

Greenville Fire/Rescue

2017 Strategic Plan



Greenville, North Carolina

Table of Contents

<i>Executive Summary</i>	2
Chief Eric Griffin.....	2
<i>Section One: Community Overview</i>	3
Greenville, North Carolina.....	3
Demographics.....	4
Greenville Fire/Rescue Department.....	5
<i>Section Two: Strategic Planning</i>	7
External Stakeholders	9
SWOT Analysis.....	10
GFR Strategic Planning Team.....	11
Mission, Vision & Values.....	11
<i>Section Three: Strategic Planning Goals</i>	12
Goals, Objectives & Action Plans	16
<i>Section Four: Summary</i>	20

Executive Summary

I'm pleased to introduce Greenville Fire/Rescue's Strategic Plan. It is both a road map for Greenville Fire/Rescue (GFR) and a guide for identifying priorities so we can continue delivering excellent fire, rescue, emergency medical and community risk reduction services into the future. This plan represents our commitment to the fiduciary responsibilities for the resources entrusted to the department by the community. When community members spoke at the strategic planning meeting, we learned the majority of attendees were very familiar with, and have benefited from, the wide range of emergency and non-emergency services GFR provides. The department and the community worked side by side to answer three fundamental questions during the planning process: where are we now, where are we going and how will we get there? The answers to those questions helped us develop the framework for the plan that will provide effective emergency services in a timely manner and provide Community Risk Reduction services. Through our direct actions, we will develop our employment pool to ensure that workforce diversity and professional development are an integral part of our efforts. We are committed to revisiting our strategic plan annually to ensure the plan accomplishes the goals, and to making adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to change. In closing, thank you to all GFR employees who shared their thoughts and ideas through this process. Your honest feedback has been invaluable. Thank you also to the residents, elected officials and other key city and community partners who contributed through this planning process. Your support helped guide us and is critical to the success of this plan. I invite all members of the communities we serve, along with our partner agencies, to join us in supporting this vision for the future of GFR.



Sincerely,

A handwritten signature in black ink that reads "Eric T. Griffin". The signature is written in a cursive, flowing style.

Eric T. Griffin
Fire/Rescue Chief

SECTION 1 Community Overview

Greenville Fire/Rescue (GFR) is an all-hazards emergency services department that provides fire suppression, Paramedic-level emergency medical services transport, technical rescue, hazardous materials mitigation, enforcement of regulations essential to the fire protection and safety of life and property, fire investigation, public education and community outreach to residents, visitors and businesses in Greenville, North Carolina . The department provides these services through the 161 women and men who serve in either administrative positions or are assigned to twenty-four hour shifts. Greenville staffs six fire/rescue stations that are strategically positioned within the city.

Originally named “Martinsborough” in honor of then-royal governor, Josiah Martin, the county seat of Pitt County was established in 1774. Martinsborough remained a small river village until the Revolution. After the war ended, by an act of the North Carolina General Assembly on January 8, 1787, Martinsborough became “Greensville,” in honor of General Nathanael Green, a Revolutionary War hero. Greensville, which later became simply Greenville, remained a small courthouse village with several stores and wharves serving a population of barely 600.







In May 1884, the City had a firehouse erected near the Market House on Third Street. In the following month, June 1884, the first fire company was organized and named the "Rough and Ready Fire Company". This was a volunteer group of 40 black men that was headed by Captain S. O. Mason. Known as a "hook and ladder" company, each member bought their own bucket and made a ladder to aid them in their work. The Rough and Ready Fire Company was the only fire protection Greenville had until 1895. In April of that year, the Greenville Fire Company was organized and City Council appointed Seth T. Hooker as the first Fire Chief. Still a volunteer department, it would grow to employ full-time staff that answered a growing assortment of emergency calls. Many years later, in 1948, then-Chief George Gardner spearheaded the creation of the Greenville Rescue Squad to enable the department to better meet its traditional role as lifesaver.

With a focus on technical rescue, this rescue squad did not initially transport patients to the emergency department. It wasn't until the early 1970s that the North Carolina Office of Emergency Medical Services (NCOEMS) certified Greenville Fire/Rescue to operate ambulances as an emergency medical service to transport the sick and injured to the hospital's emergency department. This visionary fire-based EMS program evolved into an EMT-Paramedic level ambulance service that included all GFR fire apparatus being staffed with Paramedics. Under the current leadership of Chief Eric Griffin, Greenville

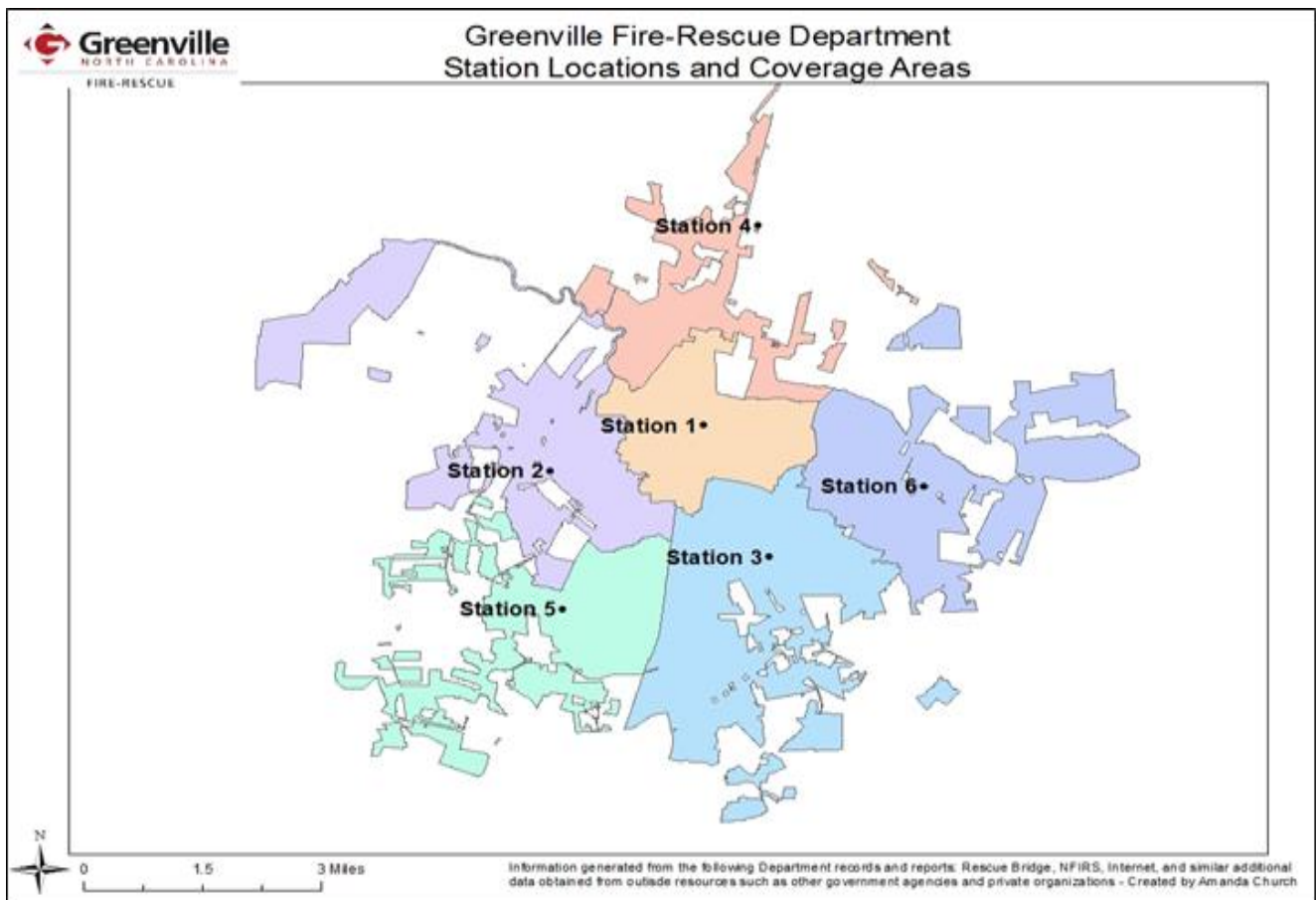


Fire/Rescue remains one of two municipal fire departments in the state of North Carolina that provides Paramedic-level ambulance transport. In 2016 the staff of 161 personnel responded to 17,812 calls for emergency service with 83% of those calls being EMS-related.

Located in the north central coastal plains region of eastern North Carolina, Greenville (35 square miles) and Pitt County (656.52 square miles) can be found 85 miles east of Raleigh and 85 miles inland of the Atlantic Ocean, positioning it halfway between the capital and the coast. The Greenville/Pitt County area is one of the fastest-growing urban centers in the state of North Carolina. As the 10th largest city in the state, Greenville is the cultural, educational, medical and economic capital of eastern North Carolina. An outstanding university with more than 28,000 students, a regional medical center that serves 29 counties, an abundance of shopping and dining opportunities, and a multitude of cultural and recreational activities attract many people to the area. Greenville/Pitt County is centrally-situated to serve the largest concentration of population and industry in eastern North Carolina, serving as home to more than 820,000 people within 45 miles.

Demographics		
Quick Facts		
 175,842 MSA Population	 90,597 City Limits Population	 39.8% Growth Rate (1980-2010)
 \$41,119 Median Household Income	 31.5 Median Age	 29.7% Bachelor's Degree or higher

Greenville is divided into six geographical response zones, known as fire districts. Each district is served by a single fixed-facility station that defines the first due response area. The strategic location of each station is to ensure an effective distribution of fire and EMS resources. Greenville Fire/Rescue provides EMS and fire protection services to the City, and fire protection to 13 businesses in the extraterritorial jurisdiction (ETJ). Protected businesses in the ETJ have established contracts and pay a fee for fire services. Each of the six stations house at least one fire apparatus and one ambulance. Each fire apparatus (five are quints) is certified by NCOEMS as a Paramedic quick-response vehicle (QRV). The emergency medical service (EMS) units are also certified by NCOEMS as Paramedic transport ambulances. Stations 1 and 2 have two advanced life support (ALS) ambulances staffed within the station. In addition to Paramedic equipment, the ambulances also carry assigned personnel's turnout gear and self-contained breathing apparatus (SCBA). By outfitting the fire apparatus with EMS equipment and the EMS unit with fire suppression equipment, the department is able to support its "all-hazards" approach to emergency service delivery.

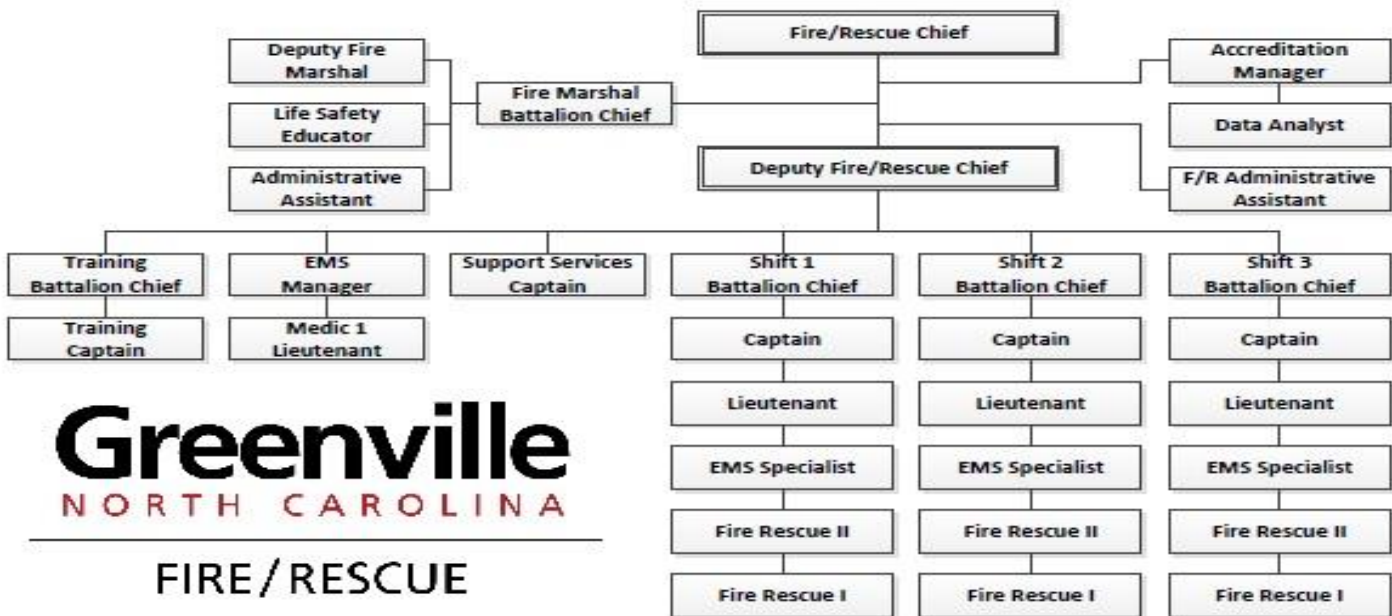


In total, Greenville Fire/Rescue staffs six fire engines, eight ambulances, a tower apparatus, a technical rescue unit, an EMS supervisor unit, two EMS quick-response vehicles (QRV) and a Shift Commander unit. Within all six stations, the EMS units are the most utilized type of apparatus, accounting for over 83 percent of the total call volume.

FY	2014/2015		2015/2016		2016/2017*	
Total call volume	16,623		17,024		13,817	
EMS type	13,917	83.72%	14,065	82.62%	11,442	82.81%
Fire/Rescue type	2,706	16.28%	2,959	17.38%	2,375	17.19%

*July1, 2016- April1, 2017

This deployment of physical resources is accomplished with a total of 161 authorized positions. Thirteen of these positions are administrative positions that enforce NC fire codes, deliver public education and support daily operations. The remaining personnel are shift positions that deliver emergency and non-emergency services to the community, providing 24-hour continuous coverage seven days a week. Shift personnel work an average 56-hour work week, with a schedule of 24 hours and 15 minutes on duty and 47 hours and 45 minutes off duty. They are distributed among three platoons assigned to separate shifts as depicted in the organizational chart below.



Customers Greenville Fire/Rescue serves include:

- 911 callers (17,812 calls for service in CY 2016)
- Residents and home owners: 90, 597 population in 2016 with 34.8% owner-occupied housing rate
- Visitors and guests: 2,515 people per square mile
- Businesses, organizations and their employees: 99% urban, 1% rural
- Night clubs, restaurants and entertainment venues
- Schools, both public and private (16 public: 2 high school, 4 middle, 10 elementary)
- East Carolina University: Fall 2016 enrollment was 28,962; 16 dorms
- Doctor offices: 1,454 listings of physicians and doctor's offices
- Assisted living facilities: 13 for seniors; 3 for special needs
- Mutual aid requests for services outside of the city limits (368 incidents in 2016)
- Vidant Medical Center (Hospital): 861 beds; annually 44,500 inpatients and 171,000 outpatients; 58 beds in the emergency department and 53,000 served annually

SECTION 2 Strategic Planning

In 2015, Greenville Fire/Rescue embarked on its inaugural formal strategic planning process. Data would be gathered and evaluated within FY 2014-2017. In December 2016, the department took a commemorative step in the strategic planning process as both community and department members came together to collaborate in the first official Stakeholder's Meeting. This concerted effort was attended by a wide swath of local residents and businesses, volunteer agencies, as well as essential community partners such as East Carolina University (ECU), Vidant Medical Center (VMC) and Pitt Community College (PCC). The event was facilitated by an outside consultant, Mary Paramore. She assisted the group in revitalizing the department's mission and vision statements as well as developing new goals and objectives. Attendees at the Stakeholder's Meeting also conducted a SWOT analysis that identified the department's strengths (S), weaknesses (W), areas of opportunity (O) and potential threats or challenges (T). The purpose of a SWOT analysis is to provide an open and honest assessment of an organization's positive and negative aspects. Additionally, the analysis serves as a benchmarking tool for evaluating the department's success in achieving stated goals and objectives. The department's internal stakeholders present at the Stakeholder's Meeting would go on to join more than a dozen other members of the department to contribute to Strategic Planning Team Sessions.

To more effectively manage the inevitable change that the future brings, Greenville Fire/Rescue took focused steps in its strategic planning process. Within that process specific relationships with external agencies and systems were identified. The positive impacts received and reciprocated were envisioned, analyzed and renovated. As those relationships are maintained, the next scheduled stakeholder's meetings will undoubtedly contribute to their sustainability.

The net was cast out further to gather even more feedback from external stakeholders as the 2016 Greenville Citizens Survey polled area residents. Fire/Rescue received an 88% satisfaction rate, the highest rating among all City services. Conducted by the Kansas-based ETC Institute, the survey was administered by mail, phone and online. GFR received similar high marks on the previous survey done in 2013.



Mary Paramore facilitated discussions at the December 2016 Stakeholder's Meeting

Key words and phrases identified by the stakeholders describing GFR (in no particular order):

To Serve, Service; Respect, Empathy; Guests, Visitors, Residents, Community; Diverse, Inclusive, Non-Discriminatory; Exceptional, Committed, Professional, Honesty, Integrity, Compassion; Health and Safety for Staff; Outreach; Emergency; Continuous Improvement; Team Work, Trust, Professional

Once the SWOT analysis had been examined, the stakeholders were able to draft a revision of the department's mission statement. The mission states the core purpose of the Fire/Rescue Department while the vision describes future goals. Values are the guiding principles for the organization. All GFR employees are guided by the mission, vision and values.

External Stakeholders

Blythe Tennant - Residential Neighborhood Association, Vice Chair	Dr. Ted Delbridge - Vidant Medical Center Physician, Chair of the Dept of Emergency Medicine	Dr. Erik Kneubuehl - East Carolina University, Vice Chancellor of Student Involvement	Carnie Hedgepeth - Pitt Community College, Director Emergency Services Training
Richard Burke - American Red Cross, Disaster Program Manager	Dr. David Lewis - East Carolina University, Emergency Medicine Resident	Karen Kus - East Carolina University, Associate Dean of Students	Juvenio Roca-Peralta - Association of Mexicans in NC (AMEXCAN), Executive Director
Laurie Stallings - Cypress Glen Retirement Community, Executive Director	Dr. Rashad Holloway - East Carolina University, Emergency Medicine Resident	Sue Anne Fipps - Vidant Medical Center, Injury Prevention Program Manager	Michael Best - Greenville Housing Authority, Deputy Executive Director
Bill McCarthy - East Carolina University, Vice Chancellor of Campus Living	Steve Taylor - Pitt County Medical Director's Office, Training Specialist	Kristin Braswell - Pitt Community College, Dean of Continuing Education	Jackie Listecki - Pitt-Greenville Chamber of Commerce, Director of Membership
Meredith Hawke - Uptown Greenville, Events Director	Rod Debs - Pastor and Greenville Resident	Travis Rogerson - Pitt County School System, Facilities Division	Steve Naylor - Pitt County School System, Facilities Division
Ann Eleanor - Greenville Resident	Ruth Leggett - Greenville Resident		



December 2016 Stakeholder's Meeting attendees included local residents and members of the business community

SWOT Analysis ~

Strengths:

Cross training in fire & EMS	Well educated staff	Quality care delivered	Professional	Quality equipment
Highly capable staff	Well trained staff	Teamwork displayed	Diverse staff	Caring staff

Weaknesses:

Financial resources/funding	Lack of diverse staff	Resources vs demand	Community education	Community perception
Limited stations	Turnover	Limited resources	Keeping up with growth	Response time

Opportunities:

Rethink service delivery	Multi-language training	Earlier introduction to EMS (outlook for future cultural change)	Increase pay for staff
Public education delivery	Addition of adjunct services offered	Recruiting from diverse communities (language & cultural)	

Threats:

Increase in demand for services	Lack of urban planning	Recruitment for future needs	Insufficient Funding
Lack of bilingual staff	Increased community diversity	Department's growth should match community's growth	



Chief Griffin explains GFR programs to the Stakeholders

GFR's Strategic Planning Team

David Brown Bryant Beddard Erica Bullock Jeremy Cleaton Amanda Church Lewis Coble
Brock Davenport Ken Denton Greg Gibson Eric Griffin Don Gurkin Donnie Hardee
Greg Hardee Jesse Harris Calvin Horne, Sr. Lester Layton Ron McLean Kevin Sowers
Shannon Sparrow John Stepps Mervin Taylor Rebekah Thurston



January 2017 Planning Team Session with Internal Stakeholders

MISSION STATEMENT

At Greenville Fire/Rescue, we are a team of compassionate professionals committed to serving the diverse needs of our community through high-quality and timely response to a full range of emergency services, outreach and prevention programs.

VISION STATEMENT

Greenville Fire/Rescue will deliver quality, timely services in response to all hazards with a diverse and highly trained workforce; be proactive in meeting the needs of the community by identifying and implementing outreach programs and interventions; and work together to continuously improve our personnel and our performance.

VALUES

Each of us at Greenville Fire/Rescue values:

- *Integrity: maintaining the highest ethical standards in all that we do.*
- *Compassion: treating everyone with kindness and excellent customer service.*
- *Respect: honoring diversity in our workforce and in the community we serve.*
- *Continuous Improvement: always working towards higher benchmarks, both professionally and individually.*



January 2017 Planning Team Session with Internal Stakeholders

SECTION 3 Goals and Objectives

Given an understanding of the stakeholder's SWOT analysis and the mission and vision statements, three departmental goals were developed. Strategic goals are organization-wide benchmarks that detail the issues identified by the stakeholders. In turn, those strategic goals provide the vehicle to take advantage of current opportunities, as well as build challenges into future opportunities. From the development of goal statements, staff members were able to create objectives designed to accomplish the various goals. A timeline was established to ensure that the objectives will be completed, redundancy will be eliminated and accountability will be provided. In no specific order, the three strategic goals constructed to steer the department's growth include: effectively respond to requests in a timely manner; strengthen community engagement; and purposeful development of the employment pool. Performance measures were established to hold the department accountable to the goals' success.

GOAL: PROVIDE EFFECTIVE EMERGENCY SERVICES IN A TIMELY MANNER

Greenville Fire/Rescue will operate with proficient resources, to include stations and personnel. To keep up with the City's growth and the changing needs of the community, the department will strategically evaluate the resources available compared to the requests for service. The department will analyze each responding unit's response times and establish 90th percentile goals for fire suppression, EMS, technical rescue and hazardous material calls. This includes 90th percentile goals for the turnout times, travel times and effective response force assembly times.

Items of note taken from the Stakeholder's meeting (in no particular order):

- Provide effective response times
- Operate with proficient resources, stations, equipment and personnel
- Operate with efficient communications technology
- Keep up with the City's growth and the changing needs of the community
- Evaluate resources vs demand

OBJECTIVES:

- Implement a 10 % reduction in turnout time over a 12-month period
- Implement a 10 % reduction in travel time over a 12-month period
- Reduce (maintain) the amount of time to assemble an Effective Response Force (ERF) by 10% over a 12-month period
 - Change culture
 - Implement MDT and AVL technology
 - Maintain/enhance relationship with 911 Communications
 - Consult with the City on infrastructure and new stations
 - Invest in capital improvement

GOAL = PROVIDE COMMUNITY RISK REDUCTION SERVICES

The Life Safety Services Division consists of fire inspectors, fire investigators, as well as public education specialists. These personnel, along with operations staff specifically trained in these areas of expertise, will provide comprehensive community outreach and public education programs. Goals will be set to measure participation in community risk reduction services that provide fire and life safety public education programs, increase community involvement and awareness, as well as the development of interagency relationships and community partnerships that improve programs and services.

Items of note taken from the Stakeholder's meeting (in no particular order):

- Provide Public Education about fire and life safety to various community audiences
- Increase community involvement and awareness
- Develop interagency relationships and community partnerships to improve programs and services (specifically 911, ECU, PCC and VMC)

OBJECTIVES:

- Attend community and neighborhood association meetings by departmental personnel
- Partner with ECU to create new Public Safety Advisory (PSA) content and recruitment video
- Provide more internal support for education programs
- Develop relationships with 911 Communications, Pitt County fire and EMS departments (semi-annual meetings, inner-agency training, post-incident action events)
- Acquire assistance for grant writing (train internals or hire external)
- Establish a Community Risk Reduction Program
- Incorporate recruiting/steps to employment in our interactions with the public
- Implement a Citizen's Fire Academy
- Increase the number of employees with Fire/Life Safety Education (FLSE)

GOAL: DIRECT THE DEVELOPMENT OF EMPLOYMENT POOL

This particular goal encompasses two arenas: the existing internal pool of employees and the population of potential employees. A diversified workforce understandably helps to eliminate barriers with the diverse community that is served. The collective intelligence of a diverse organization allows for different strengths and perspectives to effectively meet the department's goal. Greenville Fire/Rescue is committed to purposeful recruitment of minorities to increase the diversity of our workforce. We will build and/or strengthen community outreach initiatives that reflect the public that we serve.

With regards to the existing employees, Greenville Fire/Rescue understands that our greatest strength comes from having a staff that is both highly-trained and well-educated. The department's Training Division will develop a Comprehensive Training Plan to address the following: facilitating effective training, maintaining proper equipment and providing sufficient personnel to meet the challenges presented at all emergency incidents. A Career Development Program will be implemented to provide information and guidance to employees for personal growth and career development. This program will assist employees in achieving their full professional potential. Developing employees directly benefits the department and the community by having professional, knowledgeable and productive employees who provide the highest level of service and continually strive for the best possible results.

OBJECTIVES:***External –***

- Increase exposure and outreach to minority communities to recruit a diverse workforce (AMEXCAN, churches, Junior Women's Association, Young Professionals, Asian Americans)
- Develop recruiting & marketing materials geared towards the available workforce (e.g. millennials, generation Z)
- Recruit from high schools, PCC, ECU
- Development of an introduction program for middle school and high school (STEM, healthcare); PCC; Youth Explorer program

Internal –

- Develop a mentor process
- Evaluate employment turnover (including traditional attrition and millennial's impact)
- Implement an Officer's Development Program
- Present a workshop about Millennials in the workplace to:
 - (1) Adjust the existing workplace's habits/communications/expectations
 - (2) Teach the millennials workplace expectations

Goal 1 Provide effective emergency services in a timely manner.

Objective 1 A. Unit's turnout time to fire suppression, technical rescue and hazardous materials emergency calls will be 120 seconds or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's turnout time. Each Shift Commander will report their shift's stations turnout times quarterly to the Command Staff. The two minutes objective is a 10% reduction in the current 90 th percentile baseline for turnout time to fire suppression calls (0:02:13).	Ongoing with quarterly review	Shift Commanders

Objective 1 B. Unit's turnout time to emergency medical calls will be 99 seconds or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's turnout time. Each Shift Commander will report their shift's stations turnout times quarterly to the Command Staff. The 0:01:39 objective is a 10% reduction in the current 90 th percentile baseline for turnout time to EMS calls (0:01:50).	Ongoing with quarterly review	Shift Commanders

Objective 1 C. Unit's travel time to fire suppression, technical rescue and hazardous materials emergency calls will be 0:06:26 or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's travel time. Each Shift Commander will report their shift's stations travel times quarterly to the Command Staff. The 0:06:26 objective is a 10% reduction in the current 90 th percentile baseline for travel time to fire suppression calls (0:07:09).	Ongoing with quarterly review	Shift Commanders

Objective 1 D. Unit's travel time to emergency medical calls will be 0:07:20 or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's travel time. Each Shift Commander will report their shift's stations travel times quarterly to the Command Staff. The 0:07:20 objective is a 10% reduction in the current 90 th percentile baseline for travel time to EMS calls (0:08:09).	Ongoing with quarterly review	Shift Commanders

Objective 1 E. The time for the arrival of an effective response force (ERF) to fire suppression calls will be 0:11:12 or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's ERF time. Each Shift Commander will report their shift's stations ERF times quarterly to the Command Staff. The 0:11:12 objective is a 10% reduction in the current 90 th percentile baseline for the ERF time to moderate risk fire suppression calls (0:12:27).	Ongoing with quarterly review	Shift Commanders

Objective 1 F. The time for the arrival of an effective response force (ERF) to emergency medical calls will be 0:09:44 or less 90% of the time.

Action Plan	Timeline	Responsible Position
Each station's and shift's officer is responsible for improving their station's ERF time. Each Shift Commander will report their shift's stations ERF times quarterly to the Command Staff. The 0:09:44 objective is a 10% reduction in the current 90 th percentile baseline for the ERF time to moderate risk EMS calls (0:10:41).	Ongoing with quarterly review	Shift Commanders

Goal 2 Provide Community Risk Reduction Services.

Objective 2 A. Provide public education programs about fire and life safety to various community audiences.

Action Plan	Timeline	Responsible Position
Promote smoke alarm program and install alarms and batteries in residential homes.	Ongoing with annual review	Life Safety Services Division
Annually visit area daycares with age-appropriate FLSE programs, such as Fire Safety Puppet Show.	Ongoing with annual review	Life Safety Services Division
Annually visit K-3rd graders with age-appropriate FLSE programs.	Ongoing with annual review	Life Safety Services Division
Annually visit elderly/disabled housing authority properties with age-appropriate FLSE programs, such as "Remembering When".	Ongoing with annual review	Life Safety Services Division

Provide CPR and AED trainings for the public and city staff to improve survival opportunities of patients in cardiac arrest.	Ongoing with annual review	Life Safety Services Division
Objective 2 B. Increase community involvement and awareness.		
Action Plan	Timeline	Responsible Position
Update community through moderating and posting on departmental social media platforms.	Ongoing with annual review	Life Safety Services Division
Deliver station tours to increase awareness of departmental activities and programs.	Ongoing with annual review	Life Safety Services Division
Objective 2 C. Develop interagency relationships and community partnerships that improve programs and services (specifically 911, ECU, PCC and VMC).		
Action Plan	Timeline	Responsible Position
Work in conjunction with Vidant's Injury Prevention Program to check and install child car seats.	Ongoing with annual review	Life Safety Services Division
Successfully participate in grant funding opportunities by hiring or training internal grant writing specialists.	Ongoing with annual review	Life Safety Services Division
Collaborate with Pitt Community College on fire and EMS continuing education, F/R Recruit Academy, and EMS Curriculum Advisory Committee.	Ongoing with annual review	Deputy Chief and Training Division
Collaborate with Pitt County Emergency Management on the Local Emergency Planning Committee, 911 Communication's Advisory Board and EMS Oversight Committee.	Ongoing with annual review	Chief
Goal 3 Direct the development of the employment pool to increase workforce diversity and professional development.		
Objective 3 A. Implement purposeful recruitment of minorities to increase the cultural and lingual diversity of the workforce.		
Action Plan	Timeline	Responsible Position
Attend career fairs and community outreach events to purposefully recruit minorities.	Ongoing with annual review	Life Safety Services Division

Provide outreach and public information programs to area communities.	Ongoing with annual review	Life Safety Services Division
Objective 3 B. Create and maintain an effective Comprehensive Training Plan.		
Action Plan	Timeline	Responsible Position
Create a Comprehensive Training Plan.	Implement 3/2017 Completion 12/2017	Deputy Chief and Training Division
Objective 3 C. Create and maintain an effective Professional Development Plan.		
Action Plan	Timeline	Responsible Position
Create a Professional Development Plan.	Implement 3/2017 Completion 12/2017	Deputy Chief and Training Division

SECTION 4 Summary

This 2017 Greenville Fire/Rescue Strategic Plan represents the efforts of all department members to evaluate our department and to anticipate future community needs, as well as the resources required to meet those needs. The plan distinguishes that the department periodically reassess its mission and vision in order to successfully provide comprehensive, cost-effective emergency services to our community. Recognizing that a Strategic Plan is a living document, GFR is committed to the continuous improvement process that annually reviews the department's plan and completely updates it every 3-5 years. We extend our appreciation to all members of Greenville Fire/Rescue and to our stakeholders for the collaborative effort it took to produce this document and for the effort we must now make to act upon this plan.



FIRE/RESCUE

Find yourself in good company®