



STRATEGIC PLAN 2023-2028



GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



ORGANIZATIONAL BACKGROUND

The Greenville County Fire Chiefs' Association was established for the following purposes:

- To promote better fire and emergency services for Greenville County.
- To promote and create better fellowship and understanding between the various departments.
- To exchange ideas and experiences with one another concerning operating, organizing, and maintaining proper fire and emergency services.

ORGANIZATIONAL STRUCTURE

Membership of the organization includes any Fire Department that has coverage area in Greenville County.

The officers of the association consist of a President, First Vice-President, Second Vice-President, Third Vice-President, and Fourth Vice-President and these officers make-up the Executive Committee.

The Executive Committee appoints various committees and task forces to carry out the work of the organization.

GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



STRATEGIC PLAN PROCESS

The Strategic Plan process was overseen by a strategic planning committee appointed by the Executive Committee and was facilitated by an outside consultant to ensure objectivity. The association's internal and external stakeholders were engaged throughout the process to identify and evaluate the associations' priorities and to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The planning process began in January 2022 and continued for 6 months. The process included:

1. Initial meeting with the strategic planning committee to review current initiatives and goals.
2. Membership survey to assess current association performance and future opportunities and priorities.
3. Reviewed survey feedback with planning committee and membership.
4. Identified key stakeholders to participate in one-on-one interviews. Stakeholders represented county officials, emergency management partners, and professional services partners.
5. Reviewed stakeholder interview feedback with strategic planning committee and membership.
6. Established planning themes and goals with the strategic planning committee.
7. Presented plan focus areas and goals to the membership.
8. Developed strategies, tactics, timelines, and accountability.

OVERARCHING THEMES

During the planning process three key themes emerged. These themes serve as the overarching areas around which the plan will be built for the next five years. The key themes include: Consolidated Communications, Collective Voice and Impact, and Collaboration in Hiring, Retention, and Training.

GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



Consolidated Communications

When asked about the biggest opportunity for the association, consolidating communications was mentioned the most by both internal and external stakeholders. The consolidated communications section of the plan will focus on researching and developing an operational and financial model of what consolidation of communications could entail for departments that are interested in pursuing.

Collective Voice and Impact

Stakeholders agreed that realigning the governance and committee structure to increase the collective voice and impact of the GCFCA should be the biggest internal goal of the organization. The collective voice and impact section of the plan will focus on meeting structure, realigning committee structure and purpose, defining new task forces, and developing a policy agenda.

Collaboration in Hiring, Retention, and Training

One of the biggest strengths of the organization identified through the process is its past success with training initiatives. To expand on this strength, this section of the plan will focus on a recruit school, shared hiring strategies, and ways to promote the fire service as a career option to the newest generation seeking employment.



GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



Strategic Objective #1 – Consolidated Communications: Explore and develop an implementation plan for the consolidation of communications among interested districts.

Strategy 1.1: Explore the consolidation of communications for districts that are interested in pursuing.

Tactics	Timeline	Responsibility	Status
Appoint a task force to research and develop recommendations for consolidated communications to include at least 3 chiefs and the Assistant County Administrator over fire, and the County Emergency Management Director.	3Q 2022	Executive Committee to appoint task force	
Present recommendations to the membership to include: <ul style="list-style-type: none"> • Purpose of consolidating communications • Capital costs associated with consolidated communications • One-year operating budget • Initial staffing model and reporting structure • Funding model 	3Q 2024	Consolidated Communications Task Force	

Strategy 1.2: If deemed feasible, develop an implementation plan for consolidated communications center.

Tactics	Timeline	Responsibility	Status
Pursue funding from local sources based on funding model. Potential sources could include: Greenville County, State of SC, departments pursuing consolidation, etc.	FY 2027-28 and ongoing	Consolidated Communications Task Force and Policy Committee	
Realign communications staff of participating districts and hire additional staff if needed.	4Q 2027	Consolidated Communications Task Force, Participating Fire Districts, County Officials	
Open consolidated communications center.	2028	Consolidated Communications Task Force, Participating Fire Districts, County Officials	

GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



Strategic Objective #2 – Collective Voice and Impact: Enhance GCFCA's collective voice and impact.

Strategy 2.1: Review and revise the meeting and membership structure of the association.			
Tactics	Timeline	Responsibility	Status
Update annual meeting structure and attendance requirements to include: <ul style="list-style-type: none"> • 9 meetings per year with chief and chief designee only in attendance • 4 meetings/year with all members and partners to include vendor night 	ASAP and ongoing	Executive Committee and membership	COMPLETED June 2022 Chiefs' Meeting
Secure 501(c)(3) status for the association.	ASAP and annual filing	Executive Committee	
Appoint a governance task force to revise bylaws to include updated membership and meeting structure and term-limits for officers.	4Q 2023	Executive Committee and Bylaws Task Force	
Review and revise membership dues and number of members allowed per department.	4Q 2023	Executive Committee and Bylaws Task Force	

Strategy 2.2: Evaluate and restructure committees and appoint new task forces.			
Tactics	Timeline	Responsibility	Status
Assess effectiveness and purpose of existing committees and revise and realign based on assessment.	4Q 2023	Executive Committee and Committee Chairs	
Develop purpose statement and annual goals for each committee and task force.	1Q 2024	Committee and Task Force Chairs	
EMS Committee to lead effort on tracking and reporting back to association on issues with EMS using incident reports and process evaluation.	Begin tracking in 2024 and annually	EMS Committee	
Realign the legislative committee to include local policy goals as well. Focus on being proactive by developing an annual state and local policy agenda for the association.	1Q 2024 and annually approved my membership	Legislative Committee	
Appoint a task force to oversee a signature donation drive to expand name recognition of GCFCA in the county.	Task force appointed in 2024, donation drive held no later than 2025	Signature Donation Drive Task Force	

GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



Strategic Objective #2 – Collective Voice and Impact: Enhance GCFCA's collective voice and impact.

Strategy 2.3: Assess long-term goals and actions to strengthen the association's collaboration and day-to-day operations.			
Tactics	Timeline	Responsibility	Status
Assess the feasibility of long-term forecasting for vehicle purchases and determine cost benefit of shared contracts among interested districts.	Appoint task force in 2025	Long-Term Forecasting task force	
Explore hiring a part-time administrator/director for the association.	2026	Executive Committee	
Create a website for the association.	2027	Administrator/Director of Association, if hired	

GREENVILLE COUNTY FIRE CHIEFS' ASSOCIATION 2023-2028 STRATEGIC PLAN



Strategic Objective #3 – Hiring, Retention, and Training: Collaborate in hiring, training, and retention efforts.

Strategy 3.1: Improve coordination of hiring and training of new recruits across interested departments.			
Tactics	Timeline	Responsibility	Status
Finalize plans for Greenville County recruit school to include ideal timing throughout the year (ASAP).	ASAP and updated annually	INSERT COMMITTEE	
Assign a task force to specifically address hiring and retention strategies: <ul style="list-style-type: none"> • Marketing the fire service as a career option • Is there an appetite for joint recruiting and interview fairs? • Is it feasible to better coordinate timing of new hires for training purposes? 	Assign task force in 2024 Present recommendations in 2025	Executive Committee appoints task force Task force develops and presents recommendations	