

#aSaferCharleston

2022-2026

STRATEGIC PLAN

CHARLESTON

FIRE DEPARTMENT



Mission

Excellent People providing Exceptional Service

Vision

Create a Safer Charleston



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Table of Contents

Letter from the Chief	3
2022-2026 Guiding Strategies	4
Department Overview	5
External Community Feedback	7
Implementation Method	8
Programs and Services	9
Mission, Vision, and Values	10
CFD Organizational Chart	11
Explanation and Methodology	12
Development Schedule for Strategic Plan	13
SWOT Analysis	14
Overarching Categories	18
Goals and Objectives	19
Operational Excellence	20
Organizational Resilience	24
Community Engagement	28
References	33
Signature Page	34

CHARLESTON

FIRE DEPARTMENT



Letter from the Fire Chief

It is my privilege to present to the governing body, the citizens of the City of Charleston and the men and women of the Charleston Fire Department (CFD) our 2022-2026 Strategic Plan. The purpose of strategic planning is to establish the priorities for the organization, focus our resources to meet those priorities, and maintain a positive direction which is consistent with the expectations of all stakeholders.

Our members have established a plan that will guide the CFD in its quest for continuous improvement over the next five years through a process of community and departmental engagement. This plan focuses our attention on those we serve in order to strengthen our community, our partnerships, and our department.

This plan is the third strategic plan developed by the Charleston Fire Department. Much was accomplished with the two previous plans regarding continuous improvement of the organization and ensuring the appropriate and desired services are provided to the citizens and visitors to the City of Charleston, as well as providing support to the men and women of the department.

Through this process, we will support our mission, and the mission of the City of Charleston, through the implementation of the 2022-2026 strategies and goals.

The members of the Charleston Fire Department are committed to the delivery of excellent public safety services to this community. Implementing this plan will ensure the continuation of the professional, progressive services that our citizens and visitors deserve.



Respectfully,

A handwritten signature in black ink that reads "Daniel M. Curia".

Daniel M. Curia
Fire Chief



The 2022 – 2026 Guiding Strategies

1	Operational Excellence
1A	Maintain and advance professional certifications and credentials
1B	Exceptionally trained workforce
1C	Streamline communication
1D	Streamline fire department operations
1E	Empower employees
2	Organizational Resilience
2A	Improve retention and career development
2B	Review the hiring process
2C	Pursue a more diverse and inclusive environment
2D	Provide long term infrastructure planning and maintenance
2E	Identify critical organization and community threats
3	Community Engagement
3A	Access to public education for self-reliance of the citizens
3B	Identify gaps in community outreach
3C	Inform the community on department capabilities and education
3D	Increase local hiring
3E	Increase communication to all citizens

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Department Overview

The Charleston Fire Department (CFD) is an accredited agency through the Commission on Fire Accreditation International and holds an Insurance Services Office (ISO) Class 1 rating. The Fire Chief oversees 400 uniformed and non-uniformed personnel who respond to over 22,000 calls for service each year across 120 square miles of land and 22 square miles of waterways that comprise our city. Our members provide response to fires, emergency medical incidents, technical rescues, hazardous materials, marine firefighting, fire inspections, fire investigations and provide community risk reduction education to our community. The CFD protects our 156,000 citizens, and over 7 million visitors per year, with a workforce comprised of multiple divisions that work together to improve safety in our community.

- *Fire & Emergency Operations* members comprise 354 of our employees and includes Operations, Special Operations, and Training. Operations provides the daily emergency services by utilizing a three-shift system, with each shift working 24 hours on and 48 hours off. The 17 stations house 17 engine companies, 4 ladder companies, 1 heavy rescue company, 1 Air Truck, 1 Tender, and across the four battalions within the city. There are also numerous support apparatus and equipment that are cross-staffed such as 2 marine vessels, 2 brush units, 1 collapse unit, and 2 Haz-Mat units. Each Engine, Ladder, and Rescue is staffed with four personnel. The Training Division is staffed by seven personnel responsible for educating new and existing members, ensuring compliance with required training, and conducting a comprehensive recruit program.
- The eighteen members of the *Fire Marshal Division* strive to preserve life and property through community safety education, community outreach and engagement, fire inspections, fire plan reviews, and comprehensive fire investigations. Each of these elements is critical for the department to expand its community risk reduction mission and promote preventative strategies while engaging our community. The Fire Marshal Division's community risk reduction strategies

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promote firefighter, citizen, and community safety while preserving our historic community.

- The 16 members of *Planning & Professional Development* are responsible for providing overall support services to the department and includes Professional Services, Planning, and Administration. Administration supports daily functions, monitors the budget, and oversees the human resource components of the department. Planning ensures compliance with ISO and accreditation requirements while looking toward the future. Professional Services includes Technical Services, Fleet Maintenance, Facility Maintenance, and Logistics.

Charleston continues to be recognized as one the best small cities in America and has been named a top tourist destination over the last 17 years. An estimated seven million people visit the Holy City annually. Additionally, Charleston is the 4th largest container port on the east coast.

The City of Charleston utilizes a strong-mayor form of government where the mayor serves as the Chief Executive Officer of the City and presides over City Council. Our City Council is comprised of twelve council members who are elected on staggered four-year terms from single member districts. Regular meetings are held twice a month except for June, July, and August in which only one meeting is held each month. The chief financial officer supervises all financial matters for the city.

In 2022, the Charleston Fire Department's annual budget was \$42,452, 503 and is divided into three categories. \$39,003,562 is dedicated to the Operations Division, which includes all administration, of which approximately \$36,183,682 is pay and benefits. \$1,661,294 is allocated for the Training Division of which approximately \$1,054,688 is for pay and benefits. The Fire Marshal Division has \$1,461,972 for its budget of which approximately \$1,401,727 is pay and benefits.

The Charleston Fire Department continues to evolve to ensure the highest degree of service to our community and the most effective level of protection for our unique jurisdiction.

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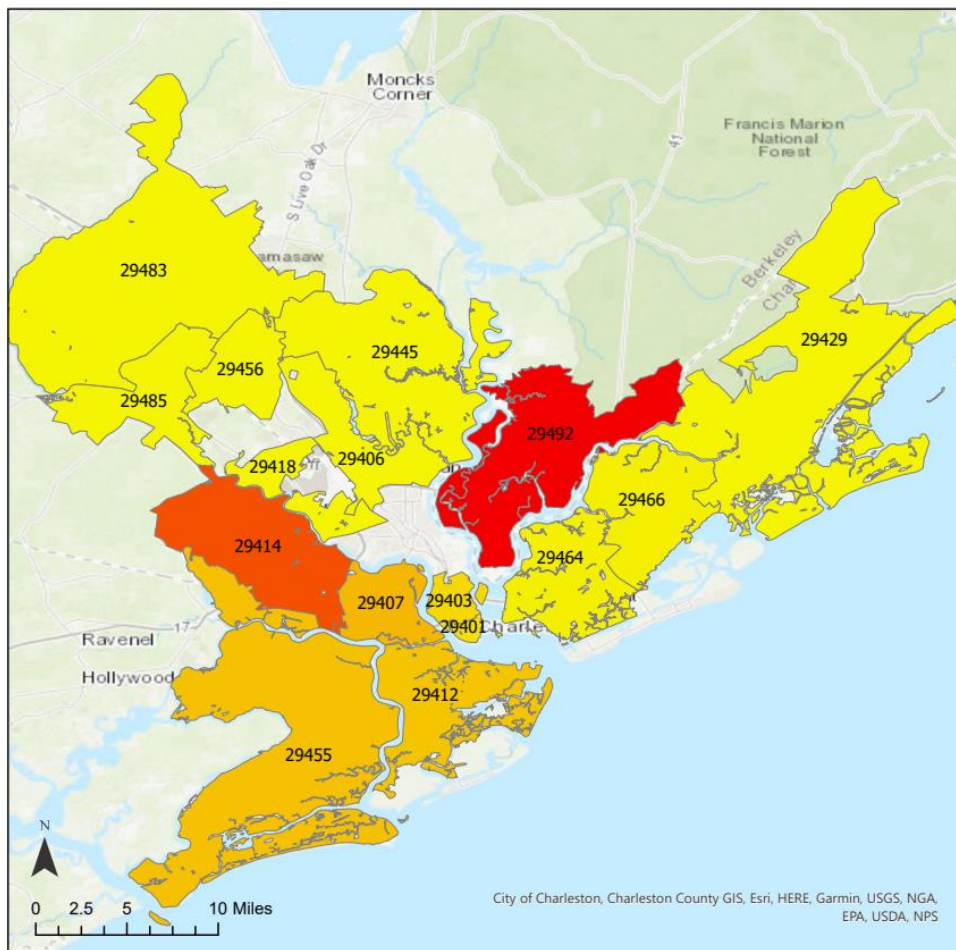
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External Community Feedback

The Charleston Fire Department conducted an external community stakeholder survey in December of 2021. Due to COVID restrictions, the department was not able to hold in-person meetings. The survey was assisted by Dr. Kendra Stewart, Joseph P. Riley Institute, College of Charleston. The questions reached out to residents and business owners and rated their interactions with the City of Charleston Fire Department. Open ended responses were also recorded and are attached in the appendix. The expectations of the community help develop the strategic plan and provide a guide for future improvement within the department.

Charleston Fire Department Community Survey 2020 - Zip Code Representation



of Responses by Zip Code
Responses



Other South Carolina Zip Codes

29072 - Lexington, SC

29481 - Smoaks, SC

29910 - Beaufort County, SC

Out of State Zip Codes

02062 - Norfolk County, MA

08619 - Mercer County, NJ

23669 - Hampton, VA

28207 - Charlotte, NC

28212 - Charlotte, NC

28557 - Cartaret County, NC

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Implementation Methods

- 1 Public Safety Committee and Council approval
- 2 Accomplish small goals at regular intervals
- 3 Maintain a Strategic Plan Committee that meets bi-annually to appraise and ensure the implementation of the strategic plan. The committee should represent a cross-section of the CFD.
- 4 Every division and special team should follow the principles set forth herein. The Strategic Plan is the uniting fabric of the CFD.
- 5 Informal updates, broken down by Strategic Planning sections, should be shared with the organization quarterly.
- 6 A formal update of Strategic Planning accomplishments, broken down by section, should be shared with the entire organization annually.
- 7 Reevaluate and write annual goals each year, based on performance the previous year and how the department can improve the next year.
- 8 Annually, assess progress of the Strategic Plan and consider real world opportunities and obstacles to accomplishing goals. Structure goals for the upcoming year to be realistic and attainable given changing circumstances.

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Introduction

The Charleston Fire Department (CFD) provides an all hazards of services to Charleston's residents, businesses, and visitors. The Department is consistently working to achieve and/or maintain the highest level of professionalism and efficiency to those it serves.

This strategic plan revisits the organization's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future. This plan was developed with input from both internal and external stakeholders and faced many hurdles and barriers related to the COVID-19 pandemic. It uses the guidance set forth in the Commission on Fire Accreditation International (CFAI) Fire and Emergency Services Self-Assessment Manual (FESSAM) 10th edition at the time of development, but will likely transition to the 11th edition.

Programs and Services

The Charleston Fire Department either directly provides or supports the following core programs:

Core Programs of the Charleston Fire Department	
• Emergency Medical Services	• Fire Suppression
• Technical Rescue	• Hazardous Materials Response
• Wildland Urban Interface Fire Control	• Disaster Preparedness Planning and Response
• Community Risk Reduction	• Maritime Response /Shipboard Firefighting
• Fire and Life Safety Education	• Fire Code Enforcement, Plan Review, and Permitting
• Fire and Arson Investigation	• Community Outreach and Public Information
• Training	• Technical Services (Logistics, Fleet, and Facilities)
• Tactical Emergency Medical Services	• Risk Management
• SCBA and PPE Repair	• Employee Safety and Health

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Mission

Excellent People providing Exceptional Service

The CFD strives to improve the overall safety of Charleston through our collective efforts. All members of the CFD are unified in purpose to effectively achieve this goal. By living this mission, the CFD will make Charleston a safer and friendlier place.

Vision

Create a Safer Charleston

As the Charleston Fire Department strives to maintain a reputation of exceptional service delivery, it is our vision that, by 2026, we shall be widely known to create a safer Charleston.

By exceeding the needs and expectations of our stakeholders, delivering our mission, living our values, and accomplishing our goals, we shall bring this vision to fruition.

Core Values

Honor - Actions that show high respect for the organization and its traditions.

Commitment - Duty and responsibility to our community and members of the organization.

Community - Dedicated to involving and including our citizens.

Integrity - Being honest, respectful, and loyal to our community and peers.

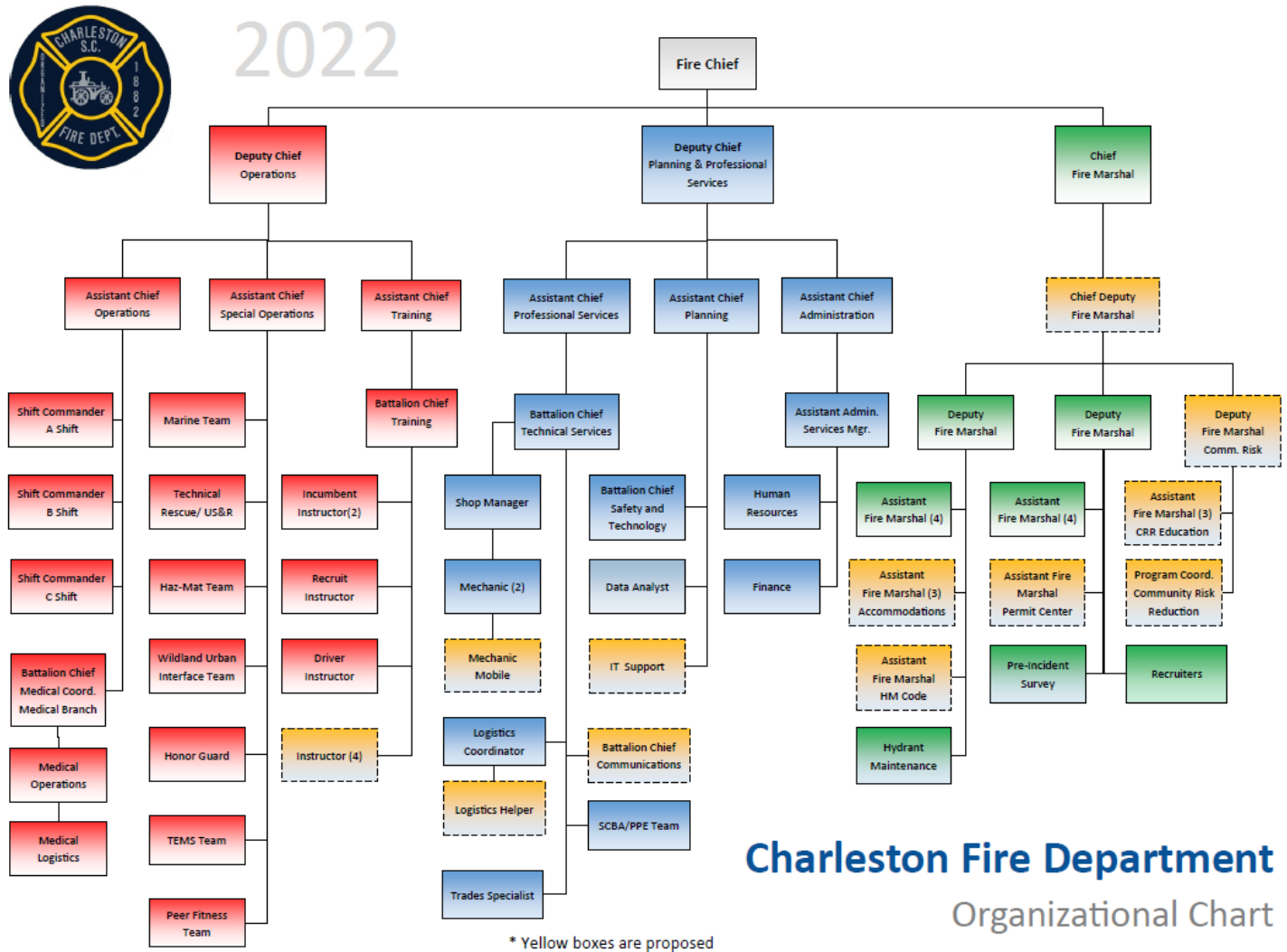
Professionalism - Achieve excellence through progressive training and courteous service.

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Organizational Chart



Charleston Fire Department
Organizational Chart

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Explanation and Methodology

The purpose of this strategic plan is to make Charleston a safer place to live, work, and visit. Due to COVID, a survey was sent with limited responses from the community. The input received from the community was used to help guide the strategic plan. The strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources.

The 2022-2026 Strategic Plan is meant to be an achievable roadmap to drive success. The goal of the strategic plan is to be useful and effective. Therefore, the strategic plan attempts to be concise, coherent, and capable of being evaluated and deployed within quarterly command staff meetings. Each goal of the plan is

- Achievable
- Broad enough to allow flexibility in how to accomplish
- Concise enough to understand

The Strategic Plan was accomplished by a team effort. The Command Staff gathered members from all areas of the organization; this included two Committees, station surveys, internal surveys, and Administrative Chiefs' meetings.

- Group 1 included the Fire Chief, Deputy Chief of Administration, Fire Marshal, Administrative Assistant, Emergency Management, and captains, engineers, and firefighters from the Operations Division of the CFD. Group 1 focused on brainstorming major strategies for the CFD.
- Group 2 consisted of a cross-section of the CFD's employees and focused on content and layout of the Strategic Plan. This cross-section included CFD members of all ranks. The majority of CFD members were consulted for their input on the plan.
- Station surveys were conducted by the team leaders. The station visits provided a myriad of perspectives on the CFD's SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The SWOT analysis was utilized to formulate the Strategic Plan.
- Internal surveys and emails soliciting feedback was also utilized as a form of engagement. This allowed everyone an opportunity to participate and be included in the overall plan.
- The Administrative Chiefs understand the time and budget constraints of the CFD. Therefore, the Administrative Chiefs were vital in creating an achievable timeline.



2021 Development Schedule for Strategic Plan

Meeting #	Attendees	Purpose of Meeting	Date
1	Group 1	Identify S.W.O.T. and major goals	June 1, 2021
2	Station Visits	Survey of major goals and how-to accomplish	June 15, 2021
3	Group 1	Small goals (how-to accomplish majors) specifics	July 1, 2021
4	Group 1	Narrow down minor goals	July 15, 2021
5	Group 2	Review S.W.O.T. and major goals	August 1, 2021
6	Admin. Chiefs	Feedback and timelines	August 15, 2021
7	Group 1	Review rough draft	August 20, 2021
8	Group 2	Review minor goals	September 1, 2021
9	Group 1	Present final draft and take feedback	September 15, 2021



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S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) analysis was employed to ensure the CFD was working under holistic and honest auspices during the development of the Strategic Plan. Station visits and various committee meetings at Headquarters provided the opportunity for small group surveys. Studying the S.W.O.T. analysis will enable the CFD to enhance strengths, address identified weaknesses, provide clear direction, and address the concerns of the community.

Strengths

The CFD is performing admirably in the areas listed below. These areas should be supported and improved to ensure they remain strengths of the CFD. Identified strengths include:

Strengths of Charleston Fire Department
• Emergency incident response and mitigation
• New frontline apparatus, and equipment
• Fire code enforcement, inspections, and permits
• Broad spectrum of special teams
• Automatic and mutual aid agreements with local departments
• Improved retention rate
• Four-person staffing
• Training of personnel meets or exceeds national best practices
• Respect, inclusion, and equity for members
• Community engagement and public education
• Safety of first responders

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Weaknesses

These areas of needed enhancements are not the same as threats (identified later in this document), but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified:

Weaknesses of Charleston Fire Department
• Communicating information to members
• Transparency on direction of department
• Lack of comprehensive training (i.e., managerial, HR, software)
• Lack of diversity
• Creating an inclusive environment
• Low recruitment and hiring of the local residents
• Unbalanced span-of-control regarding committees
• Lack of the public awareness to the services the CFD offers
• Lack of dedicated funding for special teams
• Low member involvement on special teams
• Aging facilities

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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of identifying opportunities is two-fold: maintaining existing successful service and seeking new possibilities to serve both inside and beyond the traditional delivery model. The following potential opportunities were identified:

Opportunities for Charleston Fire Department

- Training members in the battalions to keep units in response areas
- Exploring and mirroring successful programs implemented by similar sized agencies
- Implementation of software and other technology to improve efficiency
- Retention and career development
- Streamlined hiring and onboarding of new personnel
- Facility, apparatus, and equipment maintenance and replacement plans
- Improve diversity, inclusion, and equity for members
- Improve and add Intergovernmental agreements and partnerships
- Seek recruitment and hiring of local residents
- Increased involvement in community outreach by all members of the department
- Grow internal communications

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Threats

An organization can reduce the potential for loss by recognizing possible threats. Understanding that threats are not completely and/or directly controlled by the organization is fundamental to the success of any strategic plan. Some of the current and potential threats identified include:

Threats to Charleston Fire Department

- Increased job-related health risks and injuries
- Funding and budget shortfalls
- Cost of living experienced by employees
- Serving an increasing population and growing response area
- Inability to maintain demand for training incumbent members
- Competing with other fire departments for current and prospective employees
- Organizational disconnect between the top and bottom ranks
- Focus on procedures and policies versus efficiency
- Preparedness for natural disasters and environmental concerns
- Gaps in community outreach to all demographics in the city
- Inability to implement and maintain a routine fire inspection schedule
- High attrition rate on special teams
- Safety concerns on emergency scenes

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The Plan is broken down into three overarching categories:



Operational Excellence

The expectations of the Charleston Fire Department are to exhibit excellence in the performance of every task, by every member, and in each division. Pursuing excellence in any job task is an essential strategy to sustain success while continuing to improve as an individual and an organization. These tasks encompass the whole department to include extinguishing a fire, performing CPR, conducting a preplan, educating children, balancing the budget, servicing a vehicle, issuing equipment, or installing a smoke alarm.

Organizational Resilience

As Charleston continues to experience growth and change, it is vital that the CFD remains dynamic in its ability to meet community expectations. Identifying methods to meet this demand requires the CFD to study organizations with similar strengths, weaknesses, opportunities, and threats and grow the organization accordingly to ensure service levels are maintained.

Community Engagement

The CFD endeavors to be woven into the fabric of the community. Members of the CFD work with the residents they serve to make Charleston a little safer each day. The CFD believes that it functions best by helping the community directly and indirectly. Responding to emergency incidents, teaching fire safety, and enforcing the fire code are direct aspects of the CFD's

CHARLESTON

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mission. Interacting through social media, providing access to fire and life safety materials, and our website are examples of indirect community engagement.

The CFD strives to work collaboratively with other public safety agencies and local groups to address issues affecting the well-being of the Charleston community. The leadership of the CFD wants the public to know that we are always willing to lend a hand when most needed.



Goals and Objectives

The Strategic Plan will improve the CFD by striving to achieve the goals set forth, herein. Therefore, timelines must be adhered to for the CFD to manage and track progress. Goals and objectives can serve as signposts to direct the organization to its desired future, while having reduced obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and to adjust timelines as needed under ever-changing social and political environments. Regular reports of progress and changes should be shared with CFD leadership. In turn, CFD leadership should share regular progress on the Strategic Plan with the rank and file.



GOAL 1 - OPERATIONAL EXCELLENCE





Strategic Plan Goals, Objectives, and Timelines

Goal 1 - Operational Excellence

Objective 1A Maintain and Advance Professional Certifications and Credentials

Timeframe 1-4 years

Critical Tasks

- Maintain CFAI Accreditation Status – Chief of Planning 2026
- Maintain ISO class 1 – Chief of Planning 2025
- Maintain EMT and Paramedic Certifications – Medical Coordinator Annually
- Support and promote key certifications related to assigned member's job functions and tasks – Fire Marshal - 2023



Objective 1B Conduct a comprehensive evaluation to improve our exceptionally trained workforce

Timeframe 1-3 years

Critical Tasks

- Review recruit school curriculum – Training 2023 (yearly)
- Training to encompass Information Technology and Human Resources – Admin 2022
- Increase Battalion based training – Battalion Chiefs 2023
- Increase online training pertinent to department – Training 2023
- Conduct and evaluate auto aid training – Training/Battalion Chiefs 2025
- Review job descriptions of all positions to verify the most relevant and current training certifications– Admin 2023
- Review Special Operations Training Needs – Special Ops 2024

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Objective 1C Streamline communication throughout the CFD and to the community we serve.

Timeframe 1-2 years

Critical Tasks

- Sharing and using all departmental calendars – Planning and Administration - 2022
- Review and update old SOPs – Planning and Administration – 2023
- Increase communication to the community regarding CFD's capabilities – Fire Marshal 2023
- Create a monthly newsletter for the department – Planning and Administration 2023

Objective 1D Streamline fire department operations to improve and enhance the delivery of fire, rescue, and emergency medical services.

Timeframe 1-4 years

Critical Tasks

- Fill medical coordinator position – Operations - 2022
- Match the needs to resources in the Medical Branch – Operations 2024
- Assess and evaluate current auto-aid program to ensure we are operating in the safest, most effective manner – Operations/Training 2024
- Create Division Chief position – Administration/Operations 2025
- Decrease apparatus downtime for maintenance – Technical Services 2024
- Increase mechanic to vehicle ratio – Technical Services 2025
- Enhance fire and arson investigation program – Fire Marshal 2024
- Evaluate the efficiency and effectiveness of the current plan review process - Fire Marshal 2024



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Objective 1E Empower Employees

Timeframe 1-4 years

Critical Tasks

- Maintain an appropriate number of personnel to operate the department's units – Operations 2023
- Evaluate BCs to identify long term goals and guide to achievement – Operations 2022
- Increase administrative support and expand as needed – Planning and Administration/Fire Marshal 2025
- Increase admin team depth through recruitment and training – Planning and Admin - 2025
- Invest in our people through progressive training – Command Staff 2024
- Develop progressive training opportunities for each position – Command Staff 2024
- Provide personal and professional growth opportunities to increase job satisfaction - Command Staff 2024





GOAL 2 - ORGANIZATIONAL RESILIENCE



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Goal 2 Organizational Resilience

Objective 2A Improve retention and career development in all ranks

Timeframe 1 year

Critical Tasks

- Research and identify what the departments with the highest retention rates have in common and implement – Planning and Administration 2023
- Interview employees with 5 years of service to find out why they are loyal to the CFD – Fire Chief 2022
- Review promotional matrix yearly – Deputy Chief of Operations/Deputy Chief of Planning and Professional Services 2023
- Evaluate pay and rank scale for nonsworn employees – Planning and Admin 2024
- Annual evaluation for BCs progression – Deputy Chief of Operations Annually
- Evaluate pay and rank scale for Fire Marshal Division – Planning and Admin 2023
- Create a values-based testing process – Planning and Administration 2023

Objective 2B Review the hiring process

Timeframe 1-3 years

Critical Tasks

- Become nationally competitive as an employer – Administrative Services 2024
- Improve the hiring and onboarding process – Planning and Administration - 2022
- Complete an annual review of all Training processes – Training Annually
- Institute a waitlist for applicants– Planning and Administration 2024
- Improve the timeframe and communications to applicants – Planning and Administration 2024
- Research the need for a regional PAT test – Training 2023



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Objective 2C Pursue a more diverse and inclusive environment within the CFD

Timeframe 1-3 years

Critical Tasks

- Promote an organizational atmosphere where team members of varying backgrounds and beliefs come together to serve our community – Command Staff 2022
- Strive to become an agency that reflects the diverse and vibrant community we serve – Fire Chief - 2023
- Ensure all team members feel welcome and valued – Fire Chief 2022
- Actively engage in community outreach to build partnerships and implement initiatives that focus on recruitment while improving life safety – Recruitment team / Operations 2023
- Implement recruitment strategies that seek team members from our immediate community - Recruitment team 2023
- Increase diversity and inclusion training for all command staff – Fire Chief 2023
- Seek a third-party assessment to evaluate diversity and inclusion within the department and develop strategies to lead our efforts – Command Staff 2023

Objective 2D Provide long term infrastructure planning and maintenance of the CFD facilities

Timeframe 1-3 years

Critical Tasks

- Maintain a facilities plan to include construction, maintenance, and renovation strategies– Deputy Chief of Planning and Professional Services - Yearly
- Explore the need for a mobile maintenance unit for Technical Services to enhance support operations - Technical Services 2023
- Automate systems and forms – AC of Professional Services 2023
- Increase storage area for reserve apparatus – AC of Professional Services 2023
- Research electric and alternative fuels for apparatus and equipment - AC of Professional Services 2024
- Research energy efficient station upgrades - AC of Professional Services 2024

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Objective 2E Identify Critical Organizational and Community Threats **Timeframe 1-2 years**

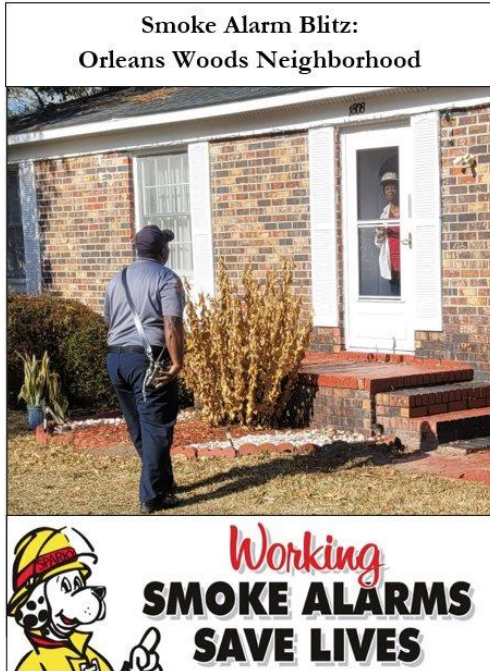
Critical Tasks

- Review and improve departmental plans for natural disasters – Operations/ Special Operations Chief / Fire Marshal 2023
- Increase training for special operations incidents – AC of Special Ops 2023
- Plan for population growth and the need for additional stations/apparatus– Deputy Chief of Planning and Professional Services 2024
- Conduct a Community Risk Assessment to identify additional threats – Planning Chief 2024
- Create a proactive risk assessment program that serves as a real-time analysis tool – Fire Marshal / Planning 2025
- Reduce incident frequency and severity by conducting routine fire inspections – Fire Marshal 2023
- Increase the number of fire inspections conducted within the accommodations tax districts – Fire Marshal 2023
- Expand fire permitting to address specific hazards and threats - Fire Marshal 2024





GOAL 3 - COMMUNITY ENGAGEMENT





Goal 3 Community Engagement

Objective 3A Access to public education for self-reliance of the citizens

Timeframe 1-2 Years

Critical Tasks

- Increase the number of programs conducted to create “aSaferCharleston” – Fire Marshal 2023
- Improve CFD’s online presence – Fire Marshal 2023
- Create a CFD mobile app – Fire Marshal 2024
- Create Pamphlets or QR codes with vital info of the CFD – Fire Marshal 2023
- Identify populations who lack technology and research ways to contact– Fire Marshal/ Fire Operations 2023
- Increase the availability of children’s educational information – Fire Marshal/ Recruitment team 2023
- Increase the number of engagement opportunities for Fire Operations – Battalion Chiefs 2023

Objective 3B Identify gaps in Community Outreach

Timeframe 1-2 years

Critical Tasks

- Enhance existing CRR programs and evaluate the need for additional – Planning Chief/ Fire Marshal
- Identify any outreach groups with unique demographics – Fire Marshal 2023
- Implement a Community Engagement / Public Information Team
- Study the need to increase the community engagement group – Fire Chief and Deputy Chiefs 2023
- Develop a schedule for fire apparatus to visit schools in each planning zone – Battalion Chiefs 2023
- Encourage Firefighters to communicate with the public when in the district – Battalion Chiefs / Operations 2022
- Engage community to re-evaluate their needs versus available programs – Fire Marshal / Community Engagement Team 2025

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Objective 3C Inform the community on department capabilities and training level

Timeframe 1-3 years

Critical Tasks

- Offer a citizens' fire academy – Training 2024
- Continue Fire Ops 101 for local politicians and community leaders – Command staff and Training 2023
- Increase public awareness on department capabilities and local agreements that enhance response – Fire Marshal/Community Engagement Team 2023
- Offer CPR and Stop the Bleed classes – Community Engagement Team 2023
- Increase participation in local public events, such as the farmer's market, to increase distribution of educational and recruitment materials – Fire Marshal/Recruitment 2023



Objective 3D Increase local hiring

Timeframe 1-3 years

Critical tasks

- Build community engagement opportunities to inspire local interest to join the CFD
- Research the need for an explorer program – Recruitment Team/Training 2023
- Start a High School Fire ops class – Recruitment Team 2024
- Attend Summer camps to promote the CFD Recruitment team - 2022
- Partner with mentor programs at local schools – Fire Marshal/ Recruitment 2023
- Increase interactions with local high school students through career days, job fairs, and similar activities – Fire Marshal/Community Engagement Team 2024
- Focus on community engagement as a strategy to enhance the department - 2023

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Objective 3E Increase Communication to all citizens

Timeframe 1-2 Years

Critical tasks

- Increase direct and indirect engagement from line personnel – Operations 2023
- Increase apps, social media, and pamphlets – Fire Marshal 2023
- Improve community knowledge on department responsibilities and capabilities – Fire Marshal 2024
- Submit run data reports and community safety information to the local news and social media – Fire Marshal 2023
- Submit run data to council members specific to their districts – Planning and Admin 2023



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Charleston Fire Department. (2020). *2020 CFD Internal Survey Results*. City of Charleston.

For more information on the history, structure, and operations of the CFD, please see the following resources:

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Signatures

Daniel M. Curia
Fire Chief

Date

Peter Shahid
Chair of Public Safety Committee

Date

John J. Tecklenburg
Mayor

Date