

South Carolina State Firefighters' Association

Officers Section

2025 Strategic Plan (2025 – 2029)

1. Executive Summary

- a. Purpose: Strengthen the Fire Officer Academy and develop comprehensive leadership programs while enhancing member engagement and resources for the association.
- b. Vision Statement: To establish a leading, inclusive fire and emergency services Officer Section through the South Carolina State Firefighters Association (SCSFA) that provides ongoing education, resources, and development for all members.
- c. Mission Statement: Support fire officers through professional development, enhance communication with members, and recruit new talent to foster a diverse and capable leadership force within the fire and emergency services.

2. Current Situation Assessment (SWOT Analysis)

- a. Strengths:
 - i. Established Fire Officer Academy.
 - ii. Strong membership base and credibility in the field.
 - iii. Existing platforms (e.g., JIVE podcast) for communication.
 - iv. Support from SCSFA to include staff and oversight
- b. Weaknesses:
 - i. Limited digital content and educational resources.
 - ii. Membership engagement may not be as high as desired.
- c. Opportunities:
 - i. Growing demand for continuous learning and leadership development.
 - ii. Increasing interest in digital content such as webinars, articles, and podcasts.
 - iii. Potential to enhance knowledge, skills and abilities in leadership through targeted programs.

South Carolina State Firefighters' Association

Officers Section

2025 Strategic Plan (2025 – 2029)

d. Threats:

- i. Risk of member disengagement if the association doesn't evolve with current trends.

3. Vision and Mission Alignment

- a. Vision for Year 5: To be recognized as a Section who assists in providing premier leadership development, education, training, resources and networking in the South Carolina fire and emergency services.

b. Strategic Objectives:

- i. Continued support and enhancement of the Fire Officer Academy as a top-tier, nationally recognized training model for Company Officers.
- ii. Develop an accessible, and comprehensive professional development model for members of the SCSFA.
- iii. Increase member engagement through enhanced engagement, resources and communication channels such as social media, and the Jive.

4. Specific Goals and Key Performance Indicators (KPIs)

a. Year 1 (2025):

- i. Goal 1: Maintain, support, and enhance the Fire Officer Academy.
 - 1. KPI: Work collaboratively with the Academy Steering Group to evaluate and update the Fire Officer Academy (FOA) curriculum as necessary to continue to provide a premier officer development academy.
 - 2. KPI: Enhance communication between the Section's Officers and the Officer Academy Steering group by the board having an ad hoc member selected by the Academy Steering Group assigned to collaborate with the Section Officers.
- ii. Goal 2: Begin offering additional educational opportunities for members.
 - 1. KPI: Launch one new webinar series, publish 3 new articles.

South Carolina State Firefighters' Association

Officers Section

2025 Strategic Plan (2025 – 2029)

- iii. Goal 3: Enhance communications with section members.
 - 1. KPI: Increase newsletter open rates by 15%, increase social media engagement by 10% by providing fresh and relevant content.
- iv. Goal 4: Identify funding to provide financial resources to support the Officers Section and the Associated goals and initiatives.

b. Year 2 (2026):

- i. Goal 1: Support Association's conferences and events.
 - 1. KPI: Officer Section membership engagement at the conferences and events by providing manpower assistance to the SCSFA and facilitate growth of Section members through dynamic engagement as support agents.
 - 2. KPI: Annually host three (3) Officer Section events regionally to increased membership participation.
- ii. Goal 2: Develop and launch a comprehensive professional development model.
 - 1. KPI: Create a Professional Development Tracks for all levels to assist in the professional growth of the membership of the officer section, SCSFA membership and the South Carolina Fire Service.
- iii. Goal 3: Recruit 15% more new members by focusing on outreach and engagement.
 - 1. KPI: Recruitment by membership in their departments and local areas through Section support and resources.
 - 2. KPI: Member growth, conduct 2 recruitment campaigns annually.
- iv. Goal 4: Collaborate with the SCSFA Advisory Committee regarding the need for an Officer Section Awards Program; explore opportunities to incorporate this into the current awards ceremony for the Association.

South Carolina State Firefighters' Association
Officers Section

2025 Strategic Plan (2025 – 2029)

c. Year 3 (2027):

- i. Goal 1: Develop an Officer Section Awards Program to recognize outstanding service and leadership of the membership.
 - 1. KPI: Launch and award first set of association awards by end of year.
- ii. Goal 2: Continue expansion of educational content for members.
 - 1. KPI: Publish 5 new articles, 3 new webinars, and produce 10 podcast episodes.
- iii. Goal 3: Engage in association events and conferences at a more enhanced level.
 - 1. KPI: Increase the Officer Section's presence by being engaged at state or regional events and conferences.

d. Year 4 (2028):

- i. Goal 1: Expand educational offerings through partnerships with external agencies.
 - 1. KPI: Explore with the Members Benefits Committee the opportunities to assist the Association in Partnering with Universities and other learning platforms.
 - a. KPI: Engage with the Training and Education Committee to help support their mission.
- ii. Goal 2: Increase member engagement with content and resources.
 - 1. KPI: Achieve 25% increase in podcast downloads, 20% growth in webinar attendance.
- iii. Goal 3: Strengthen the initiative within the professional development model by utilizing the predicated knowledge, skills and abilities of the Section's membership to help provide mentoring, coaching and instruction to seeking members.
 - 1. KPI: Launch at least 2 educational programs dedicated to leadership development.

South Carolina State Firefighters' Association
Officers Section

2025 Strategic Plan (2025 – 2029)

2. KPI: Create a mentoring/coaching program where members with expertise can be paired with members looking to develop.

e. Year 5 (2029):

- i. Goal 1: Collaborate with the Academy Steering Group to solidify the Fire Officer Academy as a leading provider in fire and emergency services to produce the next generation of premier educators.
 1. KPI: Work to get members engaged and recognition of the Officers Section by encouraging membership to seek being published and speaking on a state and national level.
 2. KPI: Continue to maintain 100% enrollment with an increase of applications by 20%.
- ii. Goal 2: Achieve a fully developed and active awards program.
 1. KPI: Successfully host an annual awards ceremony with 3-5 award categories.
- iii. Goal 3: Achieve sustained growth in membership by 20%.
 1. KPI: Increase member retention and member satisfaction through improved section services and continuous member engagement.

5. Strategy Development

a. Educational & Leadership Development:

- i. Evaluate, enhance and update Fire Officer Academy curriculum as necessary to continue to provide a premier officer development academy.
- ii. Introduce micro-learning sessions through webinars and short-format videos to accommodate busy schedules.
- iii. Partner with SCSFA committees, other professional organizations, or training providers to offer quality professional development opportunities

South Carolina State Firefighters' Association
Officers Section
2025 Strategic Plan (2025 – 2029)

for all levels.

b. Member Engagement & Communication:

- i. Enhance member communication through regular newsletters, podcasts (JIVE), and an online forum for discussions.
- ii. Create a mobile app or easily navigated platform for easy access to resources, events, and networking opportunities.
- iii. Develop an ambassador program to encourage members to share their experiences and recruit others.

c. Coaching and Mentoring:

- i. Launch targeted programs to encourage leadership among the Section's membership.
- ii. Establish mentorship and coaching programs linking senior leaders with less experienced professionals.

d. Conferences & Events:

- i. Organize specialized conferences or events focusing on leadership, technology, and professional development in fire and emergency services.
- ii. Provide opportunities for members to engage as speakers or panelists, enhancing their leadership presence.

e. Recruitment:

- i. Offer members a dynamic opportunity to be engaged and to grow within the SCSFA through the Officer Section.

South Carolina State Firefighters' Association
Officers Section

2025 Strategic Plan (2025 – 2029)

- ii. Create a compelling value proposition for potential members that focuses on continuous learning, career advancement, and community.

6. Monitoring & Review

- a. Annual Reviews: Every year, conduct a review of progress toward goals, adjusting strategies as necessary.
- b. KPIs Tracking: Monitor KPIs and gather feedback from members to ensure the objectives are being met.
- c. Member Feedback: Implement surveys and focus groups to gather member feedback and improve offerings.