

2023 - 2028

STRATEGIC PLAN

**SOUTH CAROLINA
STATE FIREFIGHTERS'
ASSOCIATION**



800-277-2732
www.scfirefighters.org
111 Westpark Boulevard
PO Box 211725
Columbia, South Carolina 29210



Leading Progressively

Preserving Heritage

Our Mission

The mission of the South Carolina State Firefighters' Association is to serve its membership as the leader in advocacy, benefits, education and safety while acting as the steward of the Firemen's Insurance and Inspection Fund.

Core Values

The South Carolina State Firefighters' Association expresses a reiteration of the values expressed in the Maltese cross points, representative of the profession which we serve that are: sympathy, gallantry, perseverance, loyalty, dexterity, explicitness, observation and tact. The Association feels that sharing the qualities of our members greater enhances our collaboration and cooperation.



Since 1905, the South Carolina State Firefighters' Association has existed to serve the firefighters of South Carolina.

Chief Louis Behrens, Charleston Fire Department, was the founder of our Association. His dreams of advocating for and training our State's firefighters are our legacy.



Message from the President

Malcolm K. Burns
President
MBurns2@dorchestercountysc.gov

South Carolina Firefighters,

The following document is the 2023 - 2028 Strategic Plan for your South Carolina State Firefighters' Association. The goals and strategies found within outline the next five years and beyond.

The Executive Committee utilizes the Strategic Plan to guide our decision making process for the current operation of the Association and as a roadmap to guide us into the future. The Strategic Planning Committee has worked hard to update this latest revision of the plan using input from our Members, Association Staff, and the Executive Committee. We hope that you will provide any ideas and suggestions that you may have to the Committee by completing any surveys or any other means of solicitation for input that may be presented throughout the year.

Respectfully,

Malcolm Burns

Malcolm K. Burns

Executive Summary

Overview

The leadership of the South Carolina State Firefighters' Association has devised strategies to deliver benefits, services, and training to its members. These strategies are based on careful analysis and evaluation of various stakeholders, and they serve as the guiding principles for the organization's success.

Strategic Planning



Kevin Henson
Chair - Strategic Planning

Core Goals

Ensure that the South Carolina Firemen's Insurance and Inspection Fund (1%) is maintained and ensure its future.

Ensure funding for the South Carolina State Firefighters' Association matches the strategic goals and objectives.

Evaluate benefits, programs, and services offered to the members of the Association.

Establish a viable plan for historical preservation and display of relevant items acquired.

Evaluate the complexity, efficiency and workload of the South Carolina Firefighters' Association staff.

Enhance the communication of Association benefits and offerings to members.

Enhance the communication and coordination with partner associations, agencies, and groups.

Provide fire service leadership development and educational opportunities for members of the Association.

Our Commitment

The Association's leadership and staff are fully committed to achieving these goals and associated objectives. Our primary aim is to provide exceptional customer service and support to our valued members, recognizing that firefighters like you are the greatest asset of the South Carolina fire service.





BROAD GOAL 1: FUNDING FOR THE SOUTH CAROLINA STATE FIREFIGHTERS' ASSOCIATION

GOAL - 1A: To ensure that the South Carolina Firemen's Insurance and Inspection fund (1%) is maintained and ensure its future.

Objective - 1A1:

Establish an ADHOC Committee for the purpose of defining "firefighter", "fire chief" and "fire department" throughout various legislature and other documents in conjunction with State Fire.

Assigned To: Executive Committee

Timeline: 24 Months

Objective - 1A2:

Develop a plan to revise the South Carolina Code of Laws Title 23 - Law Enforcement and Public Safety, Chapter 9, Article 3 "Firemen's Insurance and Inspection Fund."

Assigned To: Executive Committee

Timeline: 24 Months

Objective - 1A3:

Continue to enhance the Firemen's Insurance and Inspection Fund (1%) education and training through offerings to local jurisdictions.

Assigned To: Finance & Audit Committee

Timeline: Ongoing



BROAD GOAL 1: FUNDING FOR THE SOUTH CAROLINA STATE FIREFIGHTERS' ASSOCIATION

GOAL - 1B: Ensure funding for the South Carolina State Firefighters' Association matches the strategic goals and objectives.

Objective - 1B1:

Research new business opportunities, ventures, and revenue sources to support the future of the South Carolina State Firefighters' Association.

Assigned To: Executive Director

Timeline: Ongoing

Objective - 1B2:

Evaluate current membership dues and training and education fees to determine if the current revenue supports the benefits and training outlined by the executive committee of the Association.

Assigned To: Executive Committee

Timeline: 12 Months

Objective - 1B3:

Continue to research and seek alternative funding sources to support the mission and vision of the Association.

Assigned To: Finance & Audit Committee

Timeline: Ongoing



BROAD GOAL 2: ENSURE THE OFFERING OF RELEVANT BENEFITS, PROGRAMS AND SERVICES TO MEMBERS

GOAL - 2A: Evaluate benefits, programs, and services offered to the members of the Association.

Objective - 2A1:

Research and present additional benefits, programs, and services for adoption that can be advantageous to the membership of the Association.

Assigned To: Member Benefits Committee

Timeline: Ongoing

Objective - 2A2:

Research and evaluate healthcare "GAP" insurance policies that could be offered through SCFIS for members who are retiring from service .

Assigned To: Member Benefits Committee

Timeline: 24 Months

Objective - 2A3:

Research and evaluate the feasibility of a firefighter retirement community / home supported by the Association.

Assigned To: Member Benefits Committee

Timeline: 24 Months



BROAD GOAL 2: ENSURE THE OFFERING OF RELEVANT BENEFITS, PROGRAMS AND SERVICES TO MEMBERS

GOAL - 2B: Establish a viable plan for historical preservation and display of relevant items acquired.

Objective - 2B1:

Plans for new or updated Association facilities should incorporate the values and ideas of the fire service historical preservation.

Assigned To: Executive Committee

Timeline: Ongoing

Objective - 2B2:

Develop and present a policy referencing the acceptance and curation of antique items into the historical preservation collection.

Assigned To: History & Preservation
Committee

Timeline: 12 Months

Objective - 2B3:

Establish an open dialogue between the Executive Committee and the History and Preservation Committee to share and understand the history and values of the Association.

Assigned To: Executive Committee

Timeline: Ongoing





BROAD GOAL 3: EVALUATE HUMAN RESOURCES, STAFFING, AND PHYSICAL RESOURCES OF ASSOCIATION

GOAL - 3A: Evaluate the complexity, efficiency and workload of the South Carolina Firefighters' Association staff.

Objective - 3A1:

Conduct or contract a staffing efficiency study of the Association staff and develop a GAP analysis defining the needs of the organization compared to the complexity of the projects and workload..

Assigned To: Executive Director/ Executive Committee

Timeline: 12 Months

Objective - 3A2:

Conduct a needs assessment for Association facilities to support growth and expansion. Research funding opportunities for the facilities identified.

Assigned To: Executive Director

Timeline: 12 Months

Objective - 3A3:

Create a continuity of operations plan (COOP) for the staff of the Association. The COOP should include succession planning for all positions.

Assigned To: Deputy Director

Timeline: 12 Months



BROAD GOAL 4: COMMUNICATE EFFECTIVELY WITH THE MEMBERSHIP AND PARTNER AGENCIES

GOAL - 4A: Enhance the communication of Association benefits and offerings to members.

Objective - 4A1:

Research, develop, and establish the concept of ambassadors for the Association at the local or regional level to enhance the availability of information to members and departments.

Assigned To: Member Benefits Committee

Timeline: 12 Months

Objective - 4A2:

Establish a process for enhancing Association participation that is inclusive, engaging, and focused on soliciting input from our diverse membership.

Assigned To: DEI Committee

Timeline: 12 Months

Objective - 4A3:

Identify ways to solicit feedback from Association membership to help enhance the level of communication between the Association and it's members.

Assigned To: Executive Committee

Timeline: Ongoing



BROAD GOAL 4: COMMUNICATE EFFECTIVELY WITH THE MEMBERSHIP AND PARTNER AGENCIES

GOAL - 4B: Enhance the communication and coordination with partner associations, agencies, and groups.

Objective - 4B1:

Work with the office of State Fire to formalize the scope of work that each agency is responsible for regarding education and training.

Assigned To: Executive Committee

Timeline: 12 Months

Objective - 4B2:

Evaluate the feasibility of creating a "Metro Fire Chiefs" section within the Association. Coordinate with the current Metro Fire Chiefs group to determine their needs and scope of work.

Assigned To: Executive Director

Timeline: 6 Months

Objective - 4B3:

Coordinate and collaborate with the South Carolina State Association of Fire Chiefs regarding shared vision for the South Carolina Fire Service.

Assigned To: Executive Committee

Timeline: 12 Months



BROAD GOAL 5: PROVIDE RELEVANT EDUCATION OPPORTUNITIES FOR THE ASSOCIATION'S MEMBERSHIP

GOAL - 5A: Provide fire service leadership development and educational opportunities for members of the Association.

Objective - 5A1:

Continue to evaluate and enhance the Leadership Institute program to maintain relevancy.

Assigned To: Education & Training Committee

Timeline: Ongoing

Objective - 5A2:

Research and develop a program for fire officers to prepare them for executive level processes and programs as a potential "next level" for Leadership Institute.

Assigned To: Education & Training Committee

Timeline: 12 - 24 Months

Objective - 5A3:

Continue to evaluate, enhance, and expand the Fire Service Improvement Conference to meet the needs of Association members based on analysis by the Education & Training Committee.

Assigned To: Education & Training Committee

Timeline: Ongoing