

**Executive Committee Minutes**  
**Fall Work Session**  
**September 24 -25, 2020**  
**Crown Plaza, North Augusta, SC**

**Attendance:** President Keith Minick, Jamie Caggiano, Josh Holzheimer, Malcolm Burns, Jamie Helms, Tres Atkinson, John Bowers, Marquis Solomon, Ross Vezin, Billy Dillon, Tracy Williams, Jason Pope, Ryan Eubanks, Rick Cramer, Zorrina Harmon, Brick Lewis, Charlie King, Ashley Boltin  
**Thursday Guest:** Shaun Gadsden, Bryan Bailey

10:04 am Called to order by President Keith Minick

Pledge & Invocation by Jason Pope

Welcome from the President

Welcome from North August Public Safety, Captain Charles Williams, Daniel Smith, Davie Griffin

***A motion was made by Malcom Burns to approve minutes from August 11, 2020 & September 11, 2020; seconded by Jamie Caggiano. All in favor.***

**Committee Reports**

**Legislative** – Josh Holzheimer – Updates and reviews of the passing of Cancer Bill & VSAFE were given. The PTSD proviso was not passed. Scheduling of the Governor signing the Cancer Bill & VSAFE bill will be set next week, we need everyone’s support in attendance and will let you know once dates, times and locations have been set.

**Advisory** – Jamie Helms – The advisory Committee meet on September 15<sup>th</sup> to review applications and make selections of who they would recommend for the 2021 Leadership Institute Class.

***The advisory committee would like to bring to you a motion out of committee to accepted the following for the 2021 Leadership Institute roster Marlene Kostyrka – Charleston Fire Dept., William Broscious III – City of Columbia Fire Dept., Kevin Manhardt – Horry County Fire Rescue, Bryan Bailey – Lake Cunningham Fire Dept., Matthew Going – Town of Moncks Corner Fire Dept., Drew Godwin – Lake City Fire Dept., Philip Moore – City of Conway Fire Dept., Thomas Tardo – Tyger River Fire Dept., Brian Ducey – Dorchester County Fire Rescue, Lee Echols – City of Gaffney Fire Rescue, James Jones – Rock Hill Fire Dept., Caleb Story- Parker District Fire Dept.***

***A Motion was made to approve the recommendations of the advisory committee for the 2021 Leadership Institute by Josh Holzheimer. All in favor.***

**Supervisory** – John Bowers – The supervisory committee meet with the newest committee member Ben Bowers for an orientation to supervisory and to bring him up to speed. As it would be to anyone, this will be a learning curve for him, but we are confident he will be a good fit and he is up for the challenge. We have hosted two “one percent” classes in the last month in Chester and one in Greenwood. We have several upcoming classes between now and the end of the year one including Cherokee and Newberry County.

**Member Benefits** - Ross Vezin – The committees next meeting in October 1<sup>st</sup> via Zoom we will be meeting with a company in the upstate that can potentially offer discounts for healthcare, we are working on rental car discounts and we continue to work with Frank on VA benefits.

**Training & Education** – Billy Dillon – The committee is reviewing upcoming adjustment, changes and improvements to the future Fire Service Improvement Conference and Fire – Rescue Conferences. Shaun Gadsden did a presentation on rebranding for the FSI Conference 2022. A discussion was had about the name and we will continue to work on tweaking the name.

**Health & Safety** – Tracy Williams – We have reached a milestone with the Cancer Bill, the cancer coalition will now be focusing on prevention, talking points and directions of where to go from here.

**By- Law's** – Jason Pope - We have not meet since our last EC meeting. The decision was made to wait to vote on proposed by – law changes until the winter meeting. We will have a conference call to include the EC in the coming weeks.

**EMS** – Ryan Eubanks – Our next meeting is October 8, 2020. We are seeing the highest NREMT pass rate ever, EMT 71% on first attempt, 76% accumulative, Advance EMT 82% on first attempt, 82% accumulative, Paramedic 87% Pass rate on the first attempt and 94% accumulative. A discussion was had about an EMR to EMT Bridge program.

**Foundation** – Tres Atkinson – We are working on hosting a zoom meeting here in the near future. We have prospects of a new scholarship in memory of Ronnie Boyce, we are working on final details and will share once those are complete. Zorrina is currently working with TopGolf on a potential golf tournament for the fall.

**SCFIS** – Rick Cramer & Zorrina Harmon – We had a meeting on September 1<sup>st</sup>, our two new members were not available to attend this meeting, but we will be getting with them in the coming weeks to meet and bring them up to speed the new members are Scott Garret, Westview Fairforest & Pete Reid, Bluffton Township. We are processing lots of PTSD claims, Zorrina has sold her first PNC policy to Fairplay Fire Dept.

Break for Lunch

**Budget**

Bryan Bailey did a presentation and review of how finances work for the South Carolina State Firefighters' Association.

Charlie King proposed to the group the 2021 budget proposal.

***A motion was made by Josh Holzheimer for executive session to discuss contractual matters and would like to include Charlie King, Rick Cramer & Bryan Bailey; seconded by Jamie Caggiano. All in favor.***

***A motion was made by Josh Holzheimer to come out of executive session; seconded by Malcolm Burns. All in favor.***

Per Executive Director King a pen and ink change was made to line 04-N-3685 Legislative Expenses to \$48,000.

***A motion was made by Josh Holzheimer to allow the Executive Director to enter into contractual negotiations with the legislative agents with available funds; seconded by Malcolm Burns. All in favor.***

***A motion was mad by Jamie Caggiano to accept and approve the budget as presented with pen and ink changes; seconded by Josh Holzheimer. All in favor.***

***Break***

### **Old Business**

**Fire Service Improvement** – Ashley reported that this location where we are meeting today is where we are proposing to host 2021 Fire Service Improvement Conference. Everyone seemed to agree it was a good location and nice facility. President Minick suggested that we should look at the NVFC/IAFF as they have hosted a roundtable discussion on inclusion and diversity, president Minick would like us to research into potentially recreating that event or a similar event for the SC fire service at FSI21.

**Fire – Rescue Update** – 2021 teaching proposals close on September 30<sup>th</sup>. The committee will be meeting in the upcoming weeks to review those proposals and to take in consideration of 2020 classes that were chosen but conference was cancelled to complete a 2021 schedule. Contract for Myrtle Beach have not been signed yet, we are waiting on direction from the Executive Committee on what they would like to see on a classroom floor layout. We have sent a spread sheet with three options and we are waiting on direction from them.

***A motion was made by Josh Holzheimer to select option three for contractual purposes for the 2022 – 2024 Fire - Rescue Conference Myrtle Beach Sheraton contracts; Seconded by Jamie Caggiano. All in favor.***

## **New Business**

Zorrina addressed the group on a Workers Compensation coverage of board members. It was agreed upon that there is no expectation that the SCSFA should cover the Executive Committee members on its Workers Compensation policy, the sponsoring department covers them. It was agreed that each board member will have to sign an agreement acknowledging that they understand.

## **Strategic Planning**

Malcolm Burns reviewed with the group the Strategic Plan Questionnaire, his suggestion of distribution method would be through email, social media and website. A discussion was had that there may be the possibility to tie it in with some of the academy classes such as 1152 and FF1 to collect responses. It was also suggested that dispersing it amongst committee members of each association committee could help spread the word. It was suggested that creating a video training series on each benefit we offer may be another method that we could use to share the word with our membership. As it has been brought to our attention one size does not fit all.

***A motion was made by John Bowers to recess for the day; seconded by Tres Atkinson. All in favor.***

## **September 25, 2020**

### **Day 2: Aiken Public Safety**

Aiken Public Safety Welcomed the group and talked about their department along with the specialty teams they host and support.

12:06 Call to order by President Keith Minick

Strategic Planning continued by Charlie King & Malcolm Burns

Charlie King reiterated this is a living and breathing document. Discussion was had.

The group was divided in to 5 small groups. Homework assigned for all is to meet with your group prior to October 13<sup>th</sup> executive committee meeting your group number correlates with your strategic planning goal number. Review and take in consideration of the 5 items below

- 1. Facility**
- 2. By-laws rewrite**
- 3. Communications**
- 4. Technology**
- 5. Book of knowledge**
- 6. Inclusion**

**Group - Goal 1**

Marquis Solomon  
John Bowers  
Josh Holzhiemer

**Group - Goal 2**

Jamie Caggiano  
Jamie Helms  
Billy Dillon

**Group - Goal 3**

Brick Lewis  
Jason Pope  
Rick Cramer

**Group - Goal 4**

Tres Atkinson  
Zorrina Harmon  
Ryan Eubanks

**Group - Goal 5**

Ashley Boltin  
Ross Vezin  
Tracey Williams

**South Carolina State Firefighters' Association Strategic Plan**

**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.*

Our mission is accomplished by:

1. Ensuring the continued strength and fiduciary health of the Firemen's Insurance and Inspection Fund through sound financial advocacy, proper record keeping, and auditing of the process;
2. Securing the best benefits to our members in keeping whole their behavioral, physical, and financial well-being; and,
3. Fostering a collaborative working environment where the larger collective of our fire service wisdom and skills can come together to plan and shape the future of our profession through training, education, and advocacy.

## **Overarching Goals**

In order to fulfill its mission, the Association established the following goals to be accomplished during the next three years:

### **Broad Goal 1: To ensure sustainable funding that can fulfill the needs of the Association**

Goal #1A. To ensure that the Firemen's Insurance and Inspection fund (1%) is maintained and that the Association and its operations are less dependent on it

Strategy on #1A. Item 1 - All staff and Committee members shall continually search for ideas on alternative funding strategies for projects and member benefits

Strategy #1A Item 2 - The Executive Director, along with the appropriate committee, will continue to improve the policies and processes of the fiduciary role of the Association as it pertains to the use of 1% funds through the articulation of those policies; enhanced audit processes; and training customers in those policies

Strategy #1A. Item 3 - The Executive Committee shall have prepared and maintain a draft of a rewrite of the 1% laws and be prepared to educate the legislature about 1% funds and seek passage of that bill when the political and economic timing is right

Strategy #1A. Item 4 - The Executive Committee will begin conversations and marketing of concepts of minimum requirements at the department and local leadership levels for receipt of 1% funds.

Goal #1B. To ensure that funding keeps pace with expected project based objectives

Strategy on #1B. Item 1 - The Executive Director will ensure through ongoing evaluation, the financial stability of the Association in periods of business growth and offer frequent plans updates to the Finance and Audit Chair and thus the Executive Committee

Strategy on #1B. Item 2 - The Finance and Audit Committee will work with the Executive Director to ensure proper planning and communication through annual review and balancing of the financial projections of income versus growth.

Goal #1C. To maximize service to members while minimizing dues increases

Strategy on #1C - The Executive Committee will continue to expand, through current and potential ancillary business ventures, the marketing opportunities of Association benefits and services to non-traditional customers and vendors for the ultimate benefit of the traditionally

defined members due to economy of scale and revenue streams

Goal #1D. To balance all projects and income to ensure the maintenance of the not for profit status

Goal #1E. To enable the Foundation Trustees in ensuring a strong Foundation financial position

Goal #1F. To equip the ancillary business ventures of the Association to maximize their potential

Strategy on #1F - The Executive Committee and Executive Director will ensure the development of business and strategic plans for the Foundation, and SCFIS within two years through cooperation and support of those business ventures

## **Broad Goal 2: To grow membership and increase member involvement**

Goal #2A. To increase the active membership

Goal #2B. To increase the number of members who utilize benefits and other services

Strategy on #2B. Item 1 - The Executive Committee will create an orientation packet of materials for new recruits explaining the Association programs and efforts and utilize this packet at recruit programs and during basic firefighter training

Strategy on #2B. Item 2 – Staff will assess and develop contact plans for geographical and political subdivisions of membership and create a formula for coverage of membership

Strategy on #2B. Item 3 - Staff and Committee Members will increase face-to-face activities during regional events and having a regional presence with the objective being to provide material for all participants to become member benefits ambassadors

Goal #2C. To increase the diversity of members who are active in Association governance

Strategy on #2C. Item 1 - All Committee Members and staff will encourage more involvement from line personnel on committees to foster future leaders and diversification of the Association

Strategy on #2C. Item 2 – The President will appoint a task force to evaluate and describe positive actions for diversification of components of committees throughout the Association

## **Broad Goal 3: To ensure the offering of relevant programs and services for members**

Goal #3A. To gain a service level of 35-50% of membership using virtual training officer that could incorporate Association advertising and marketing

Goal #3B. To plan for growth while ensuring the maintenance of current service levels

Goal #3C. To adequately plan and ensure the financial stability of the future SC Fire-Rescue conference opportunities

Goal #3D. To seek new programmatic offerings for the membership

Strategy on #3D. Item 1 – Staff and the Supervisory Committee shall assemble a plan of the rewrite and distribution of new 1% guidelines in electronic as well as print format

Strategy on #3D. Item 2 – Plan for and execute the newly created PTSD / FAST model of funding as provided by the state to include FTE and “recurring” funding status in the state budget

#### **Broad Goal 4: To seek fire service partnerships and overall cohesion**

Goal #4A. To ensure the fire service speaks with one voice and has a consistent message

Strategy on #4A - Staff will enhance partnerships with other fire service organizations and associations for increased participation, and cooperation, in regional and local fire service events

Goal #4B. To provide better quality services which could be offered more economically

Strategy on #4B. – The Executive Committee and Staff shall make a priority to improve the Member Management System in newer versions which would allow 1% process adaptation and individual members to login to the database

Goal #4C. To provide the avenue for fire service consolidation of resources

Strategy on #4C - Staff and Executive Committee members shall seek out partnerships with other associations and non-traditional members to increase awareness of and participation in the SCSFA through the use of the Sections concept and member benefits strengths

#### **Broad Goal 5: To develop personnel and facilities that meet the long term needs of the Association and its members**

Goal #5A. To continue to assess the operational model of office locations and remote operations to maximize efficiency and mission accomplishment

Goal #5B. To plan for succession of staff and cross training to ensure continuity

Strategy on #5B. Item 1 – The organizational structure of the Association and its business operations will be frequently evaluated to match personnel resources with funding and staffing levels to ensure effective programmatic delivery and business continuity



Strategy on #5B. Item 2 – The Executive Committee will become frequently engaged in conversations pertaining to succession planning of Association leadership to plan for and adapt to predictable changes in personnel.

Our next meeting will be October 13<sup>th</sup> at the Association Office.

As a reminder the LSE Section Virtual Conference will be October 1<sup>st</sup>.

We will let you know once we know more of when and where the governor will sign the VSAFE Bill & Cancer Bill, we would like to have a lot of folks attend in support.

***A motion was made by Jamie Caggiano to adjourn at 1:12 pm: seconded by Tres Atkinson. All in favor.***