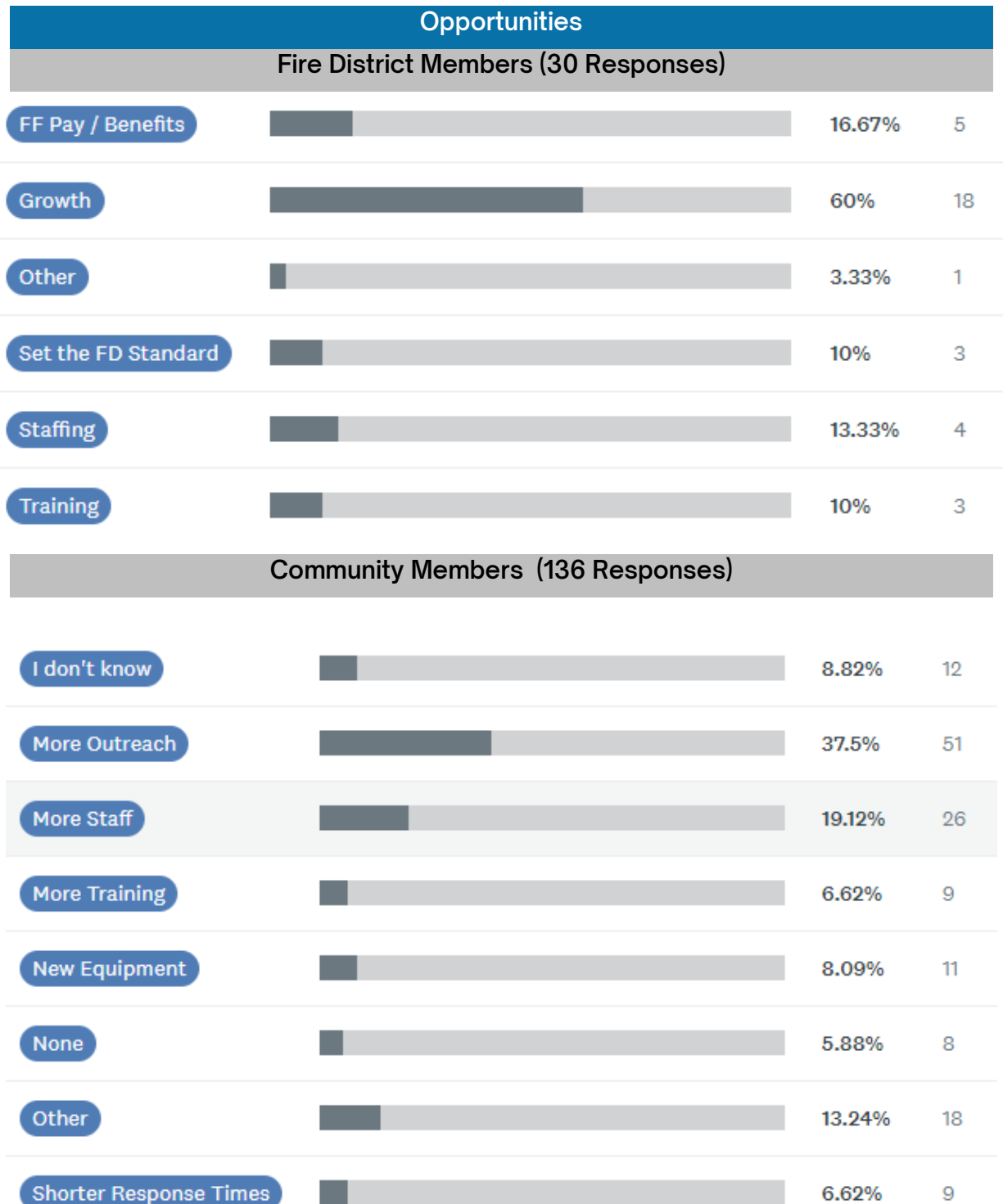
Performance, or lack of performance, within an organization, depends on identifying weaknesses and determining how the organization confronts these weaknesses. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is uncommon for organizations to identify and deal with these issues effectively on their own. For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it does not function well or even at all. These areas of needed enhancements differ from the challenges identified later in this document. Weaknesses include those day-to-day issues and concerns that may slow or inhibit progress.





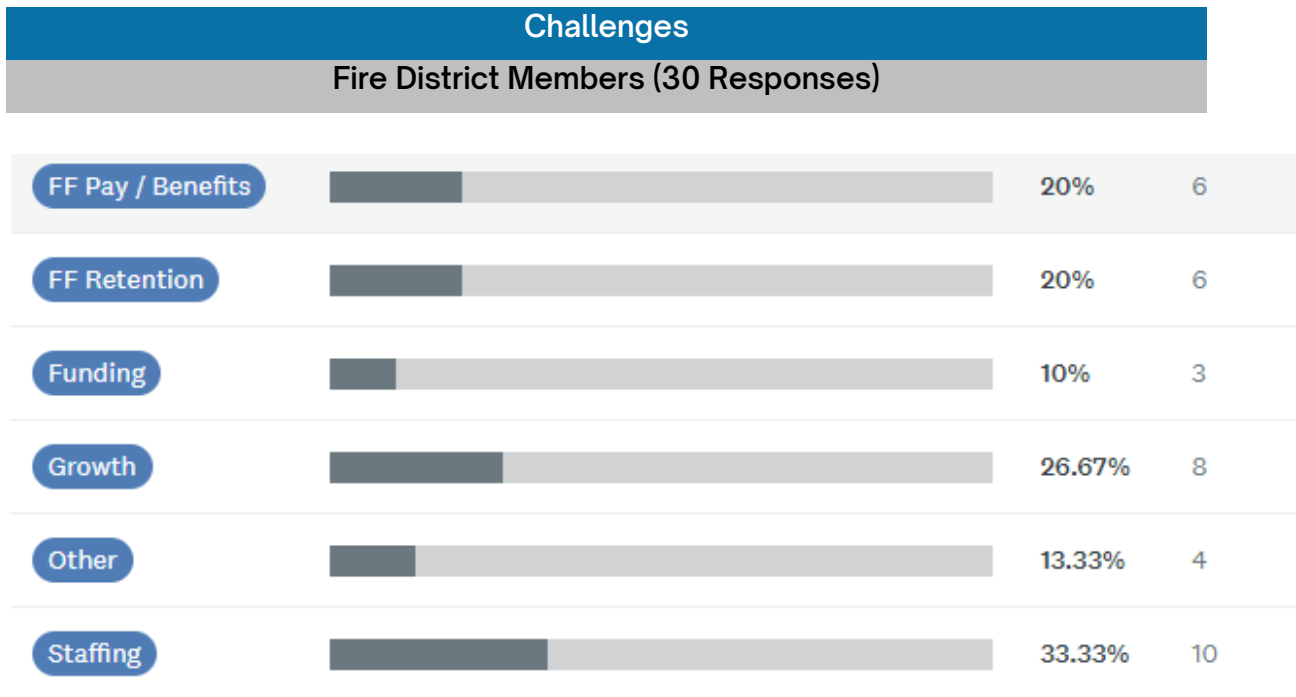
Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how the organization uses the strengths and overcomes the weaknesses. The focus of opportunities is not solely on existing services but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the South Spartanburg Fire District.

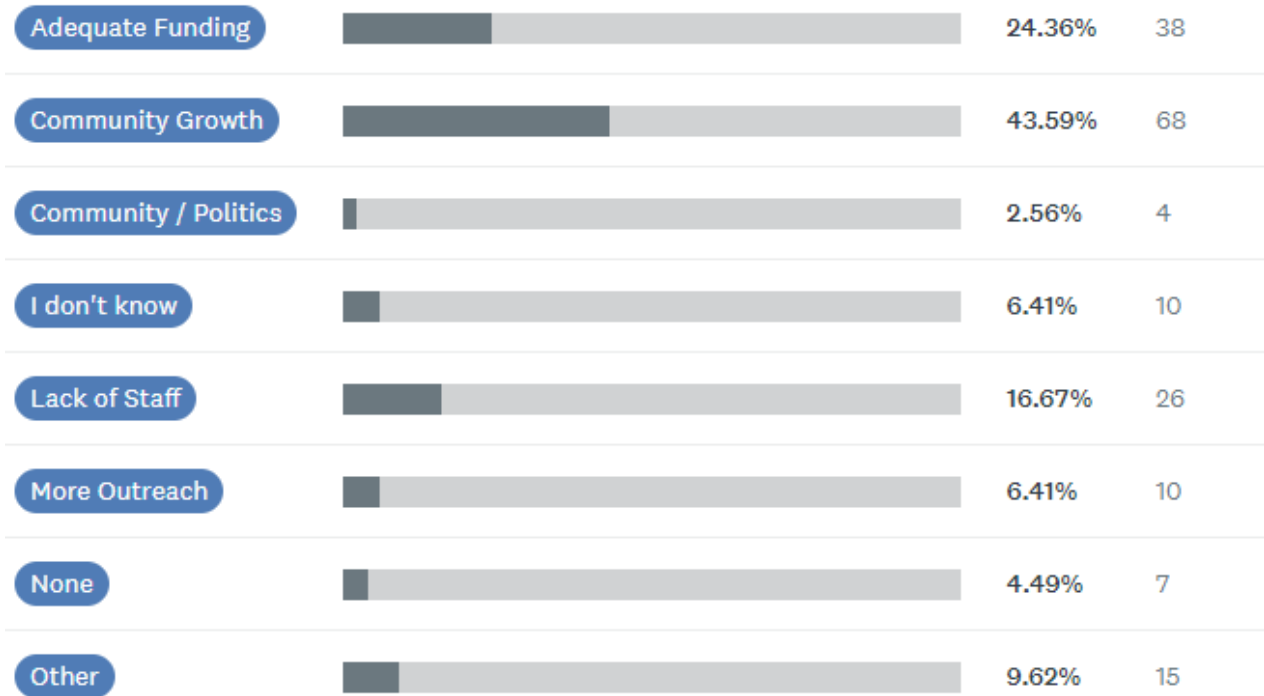


Challenges

There are conditions in the external environment that are not under the South Spartanburg Fire District's control. Identifying these conditions allows the fire department to develop plans to mitigate or respond when a challenge becomes an obstacle. By recognizing these challenges early, the South Spartanburg Fire District can hopefully anticipate, react to, and minimize the impacts of various challenges before they become overwhelming.



Community Members (156 Responses)



Cumulative SWOC Analysis

The following table correlates the three most commonly cited Strengths, Weaknesses, Opportunities, and Challenges identified by both the South Spartanburg Fire District Community and the members of the South Spartanburg Fire District and recognizes the common themes as the Cumulative SWOC Results.

	Fire District Members	Community Members	Cumulative SWOC Results
Strengths	Firefighters Leadership Training	Firefighters Protecting the Community Quick Response	Firefighters
Weaknesses	Inadequate Staffing <i>Firefighter Pay / Benefits</i> Budget	Lack of Funding Lack of Staff <i>Lack of Outreach</i>	Inadequate Staffing Lack of Funding
Opportunities	Growth <i>Firefighter Pay / Benefits</i> Staffing	<i>More Outreach</i> More Staff New Equipment	Staffing
Challenges	Staffing Growth <i>Firefighter Pay / Benefits / Retention</i>	Growth Adequate Funding Lack of Staff	Staffing Growth
Stakeholder Priority <i>(Initiative identified multiple times within a Stakeholder Group)</i>	<i>Firefighter Pay / Benefits / Retention</i>	<i>Lack of Outreach</i>	

Development of Strategic Initiatives

Following a review of the Cumulative SWOC Results, the Strategic Initiatives were established for the South Spartanburg Fire District Strategic Planning Workshop, with priority given to subjects that were identified as priorities by both members of the community and members of the fire district and to subjects that were identified repeatedly as being a priority to either the members of the community or the members of the fire district.

Strategic Initiative	Sample Goal Topics
1. Staffing	Recruitment, Retention Pay Benefits Diversity Health and Wellness Training Professional Development Succession Planning
2. Funding and Growth	Funding Sources Facilities Plan Apparatus Plan Equipment Plan Community Risk Assessment Standards of Cover / Performance Goals Number and Location of Fire Stations
3. Community Outreach	External Communication Plan Community Education Plan Community Risk Reduction Plan



Mission, Vision, and Organizational Values

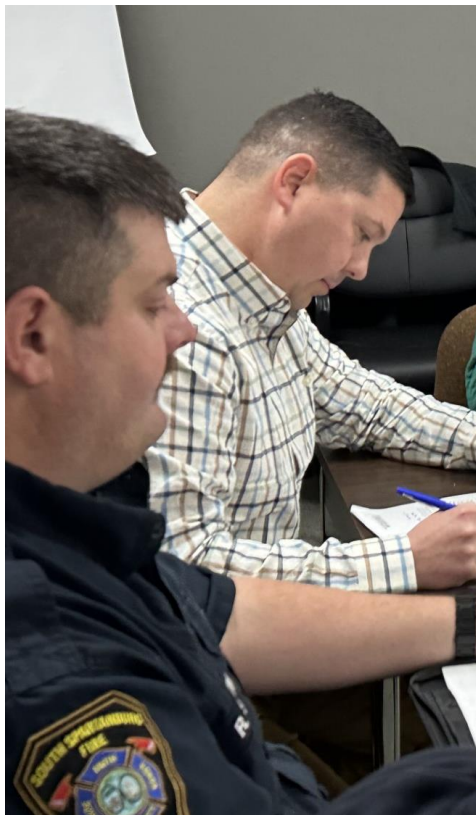
Mission

A Mission Statement is an explanation of the organization's reason for existence. The Mission Statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions "What is our organization's purpose?" and "Why does our organization exist?"

The members of the South Spartanburg Fire District Strategic Planning Team, through a consensus process, developed the following proposed mission statement for the consideration of the leadership of the South Spartanburg Fire District:

The South Spartanburg Fire District is committed to protecting, serving, and educating our community.

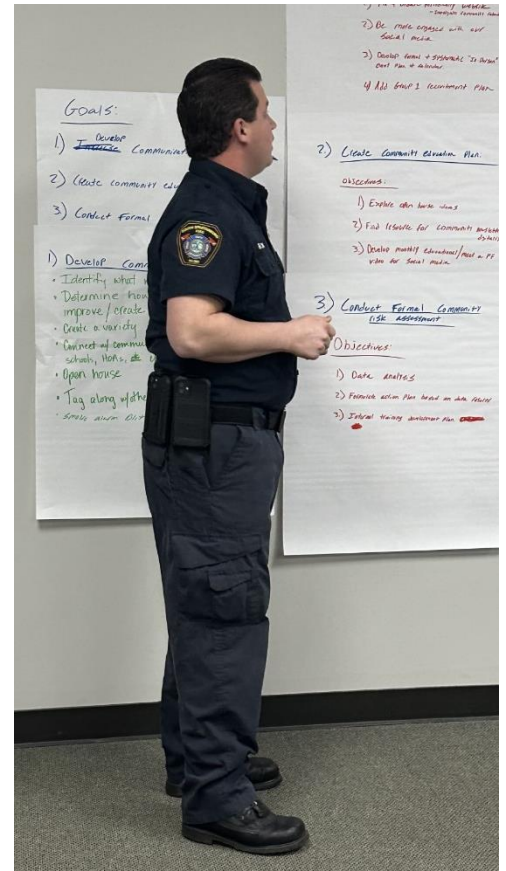
Vision



A Vision Statement establishes the ideal image that the organization wishes to achieve. The Vision Statement should answer the questions "Where are we headed?" and "If we achieved all strategic goals, what would we look like ten years from now?"

During the Strategic Planning Workshop, participants discussed the current vision statement and, through a consensus process, offered the following suggestion for the consideration of the leadership of South Spartanburg Fire District:

The South Spartanburg Fire District shall adapt to the changing needs of our community by delivering a high standard of service while showing professionalism and compassion at all times.



Organizational Values

An Organizational Values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions "What values should guide the operations of our organization?" and "What conduct should our members uphold?"

Establishing values embraced by all members of an organization is extremely important. Values define those features and considerations that make up the personality of the organization. Those assembled for the South Spartanburg Fire District Strategic Planning process felt it necessary to declare the following statements of values for the organization.

During the Strategic Planning Workshop, participants discussed the current organizational values and, through a consensus process, offered the following suggestion for the consideration of the leadership of South Spartanburg Fire District:

Faith *We have a strong belief in God, community, and each other.*

Honor *We strive to uphold the beliefs of our organizational founders and to inspire future generations.*

Pride *We have deep respect for our community, our organization, and ourselves.*

Integrity *The members of the South Spartanburg Fire District conduct themselves ethically and morally and have the courage to do the right thing.*



Initiative 1: Staffing

Goal 1.1 Develop a Firefighter Recruitment and Retention Program	
Objectives	1.1.1 Identify and begin collecting data about how many firefighters leave district employment and why.
	Objective Coordinator: District Chief Bagwell Due Date: July 01, 2024
	1.1.2 Develop a social media plan to aid with recruitment and retention efforts then submit it to the Initiative 3 Committee, Community Outreach, for inclusion in the Community Communication Plan.
	Objective Coordinator: District Chief Bagwell Due Date: December 01, 2024
	1.1.3 Collect and organize the necessary staffing data to apply for a SAFER Grant and submit it to the District Grant Writer.
	Objective Coordinator: District Chief Bagwell Due Date: January 01, 2025
	1.1.4 Investigate the feasibility of a Firefighter Gas Allowance and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: March 01, 2025
	1.1.5 Develop a Junior Firefighter Program and submit it to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: August 01, 2025
	Outcome: A strong pool of candidates from which to hire new firefighters and a stable workforce.

Goal 1.2 Develop a Firefighter Health and Wellness Plan.	
Objectives	1.2.1 Investigate the feasibility of providing supplemental insurance for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: December 01, 2025
	1.2.2 Investigate the feasibility of having a Nurse Practitioner conduct wellness visits at the fire stations and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: April 01, 2026
	1.2.3 Investigate the feasibility of providing gym memberships for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: July 01, 2026
	1.2.4 Investigate the feasibility of providing cancer screenings for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: October 01, 2026
Outcome: Healthy and physically fit firefighters.	

Goal 1.3 Develop a Firefighter Benefits Program.	
Objectives	1.3.1 Investigate the feasibility of providing a grocery budget for on-duty meals and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: January 01, 2027
	1.3.2 Investigate the feasibility of providing extra vacation days to firefighters (birthday, etc.) and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: April 01, 2027
	1.3.3 Investigate the feasibility of providing tuition reimbursement for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: June 01, 2027
	1.3.4 Investigate the feasibility of providing a cell phone reimbursement for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: September 01, 2027
	1.3.5 Investigate the possibility of providing tax-exempt status for firefighters and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Bagwell Due Date: December 01, 2027
Outcome: A decrease in the number of firefighters who leave the South Spartanburg Fire District to work for other fire departments.	

Initiative 2: Community Outreach

Goal 2.1 Develop a Community Communication Plan.	
Objectives	2.1.1 Develop and submit to the Fire Chief a social media plan that increases the current level of engagement with the community.
	Objective Coordinator: Captain Crook Due Date: July 01, 2024
	2.1.2 Investigate the feasibility of hosting a community calendar on the Fire District website and submit a recommendation to the Fire Chief.
	Objective Coordinator: Captain Crook Due Date: September 01, 2024
	2.1.3 Secure approval from the Fire Chief to update the fire district website and create a schedule for ongoing updates.
	Objective Coordinator: Captain Crook Due Date: January 01, 2025
	2.1.4 Incorporate the Recruitment and Retention Plan that is established by Initiative 1: Staffing into the Community Communication Plan.
	Objective Coordinator: Captain Crook Due Date: March 01, 2025
Outcome: A stronger connection between the South Spartanburg Fire District and the community.	

Goal 2.2 Develop a Community Education Plan	
Objectives	2.2.1 Develop and submit to the Fire Chief a schedule of monthly educational and informational videos for social media distribution.
	Objective Coordinator: Captain Crook Due Date: June 01, 2025
	2.2.2 Investigate the feasibility of hosting an open house and make a recommendation to the Fire Chief.
	Objective Coordinator: Captain Crook Due Date: August 01, 2025
	2.2.3 Create and submit to the Fire Chief a community newsletter to be distributed digitally and in print and establish an ongoing schedule for regular newsletters.
	Objective Coordinator: Captain Crook Due Date: January 01, 2026
Outcome: Increased educational opportunities for the members of the community throughout the year.	

Goal 2.3	Develop a Community Risk Assessment and Risk Reduction Plan.
Objectives	2.3.1 Collect and analyze fire district response data.
	Objective Coordinator: Captain Crook Due Date: July 01, 2026
	2.3.2 Formulate and submit to the Fire Chief an action plan based on the response data.
	Objective Coordinator: Captain Crook Due Date: January 01, 2027
	2.3.3 Train fire district personnel on the Community Risk Assessment and Risk Reduction Plan.
	Objective Coordinator: Captain Crook Due Date: July 01, 2027
	Outcome: A safer South Spartanburg Fire District that has a reduced need for fire department emergency response.

Initiative 3: Funding and Growth

Goal 3.1	Complete and submit to the Fire Chief a Fire District Staffing Evaluation.	
Objectives	3.1.1 Identify the administrative and operational staffing levels.	
	Objective Coordinator:	District Chief Smith Due Date: June 01, 2024
	3.1.2 Identify national standards for administrative and operational staffing.	
	Objective Coordinator:	District Chief Smith Due Date: July 01, 2024
	3.1.3 Conduct a gap analysis.	
	Objective Coordinator:	District Chief Smith Due Date: September 01, 2024
	3.1.4 Submit the Fire District Staffing Evaluation to the Fire Chief.	
	Objective Coordinator:	District Chief Smith Due Date: November 01, 2024
	Outcome: An appropriately staffed South Spartanburg Fire District.	

Goal 3.2	Complete and submit to the Fire Chief a Fire District Performance Evaluation.
Objectives	3.2.1 Establish the Current Response Performance of the South Spartanburg Fire District.
	Objective Coordinator: District Chief Smith Due Date: January 01, 2025
	3.2.2 Identify national standards for fire department response performance.
	Objective Coordinator: District Chief Smith Due Date: March 01, 2025
	3.2.3 Conduct a gap analysis.
	Objective Coordinator: District Chief Smith Due Date: May 01, 2025
	3.2.4 Establish and submit to the Fire Chief recommended performance goals for the South Spartanburg Fire District.
	Objective Coordinator: District Chief Smith Due Date: September 01, 2025
	Outcome: A data-driven approach to ensure that the performance of the South Spartanburg Fire District is appropriate to the needs of the community with the given resources.

Goal 3.3 Complete and submit to the Fire Chief a Fire Apparatus Replacement Plan.	
Objectives	3.3.1 Establish the current condition of all South Spartanburg Fire District apparatus.
	Objective Coordinator: District Chief Smith Due Date: December 01, 2025
	3.3.2 Identify national standards for fire department apparatus.
	Objective Coordinator: District Chief Smith Due Date: January 01, 2025
	3.3.3 Conduct a gap analysis.
	Objective Coordinator: District Chief Smith Due Date: June 01, 2026
	3.3.4 Establish and submit to the Fire Chief a recommended Fire Apparatus Replacement Plan for the South Spartanburg Fire District.
	Objective Coordinator: District Chief Smith Due Date: September 01, 2026
	Outcome: Safe and functional fire apparatus that are consistently in service to respond to emergencies.

Goal 3.4	Identify additional sources of funding for the South Spartanburg Fire District.
Objectives	3.4.1 Initiate the steps that are required to begin a referendum.
	Objective Coordinator: District Chief Smith Due Date: July 01, 2025
	3.4.2 Review and update as necessary the South Spartanburg Fire District Pay Plan and an associated source of funding.
	Objective Coordinator: District Chief Smith Due Date: February 01, 2027
	3.4.3 Investigate the feasibility of new sources of grant funding for the South Spartanburg Fire District and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Smith Due Date: July 01, 2027
	3.4.4 Investigate the feasibility of establishing a non-profit organization to provide financial support to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Smith Due Date: September 01, 2027
	3.4.5 Investigate legislative options to provide funding to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.
	Objective Coordinator: District Chief Smith Due Date: December 01, 2027
	Outcome: Additional long-term funding sources to support the South Spartanburg Fire District.

Progress Reporting Template

The Strategic Plan Manager may consider using the Progress Reporting Template to track the progress of each Strategic Plan Objectives. This table could be made available to all Objective Coordinators to report whether their objective is ahead of schedule, on schedule, or behind schedule and provide a sentence of explanation.

2024-2027 Community-Based Fire Service Strategic Plan Objectives Progress Report

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
January 01, 2025				
3.1.1 Identify the administrative and operational staffing levels.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete
3.1.2 Identify national standards for administrative and operational staffing.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete
3.1.3 Conduct a gap analysis.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete
3.1.4 Submit the Fire District Staffing Evaluation to the Fire Chief.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete
3.2.2 Identify national standards for fire department response performance.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete
3.3.2 Identify national standards for fire department apparatus.	District Chief Smith	January 01, 2025	Ahead of Schedule	Complete

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
February 01, 2025				
1.1.3 Collect and organize the necessary staffing data to apply for a SAFER Grant and submit it to the District Grant Writer.	District Chief Bagwell	February 01, 2025		
2.1.3 Secure approval from the Fire Chief to update the fire district website and create a schedule for ongoing updates.	Captain Crook	February 01, 2025		
April 01, 2025				
2.1.2 Investigate the feasibility of hosting a community calendar on the Fire District website and submit a recommendation to the Fire Chief.	Captain Crook	April 01, 2025		
May 01, 2025				
3.2.1 Establish the Current Response Performance of the South Spartanburg Fire District.	District Chief Smith	May 01, 2025		
June 01, 2025				
2.2.1 Develop and submit to the Fire Chief a schedule of monthly educational and informational videos for social media distribution.	Captain Crook	June 01, 2025		

Objective	Coordinator	Due Date	Status	Explanation
Ahead of Schedule On Schedule Behind Schedule				
July 01, 2025				
1.1.1 Identify and begin collecting data about how many firefighters leave district employment and why.	District Chief Bagwell	July 01, 2025		
3.2.3 Conduct a gap analysis.	District Chief Smith	July 01, 2025		
August 2025				
2.1.1 Develop and submit to the Fire Chief a social media plan that increases the current level of engagement with the community.	Captain Crook	August 01, 2025		
3.4.1 Initiate the steps that are required to begin a referendum.	District Chief Smith	August 01, 2025		
October 01, 2025				
1.1.4 Investigate the feasibility of a Firefighter Gas Allowance and submit a recommendation to the Fire Chief.	District Chief Bagwell	October 01, 2025		
December 01, 2025				
3.3.1 Establish the current condition of all South Spartanburg Fire District apparatus.	District Chief Smith	December 01, 2025		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
January 01, 2026				
1.1.2 Develop a social media plan to aid with recruitment and retention efforts then submit it to the Initiative 3 Committee, Community Outreach Workgroup, for inclusion in the Community Communication Plan.	District Chief Bagwell	January 01, 2026		
April 01, 2026				
2.1.4 Incorporate the Recruitment and Retention Plan that is established by Initiative 1: Staffing Workgroup into the Community Communication Plan.	Captain Crook	April 01, 2026		
June 01, 2026				
1.2.2 Investigate the feasibility of having a Nurse Practitioner conduct wellness visits at the fire stations and submit a recommendation to the Fire Chief.	District Chief Bagwell	June 01, 2026		
3.3.3 Conduct a gap analysis.	District Chief Smith	June 01, 2026		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
July 01, 2026				
1.2.3 Investigate the feasibility of providing gym memberships for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	July 01, 2026		
2.3.1 Collect and analyze fire district response data.	Captain Crook	July 01, 2026		
September 01, 2026				
3.2.4 Establish and submit to the Fire Chief recommended performance goals for the South Spartanburg Fire District.	District Chief Smith	September 01, 2026		
3.3.4 Establish and submit to the Fire Chief a recommended Fire Apparatus Replacement Plan for the South Spartanburg Fire District.	District Chief Smith	September 01, 2026		
October 01, 2026				
1.2.4 Investigate the feasibility of providing cancer screenings for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	October 01, 2026		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
January 01, 2027				
1.3.1 Investigate the feasibility of providing a grocery budget for on-duty meals and submit a recommendation to the Fire Chief.	District Chief Bagwell	January 01, 2027		
2.3.2 Formulate and submit to the Fire Chief an action plan based on the response data.	Captain Crook	January 01, 2027		
February 01, 2027				
3.4.2 Review and update as necessary the South Spartanburg Fire District Pay Plan and an associated source of funding.	District Chief Smith	February 01, 2027		
April 01, 2027				
1.3.2 Investigate the feasibility of providing extra vacation days to firefighters (birthday, etc.) and submit a recommendation to the Fire Chief.	District Chief Bagwell	April 01, 2027		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
June 01, 2027				
1.3.3 Investigate the feasibility of providing tuition reimbursement for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	June 01, 2027		
July 01, 2027				
2.3.3 Train fire district personnel on the Community Risk Assessment and Risk Reduction Plan.	Captain Crook	July 1, 2027		
3.4.3 Investigate the feasibility of new sources of grant funding for the South Spartanburg Fire District and submit a recommendation to the Fire Chief.	District Chief Smith	July 01, 2027		
September 01, 2027				
1.3.4 Investigate the feasibility of providing a cell phone reimbursement for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	September 01, 2027		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
3.4.4 Investigate the feasibility of establishing a non-profit organization to provide financial support to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.	District Chief Smith	September 01, 2027		
December 01, 2027				
1.3.5 Investigate the possibility of providing tax-exempt status for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	December 01, 2027		
3.4.5 Investigate legislative options to provide funding to the South Spartanburg Fire District and submit a recommendation to the Fire Chief.	District Chief Smith	December 01, 2027		
January 01, 2028				
1.1.5 Develop a Junior Firefighter Program and submit it to the Fire Chief.	District Chief Bagwell	January 01, 2028		
2.2.2 Investigate the feasibility of hosting an open house and make a recommendation to the Fire Chief.	Captain Crook	January 01, 2028		

Objective	Coordinator	Due Date	Status Ahead of Schedule On Schedule Behind Schedule	Explanation
April 01, 2028				
2.2.3 Create and submit to the Fire Chief a community newsletter to be distributed digitally and in print and establish an ongoing schedule for regular newsletters.	Captain Crook	April 01, 2028		
June 01, 2028				
1.2.1 Investigate the feasibility of providing supplemental insurance for firefighters and submit a recommendation to the Fire Chief.	District Chief Bagwell	June 01, 2028		

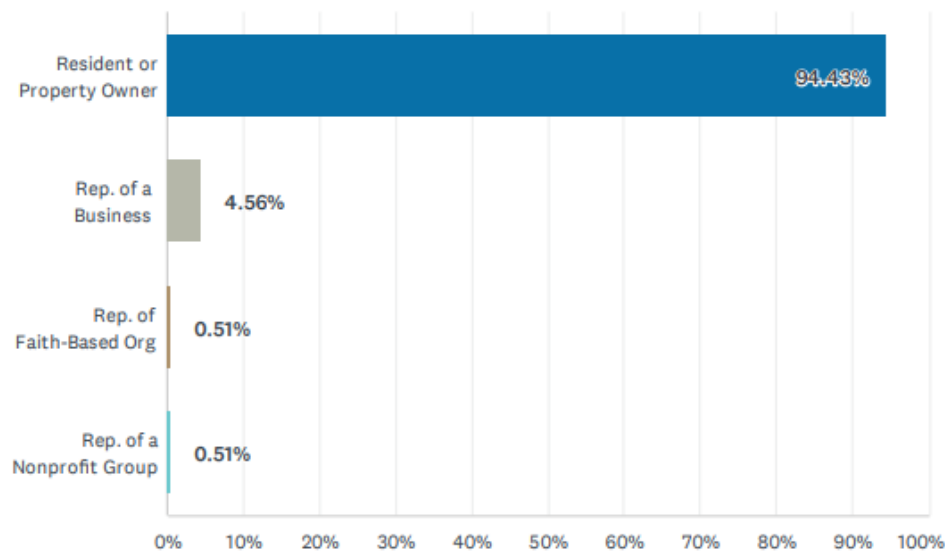
Conclusion

It is Dynamix Consulting Group's sincere hope that the goals and objectives that were developed as part of this Community-Based Fire Service Strategic Plan will assist the South Spartanburg Fire District in continuing to provide an outstanding level of fire and EMS response to those who live, work, and visit the district.

Appendix A: Community Survey

Q1 I am a:

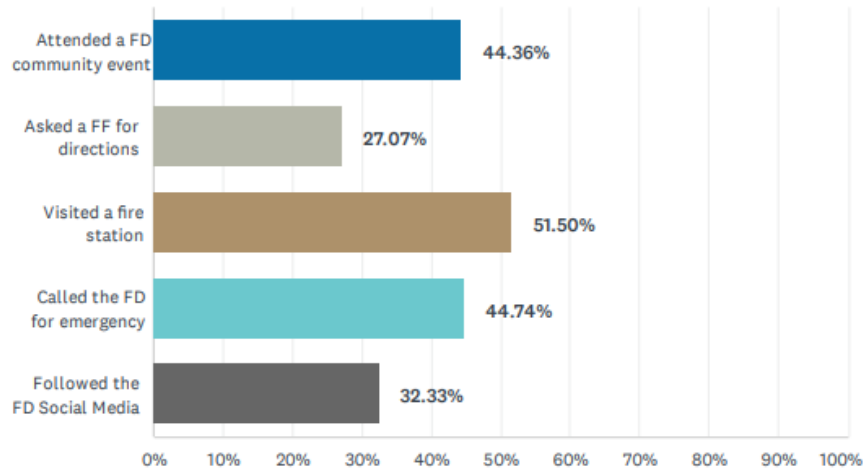
Answered: 395 Skipped: 1



ANSWER CHOICES	RESPONSES	
Resident or Property Owner	94.43%	373
Rep. of a Business	4.56%	18
Rep. of Faith-Based Org	0.51%	2
Rep. of a Nonprofit Group	0.51%	2
TOTAL		395

Q2 Have you ever: (check all that apply)

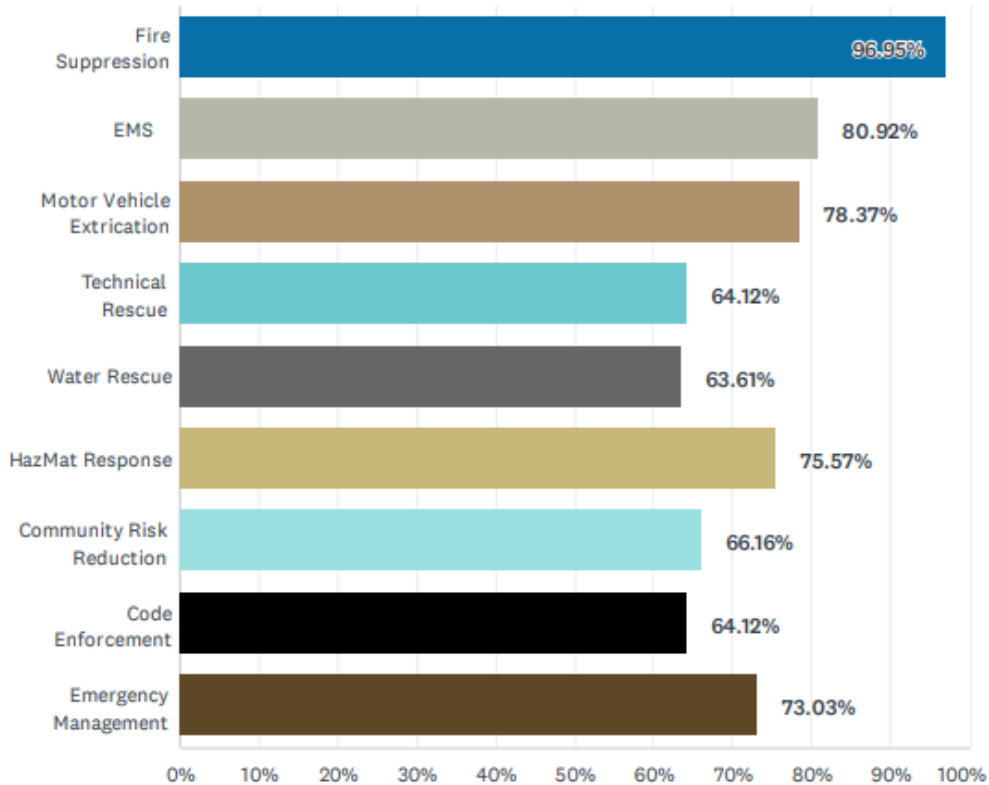
Answered: 266 Skipped: 130



ANSWER CHOICES	RESPONSES	
Attended a FD community event	44.36%	118
Asked a FF for directions	27.07%	72
Visited a fire station	51.50%	137
Called the FD for emergency	44.74%	119
Followed the FD Social Media	32.33%	86
Total Respondents: 266		

Q3 I expect the following services to be provided by the Fire Department:

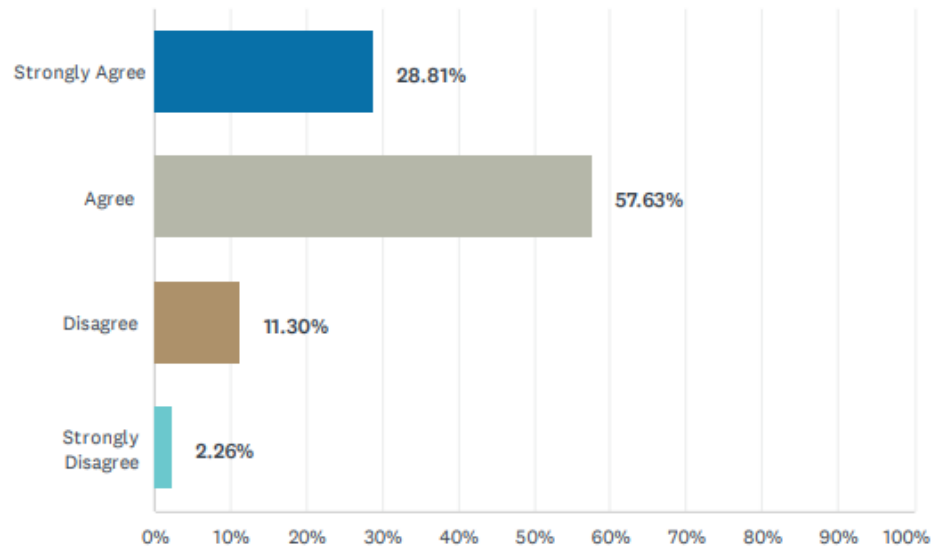
Answered: 393 Skipped: 3



ANSWER CHOICES	RESPONSES	
Fire Suppression	96.95%	381
EMS	80.92%	318
Motor Vehicle Extrication	78.37%	308
Technical Rescue	64.12%	252
Water Rescue	63.61%	250
HazMat Response	75.57%	297
Community Risk Reduction	66.16%	260
Code Enforcement	64.12%	252
Emergency Management	73.03%	287
Total Respondents: 393		

Q4 The Fire Department provides appropriate community education and outreach programs.

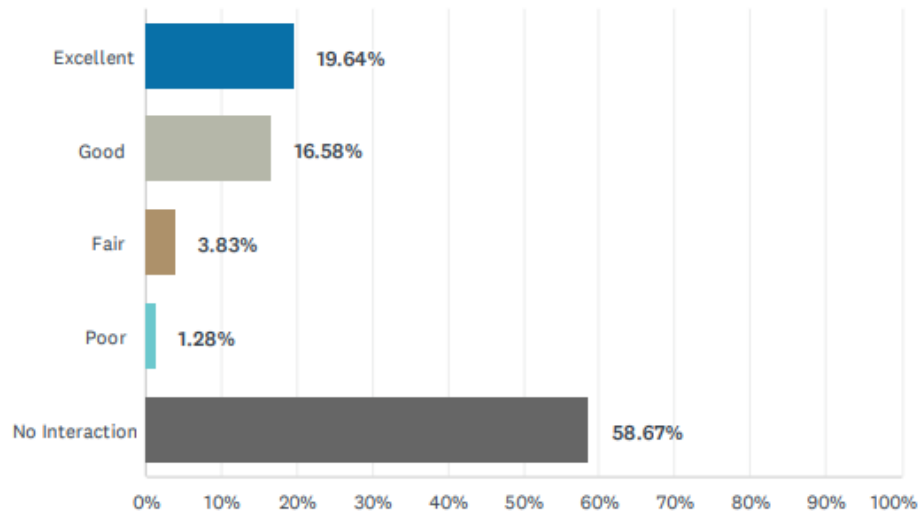
Answered: 354 Skipped: 42



ANSWER CHOICES	RESPONSES	
Strongly Agree	28.81%	102
Agree	57.63%	204
Disagree	11.30%	40
Strongly Disagree	2.26%	8
TOTAL		354

Q5 The Fire Marshal's Office promotes public safety by administering fire codes and standards, conducting regular building inspections, and providing prompt detection and compliance of code violations. Please rate and describe your experience with the Fire Marshal's Office.

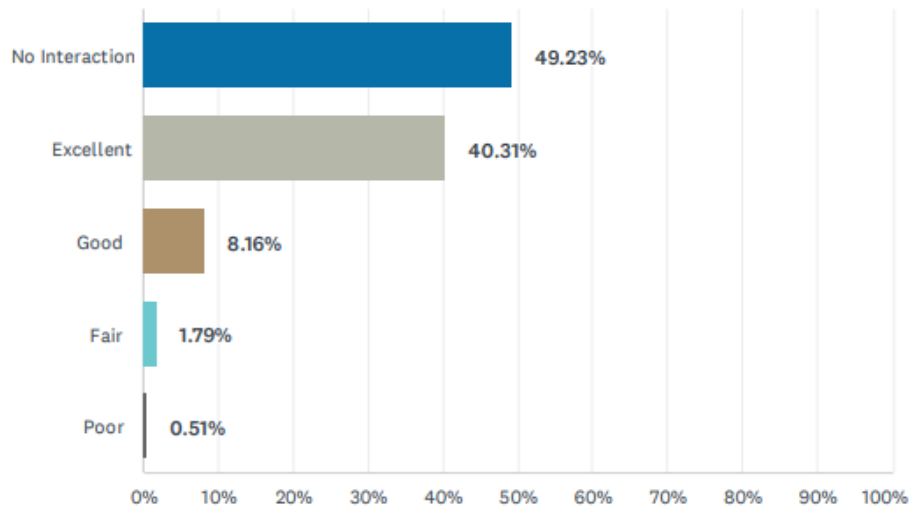
Answered: 392 Skipped: 4



ANSWER CHOICES	RESPONSES	
Excellent	19.64%	77
Good	16.58%	65
Fair	3.83%	15
Poor	1.28%	5
No Interaction	58.67%	230
TOTAL		392

Q6 In the last three years, have you personally received or witnessed any emergency services provided by the Fire Department? If so, how would you rate the quality of the emergency services?

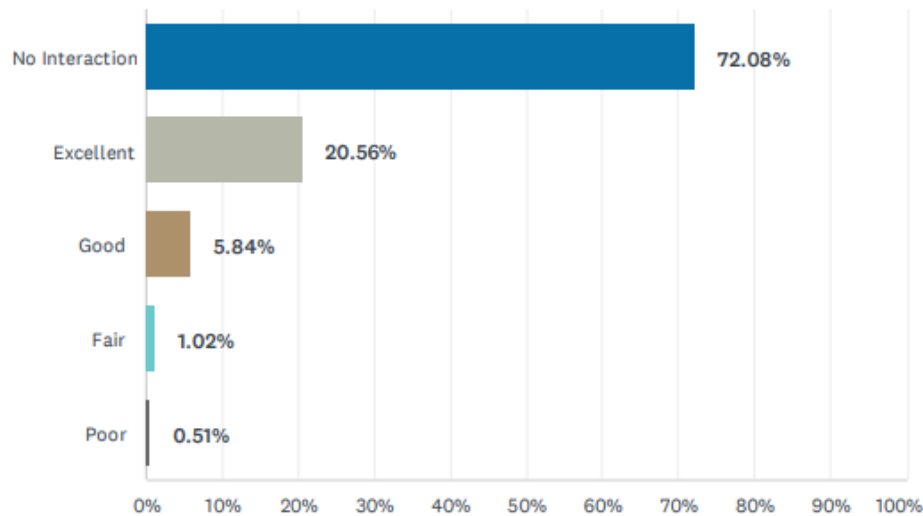
Answered: 392 Skipped: 4



ANSWER CHOICES	RESPONSES	
No Interaction	49.23%	193
Excellent	40.31%	158
Good	8.16%	32
Fair	1.79%	7
Poor	0.51%	2
TOTAL		392

Q7 In the last three years, have you personally received or witnessed any non-emergency services (such as Code Enforcement, Life Safety Education, etc.) provided by the Fire Department? If so, how would you rate the quality of the non-emergency service?

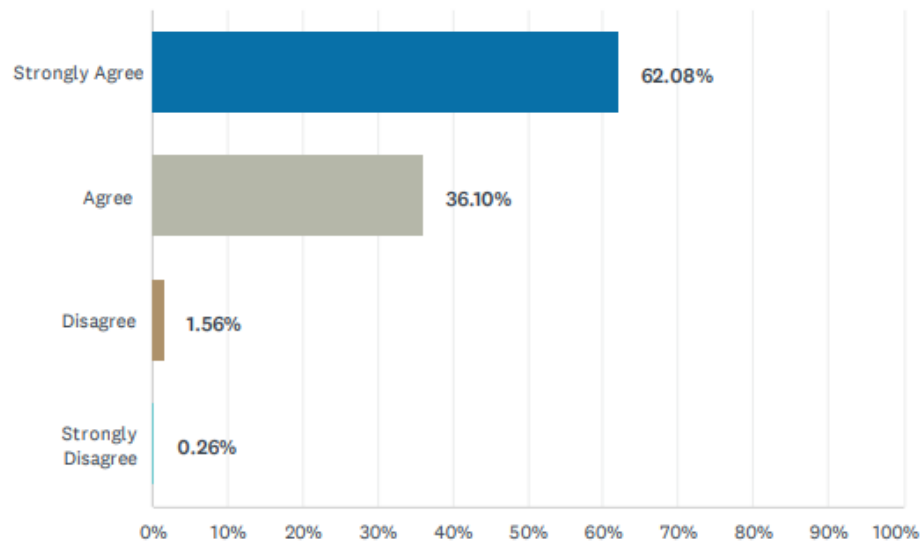
Answered: 394 Skipped: 2



ANSWER CHOICES	RESPONSES	
No Interaction	72.08%	284
Excellent	20.56%	81
Good	5.84%	23
Fair	1.02%	4
Poor	0.51%	2
TOTAL		394

Q8 The proximity of a fire station to my home or work is appropriate for my needs.

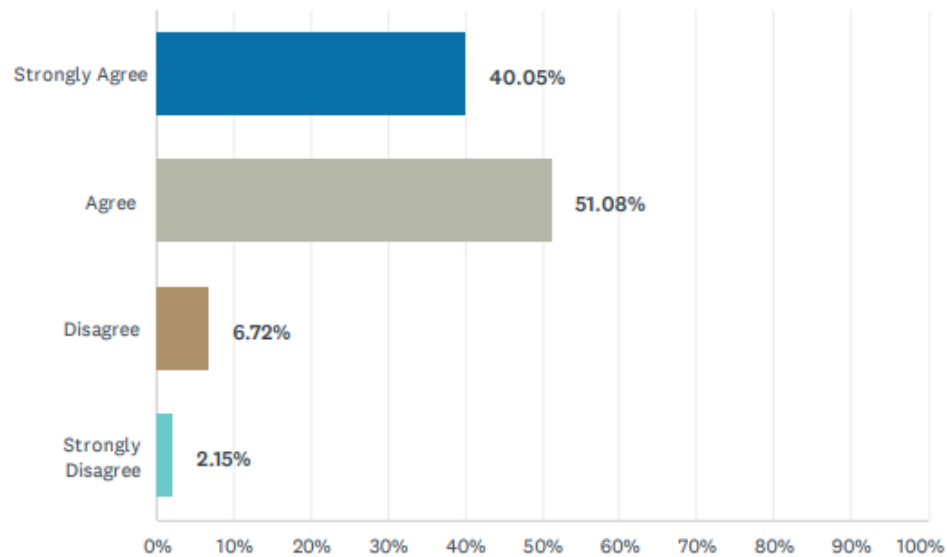
Answered: 385 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly Agree	62.08%	239
Agree	36.10%	139
Disagree	1.56%	6
Strongly Disagree	0.26%	1
TOTAL		385

Q9 The taxes I pay to support the Fire Department are appropriate to the service that is provided.

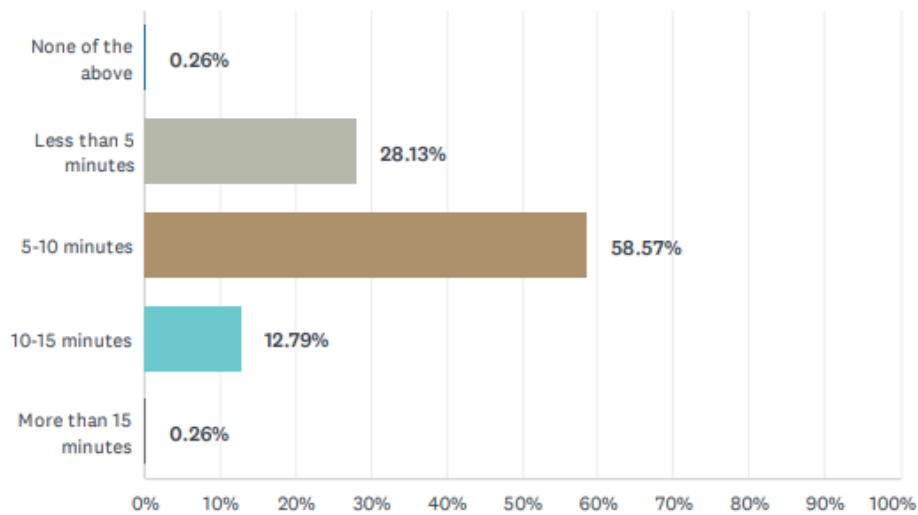
Answered: 372 Skipped: 24



ANSWER CHOICES	RESPONSES	
Strongly Agree	40.05%	149
Agree	51.08%	190
Disagree	6.72%	25
Strongly Disagree	2.15%	8
TOTAL		372

Q10 What do you feel is the appropriate amount of time from when a person calls 9-1-1 until the arrival of the Fire Department at an emergency?

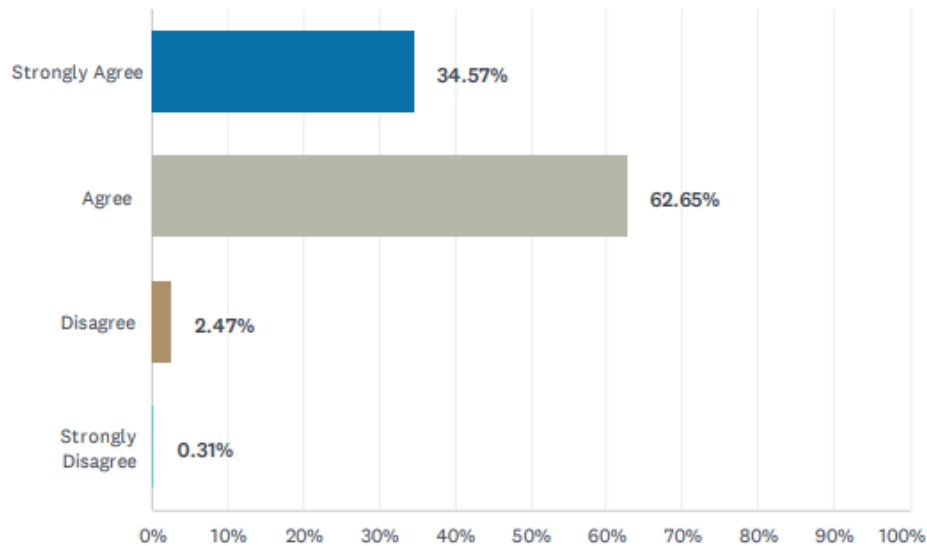
Answered: 391 Skipped: 5



ANSWER CHOICES	RESPONSES	
None of the above	0.26%	1
Less than 5 minutes	28.13%	110
5-10 minutes	58.57%	229
10-15 minutes	12.79%	50
More than 15 minutes	0.26%	1
TOTAL		391

Q11 The South Spartanburg Fire Department responds to all emergency calls in a timely manner.

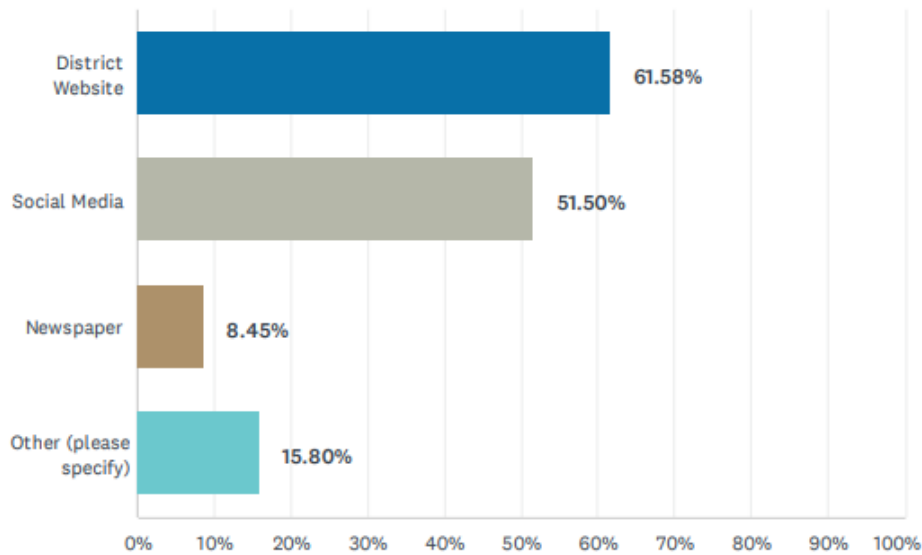
Answered: 324 Skipped: 72



ANSWER CHOICES	RESPONSES	
Strongly Agree	34.57%	112
Agree	62.65%	203
Disagree	2.47%	8
Strongly Disagree	0.31%	1
TOTAL		324

Q12 Where do you look for information from the Fire Department? Please check all that apply.

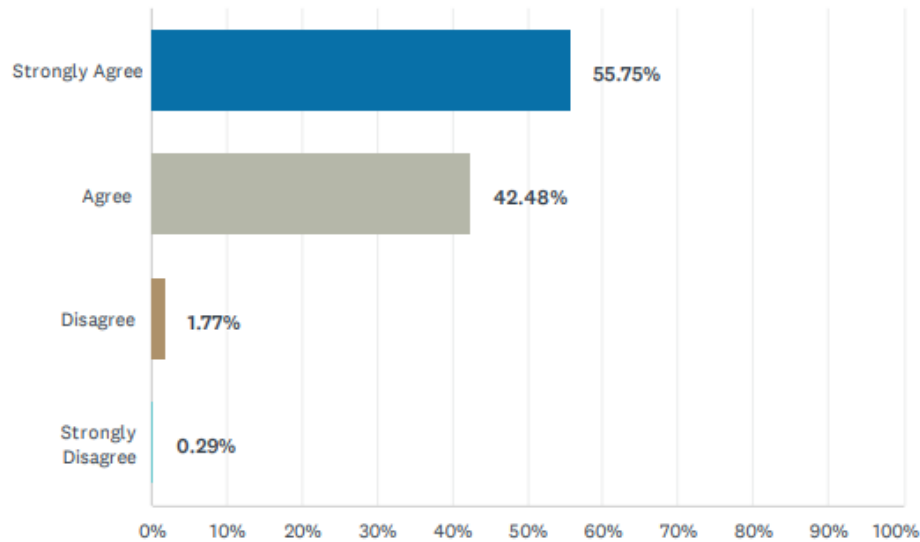
Answered: 367 Skipped: 29



ANSWER CHOICES	RESPONSES	
District Website	61.58%	226
Social Media	51.50%	189
Newspaper	8.45%	31
Other (please specify)	15.80%	58
Total Respondents: 367		

Q13 South Spartanburg Firefighters and Staff Members are kind, courteous, and professional.

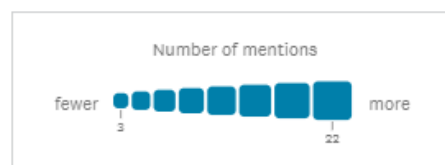
Answered: 339 Skipped: 57



ANSWER CHOICES	RESPONSES	
Strongly Agree	55.75%	189
Agree	42.48%	144
Disagree	1.77%	6
Strongly Disagree	0.29%	1
Total Respondents: 339		

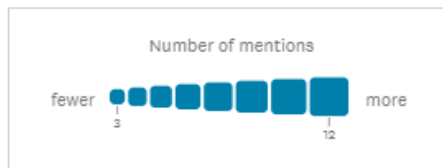
Q14 What is the greatest strength of the Fire Department?

Answered: 177 Skipped: 219



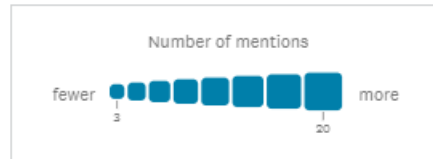
Q15 What is the greatest weakness of the Fire Department?

Answered: 150 Skipped: 246



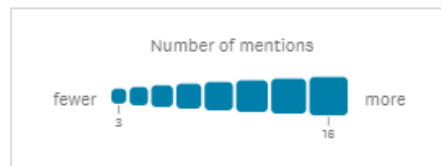
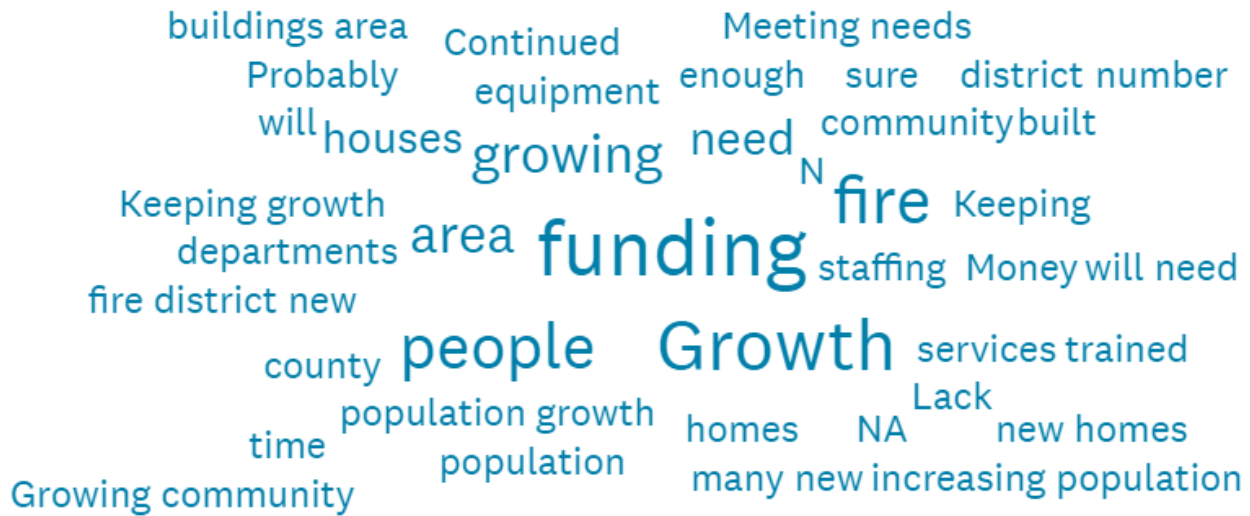
Q16 What is the greatest opportunity in the future for the Fire Department?

Answered: 135 Skipped: 261



Q17 What is the greatest challenge in the future for the Fire Department?

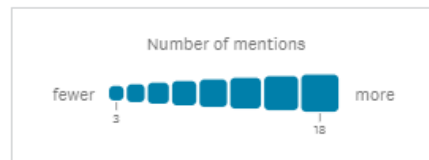
Answered: 155 Skipped: 241



Q18 Other comments you would like to share about the Fire Department:

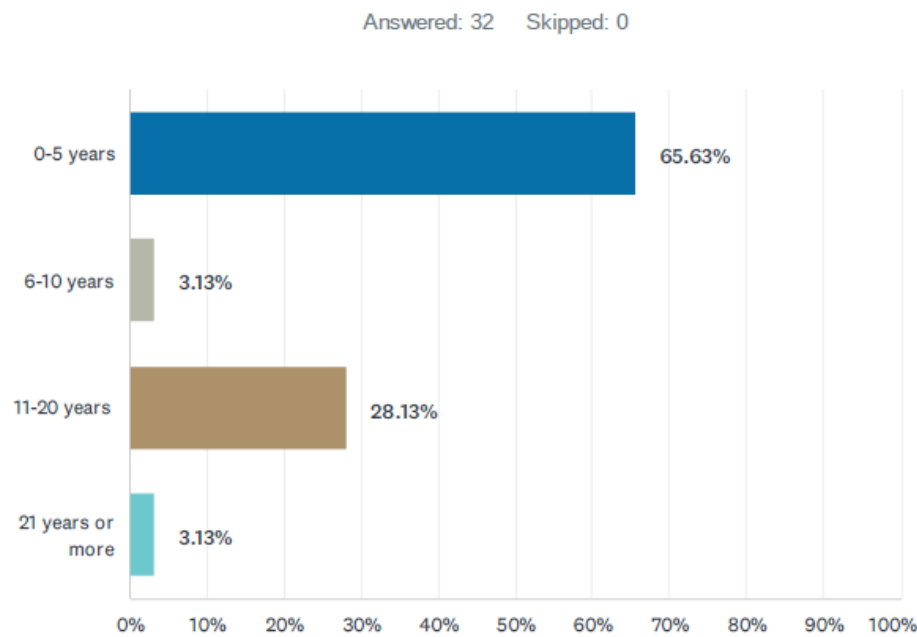
Answered: 88 Skipped: 308

Thank service fire trucks
 community help firefightersthink
 Pay job None
 N^{us} Thank Roebuck
 appreciate fire department
 service Santa



Appendix B: Fire District Member Survey

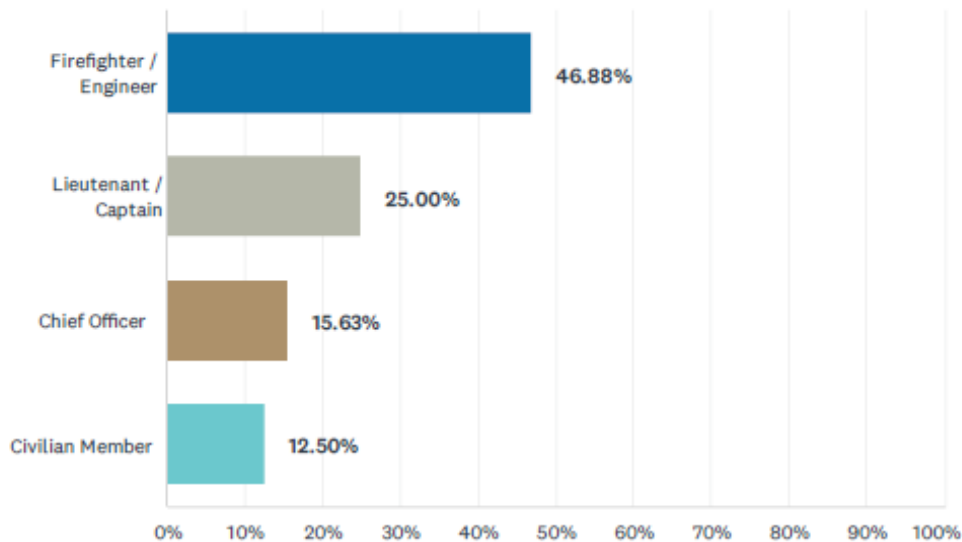
Q1 Please identify your number of years of service to the fire district.



ANSWER CHOICES	RESPONSES	
0-5 years	65.63%	21
6-10 years	3.13%	1
11-20 years	28.13%	9
21 years or more	3.13%	1
TOTAL		32

Q2 What is your current position?

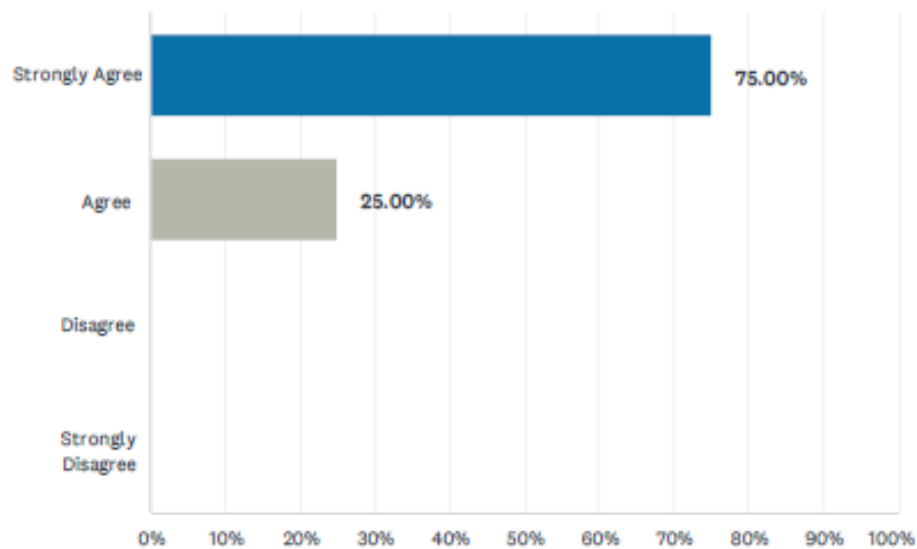
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Firefighter / Engineer	46.88%	15
Lieutenant / Captain	25.00%	8
Chief Officer	15.63%	5
Civilian Member	12.50%	4
TOTAL		32

Q3 I am proud to tell other people that I work for the South Spartanburg Fire District.

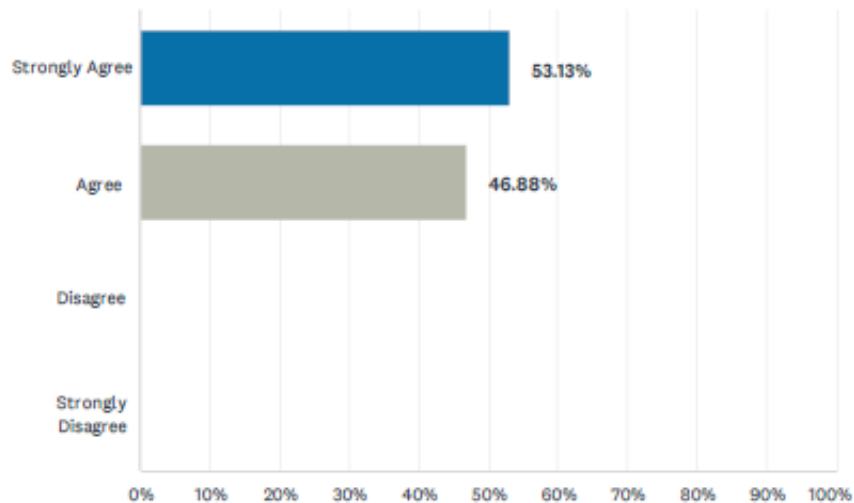
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	75.00%	24
Agree	25.00%	8
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		32

Q4 The South Spartanburg Fire District is respected by the community it serves.

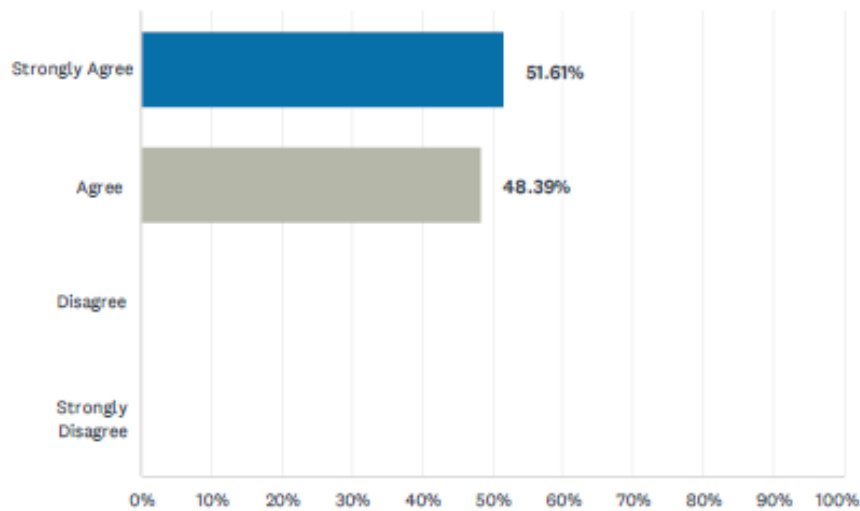
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	53.13%	17
Agree	46.88%	15
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		32

Q5 The District provides me with the appropriate personal protective equipment to do my job safely and efficiently.

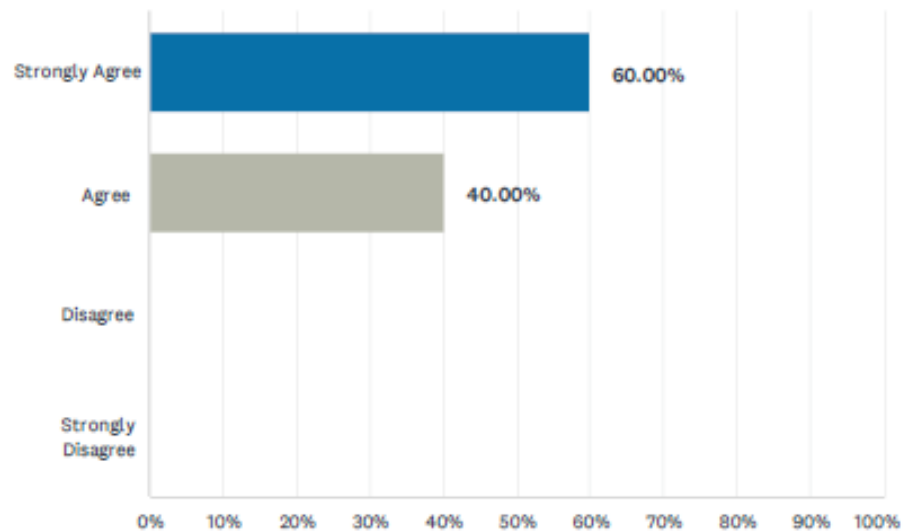
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	51.61%	16
Agree	48.39%	15
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		31

Q6 The District provides me with the appropriate equipment and tools to do my job safely and efficiently.

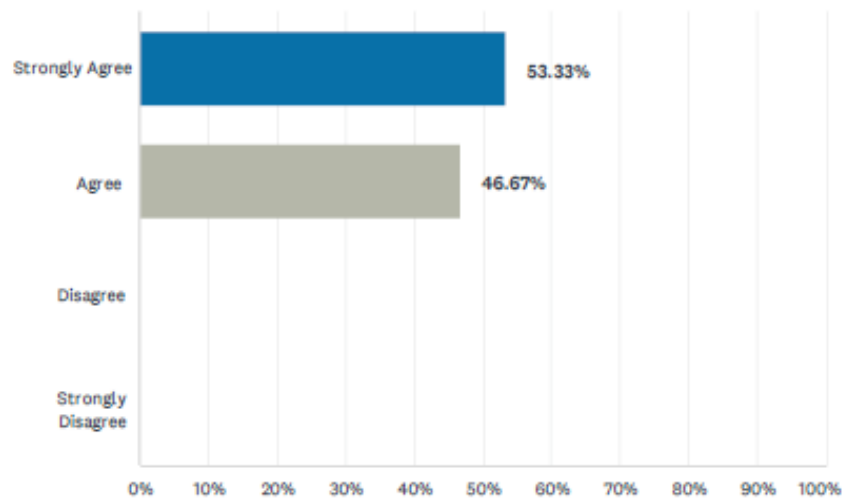
Answered: 30 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly Agree	60.00%	18
Agree	40.00%	12
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		30

Q7 The District provides me with the appropriate apparatus/vehicles to do my job safely and efficiently.

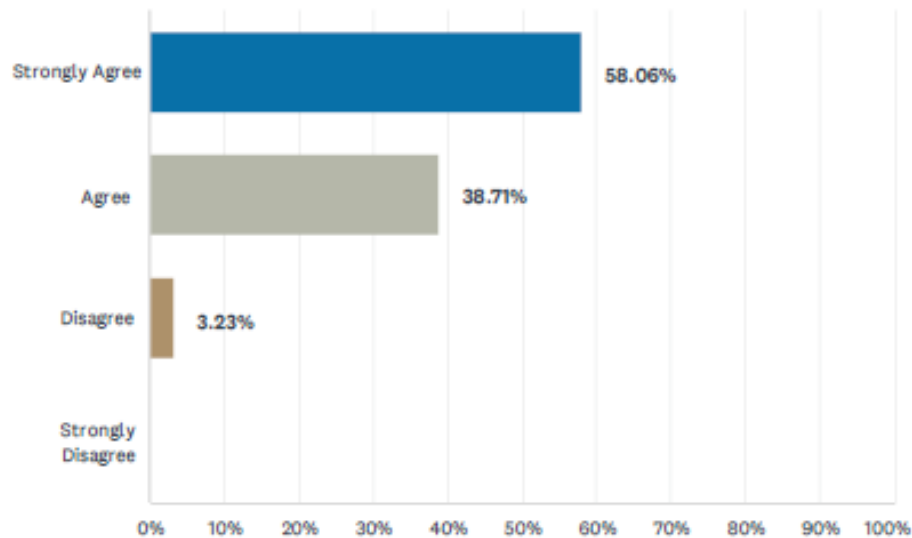
Answered: 30 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly Agree	53.33%	16
Agree	46.67%	14
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		30

Q8 The District provides me with the appropriate type and number of training hours to do my job safely and efficiently.

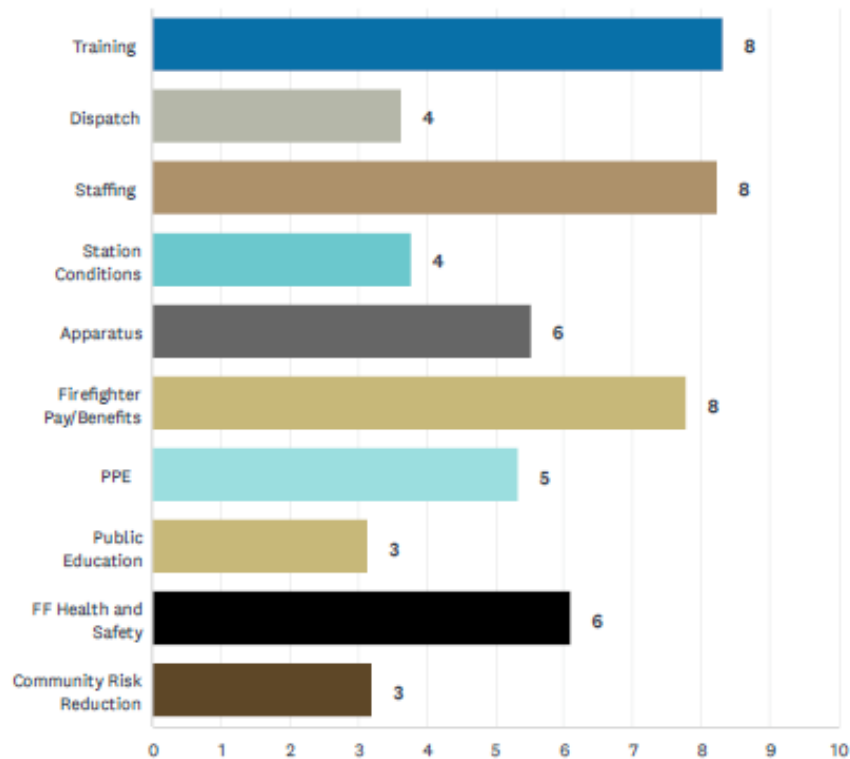
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	58.06%	18
Agree	38.71%	12
Disagree	3.23%	1
Strongly Disagree	0.00%	0
TOTAL		31

Q9 Please use the arrows below to put in order of priority the following items you feel would benefit the District the most, with 1 being your first priority and 10 being the opportunity you feel would benefit the District the least.

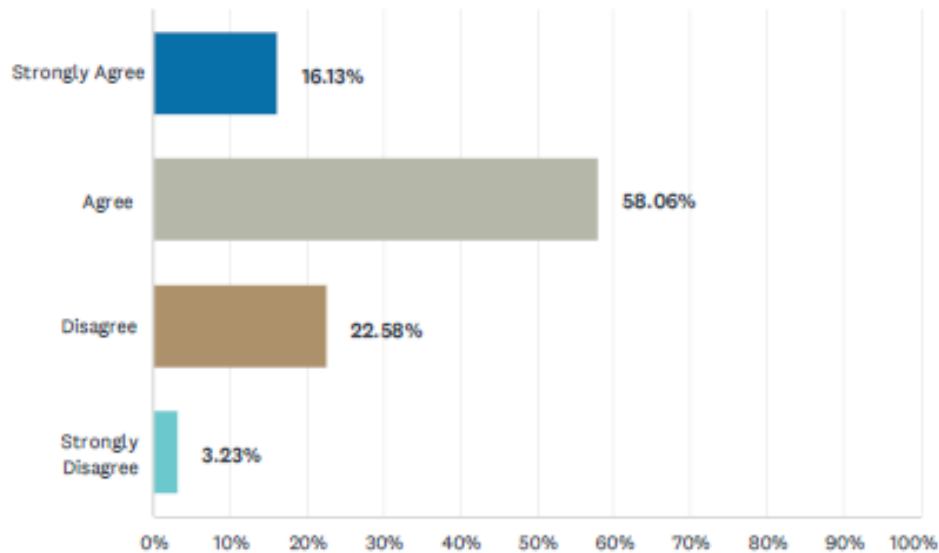
Answered: 32 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL
Training	21.88% 7	31.25% 10	18.75% 6	18.75% 6	6.25% 2	0.00% 0	3.13% 1	0.00% 0	0.00% 0	0.00% 0	32
Dispatch	3.13% 1	6.25% 2	3.13% 1	0.00% 0	9.38% 3	6.25% 2	25.00% 8	3.13% 1	9.38% 3	34.38% 11	32
Staffing	31.25% 10	31.25% 10	15.63% 5	0.00% 0	6.25% 2	12.50% 4	0.00% 0	0.00% 0	0.00% 0	3.13% 1	32
Station Conditions	0.00% 0	0.00% 0	9.38% 3	6.25% 2	6.25% 2	15.63% 5	9.38% 3	18.75% 6	15.63% 5	18.75% 6	32
Apparatus	0.00% 0	0.00% 0	15.63% 5	21.88% 7	15.63% 5	18.75% 6	9.38% 3	12.50% 4	6.25% 2	0.00% 0	32
Firefighter Pay/Benefits	28.13% 9	9.38% 3	12.50% 4	31.25% 10	9.38% 3	3.13% 1	3.13% 1	3.13% 1	0.00% 0	0.00% 0	32
PPE	0.00% 0	9.38% 3	6.25% 2	12.50% 4	18.75% 6	18.75% 6	15.63% 5	6.25% 2	12.50% 4	0.00% 0	32
Public Education	0.00% 0	0.00% 0	3.13% 1	0.00% 0	0.00% 0	15.63% 5	15.63% 5	28.13% 9	25.00% 8	12.50% 4	32
FF Health and Safety	15.63% 5	12.50% 4	12.50% 4	6.25% 2	9.38% 3	3.13% 1	12.50% 4	18.75% 6	9.38% 3	0.00% 0	32
Community Risk Reduction	0.00% 0	0.00% 0	3.13% 1	3.13% 1	18.75% 6	6.25% 2	6.25% 2	9.38% 3	21.88% 7	31.25% 10	32

Q10 I have adequate time and resources to engage with the community and provide public education.

Answered: 31 Skipped: 1

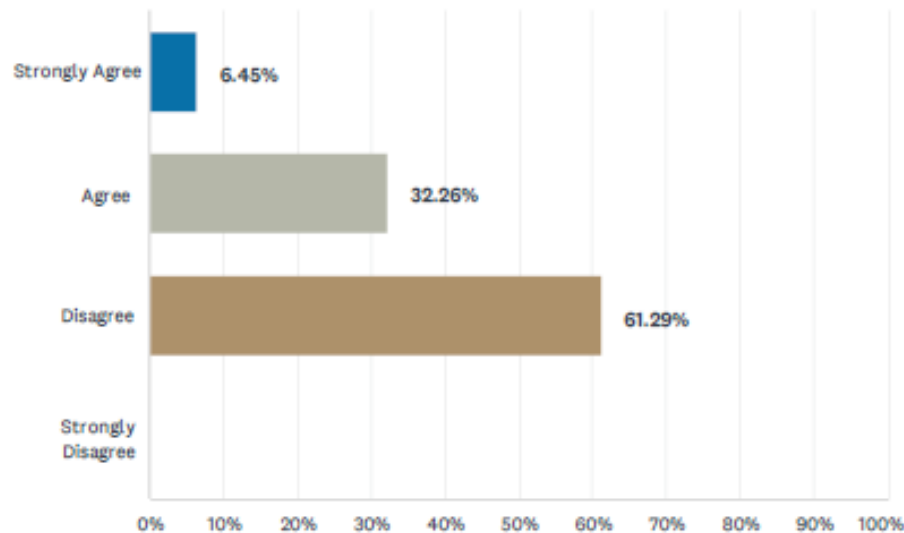


ANSWER CHOICES	RESPONSES	
Strongly Agree	16.13%	5
Agree	58.06%	18
Disagree	22.58%	7
Strongly Disagree	3.23%	1
TOTAL		31

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Q11 The District staffs all its front-line apparatus with the appropriate number of personnel.

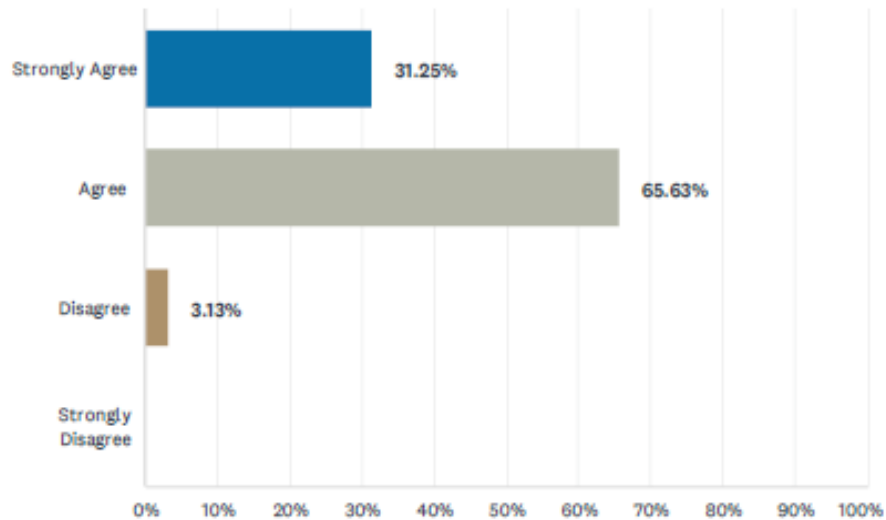
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	6.45%	2
Agree	32.26%	10
Disagree	61.29%	19
Strongly Disagree	0.00%	0
TOTAL		31

Q12 The District's fire stations are well maintained.

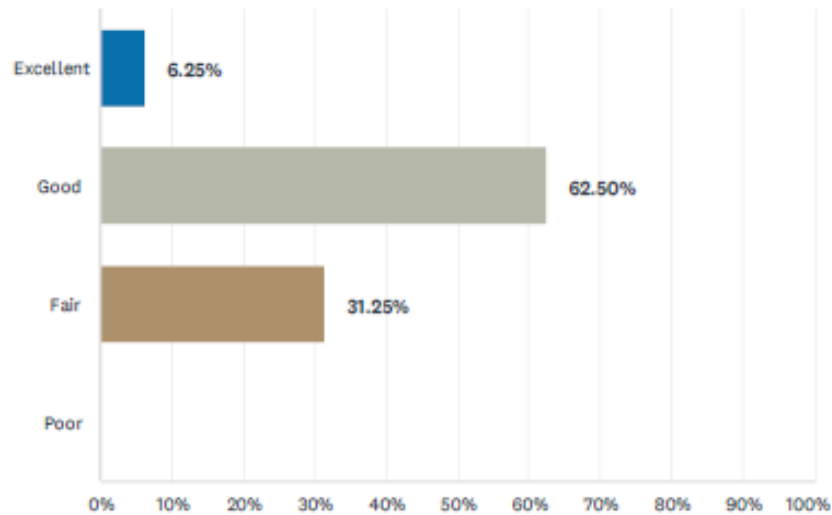
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	31.25%	10
Agree	65.63%	21
Disagree	3.13%	1
Strongly Disagree	0.00%	0
TOTAL		32

Q13 Morale among District personnel is:

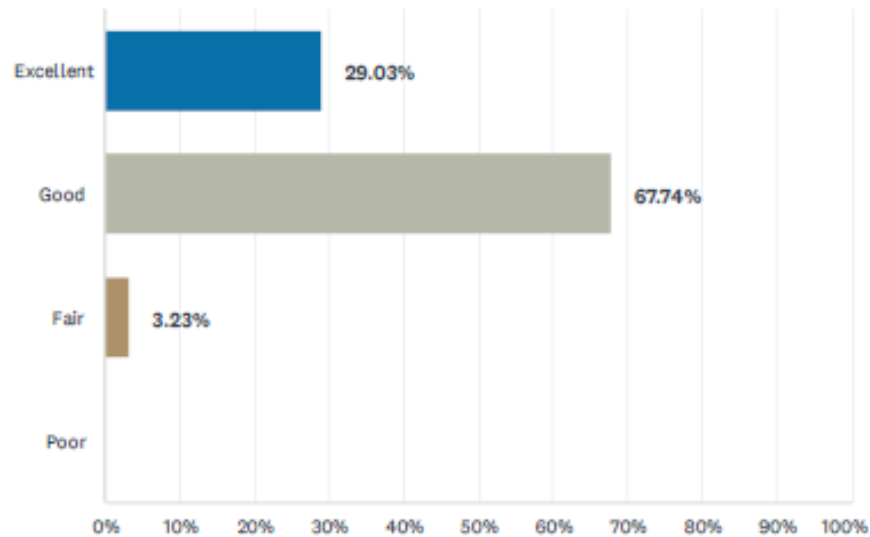
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	6.25%	2
Good	62.50%	20
Fair	31.25%	10
Poor	0.00%	0
TOTAL		32

Q14 I would describe my work environment as:

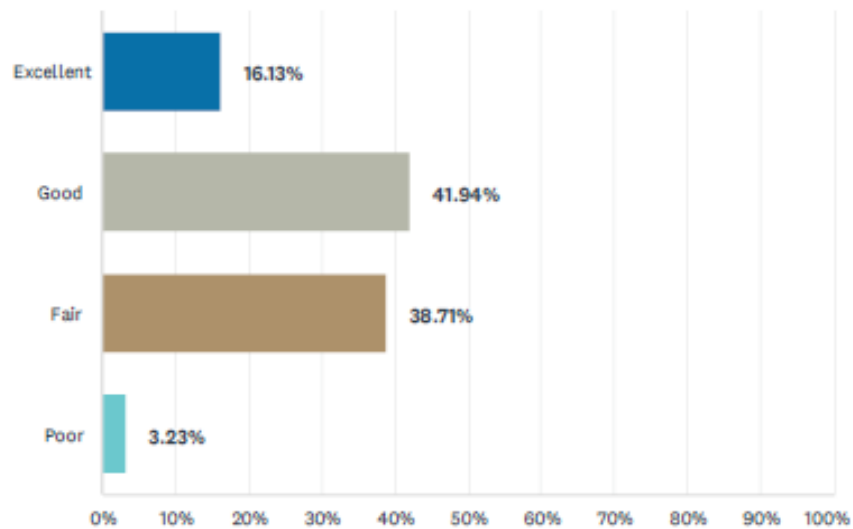
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Excellent	29.03%	9
Good	67.74%	21
Fair	3.23%	1
Poor	0.00%	0
TOTAL		31

Q15 How would you rate communication within the District?

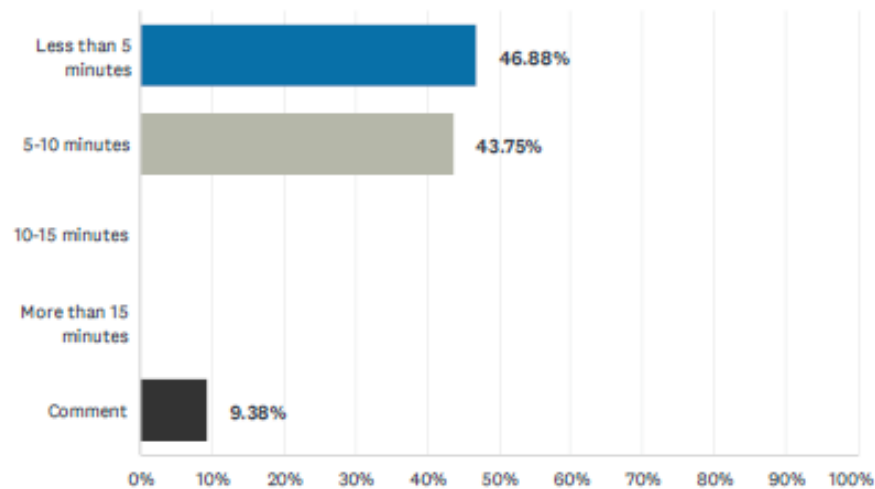
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Excellent	16.13%	5
Good	41.94%	13
Fair	38.71%	12
Poor	3.23%	1
TOTAL		31

Q16 What do you consider to be an acceptable amount of time from when someone calls 9-1-1 until the arrival of firefighters at an emergency?

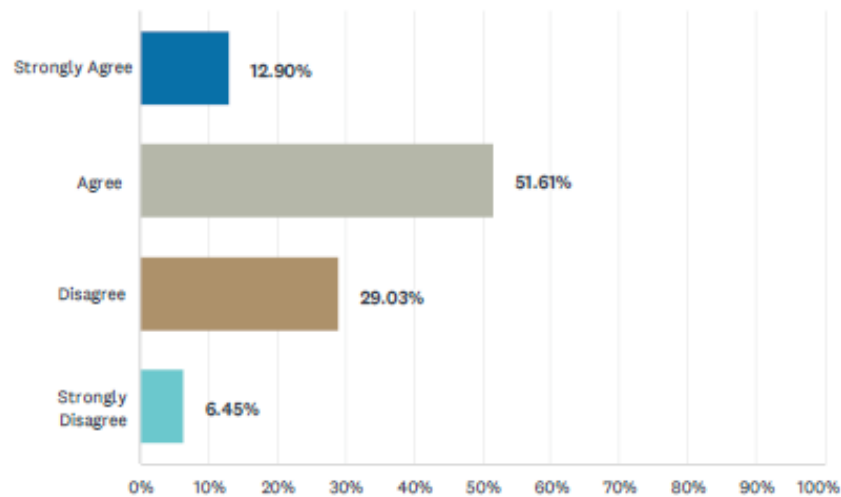
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 5 minutes	46.88%	15
5-10 minutes	43.75%	14
10-15 minutes	0.00%	0
More than 15 minutes	0.00%	0
Comment	9.38%	3
TOTAL		32

Q17 The District provides the most up-to-date measures to address cancer reduction measures among its personnel.

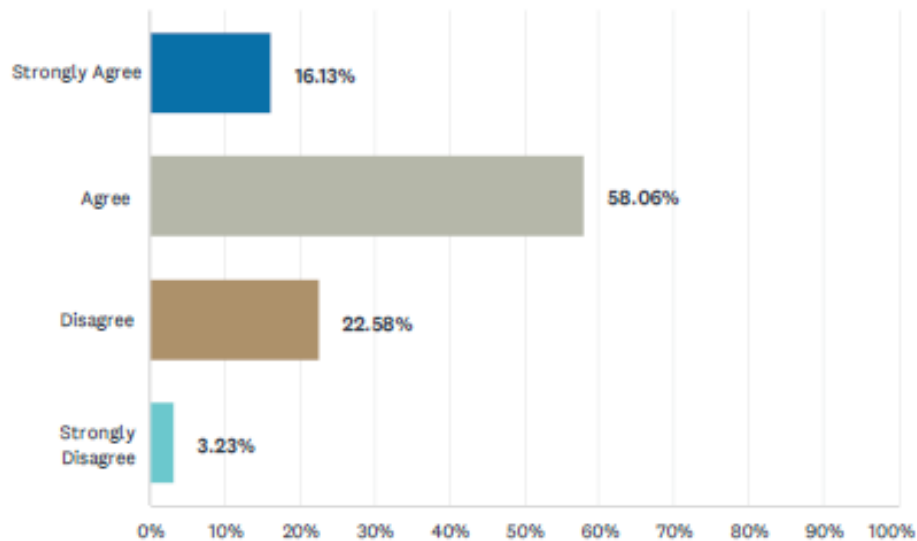
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	12.90%	4
Agree	51.61%	16
Disagree	29.03%	9
Strongly Disagree	6.45%	2
TOTAL		31

Q18 The District provides the most up-to-date measures to provide mental wellness training and access to resources among its personnel.

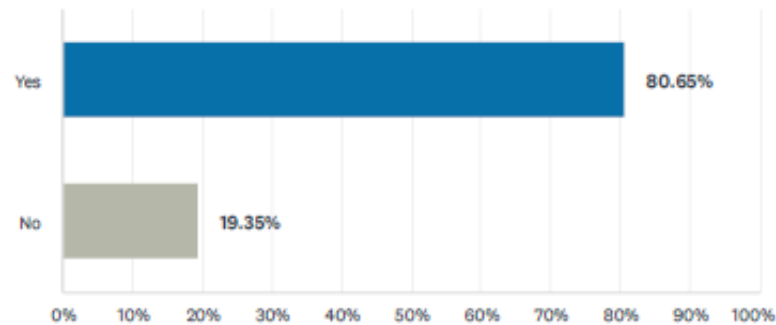
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Agree	16.13%	5
Agree	58.06%	18
Disagree	22.58%	7
Strongly Disagree	3.23%	1
TOTAL		31

Q19 Would you be in favor of investigating the possibility of changing the current work schedule?

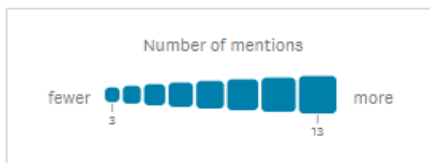
Answered: 31 Skipped: 1



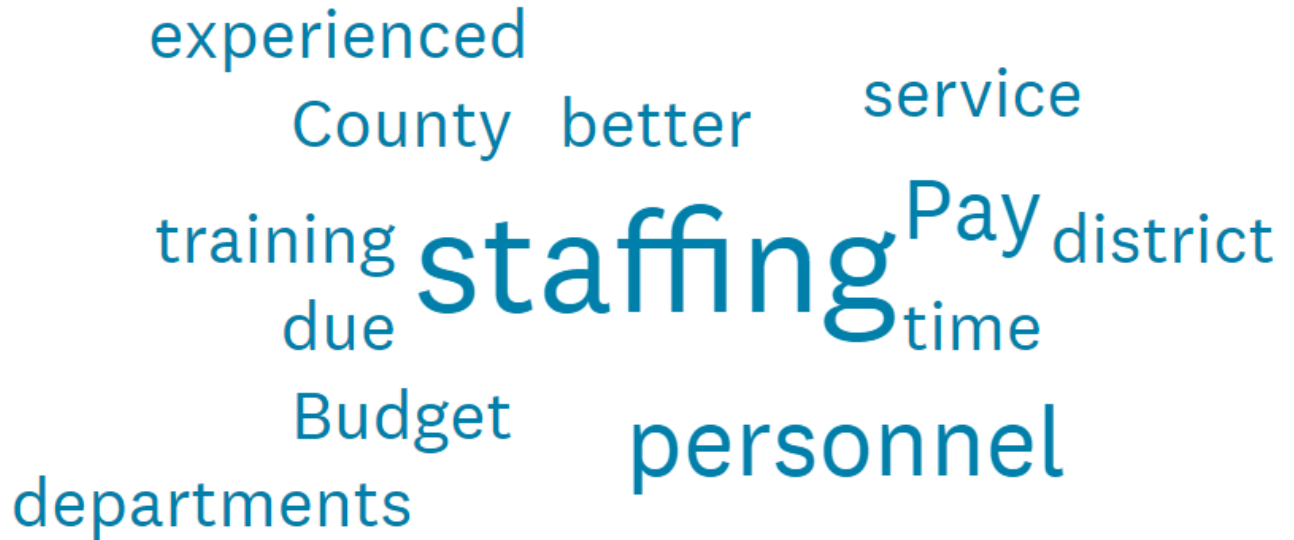
ANSWER CHOICES	RESPONSES	
Yes	80.65%	25
No	19.35%	6
TOTAL		31

Q20 The greatest strength of the District is:

district think firemen
level **training** equipment
strength Leadership

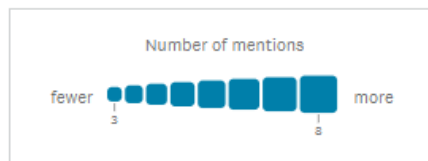


Q21 | The greatest weakness of the District is:



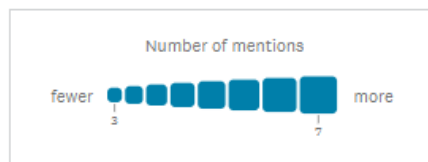
Q22 The greatest future opportunity for the District is:

Answered: 30 Skipped: 2



Q23 The greatest future challenge for the District is:

equipment
 need job going Sometimes
 Chief better one right
 love
 personnel department lost



Q24

Other comments you would like to share about the South Spartanburg Fire District or explanations for your replies to any of the above questions:

Answered: 16 Skipped: 16

equipment
 need job going Sometimes
 Chief better one right
 love
 personnel department lost





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