

STRATEGIC DIRECTION

2024 - 2029



VISION

Everyone comes home safe.

MISSION

Working together to save lives from the roadway to the workplace across South Carolina and Georgia.

VALUES

Be safe. Our team is committed to keeping ourselves and others safe.

Empower our partners. Through collaboration and teamwork, we will equip people with the safety knowledge they need to feel confident in their choices and decision making.

Make an impact. Our work will have staying power and inspire long-term behavior change as organizations and communities adopt a culture of safety.

Work passionately. Committed every day to ensuring people get home to their families.

STRATEGIC PRIORITIES

At the Southeastern Chapter of the National Safety Council, everything we do is about increasing our reach and impact to create a **culture of safety** in the communities we serve.



BROADEN OUR SCOPE. Training is the backbone of our organization and remains a critically important part of our mission. But training, in and of itself, will not create a culture of safety. Our work must broaden in scope to be more fully aligned with and grounded by our vision, mission, and values. Such alignment requires us to explore and enter new areas of work, which is also likely to require an enhancement of our internal expertise and capacity. For everyone to come home safe, we must expand our thinking, our visibility, and our public commitment to having an impact on safety. This means using our voice and platform to become a go-to expert on safety; communicating more effectively with our members, trainers, and partners so they see us as a known and trusted advocate; and, serving as a clearinghouse and trusted thought leader for people in communities across the Southeast to access the latest research and data.



REIMAGINE THE WORKPLACE. Community safety and workplace safety may not seem congruent but from our organization's position they are one in the same. While historically we have tied workplaces and safety primarily to engineering, manufacturing, and construction locations, this is a narrow definition of workplace. Similarly, we have struggled with articulating a clean definition of community safety, when in reality, communities are defined as a collection of individual workplaces. This interdependency of workplaces and communities allows for the emergence of new products, partners, and programs to be developed in the spirit of focusing on the safety of our coworkers and neighbors. Everyone needs to be and feel safe in their workplace, and as a result, a shared agreement to keep each other safe emerges: *"I keep you safe in my workplace and you keep me safe in yours."*

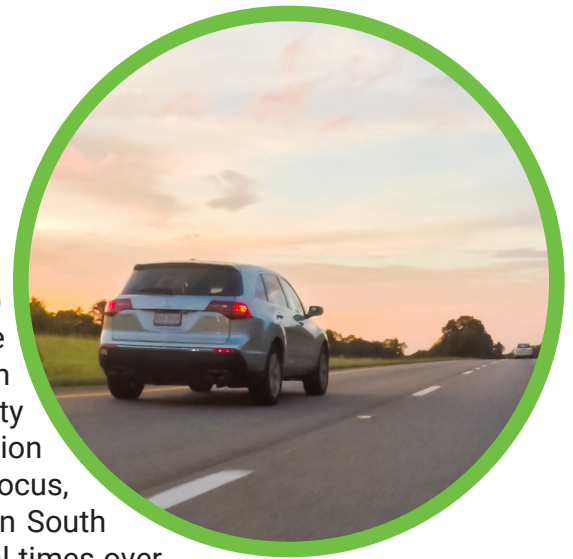


EXPAND OUR REACH. There is a need to identify, prioritize, and strategize the variety of expansion opportunities that are available through the lens of ensuring a relevant future for the organization and achieving our vision. As this happens, we will have a greater opportunity to broaden our reach, become a more trustworthy organization, and ultimately create a culture of safety in the Southeast. A critical need is expanded networking and partnerships at the individual, organizational, and system level, and as a result, increase our reach in communities.

ABOUT

NATIONAL SAFETY COUNCIL SOUTHEASTERN CHAPTER

The National Safety Council Southeastern Chapter (SCNSC) began in 1961 as a response to the growing number of people being killed and injured in collisions in the Charleston area. In its early years, we were known as the Greater Charleston Safety Council and incorporated as a non-profit corporation. Expansion has taken the organization from a local focus to a statewide focus, and now to a focus on the Southeast, concentrated primarily on South Carolina and Georgia. As a result, our name has changed several times over the course of our history but our commitment to safety has remained steadfast.



From the beginning, the Council has been a chartered Chapter of the National Safety Council. We are closely affiliated with our national organization but remain an independent, private nonprofit with a mission to work together to save lives from the roadway to the workplace across South Carolina and Georgia. We work to achieve our mission by providing safety education, awareness, advocacy, and prevention in three core areas: roadways, workplaces, and in communities.



THE STRATEGIC PLANNING PROCESS

Our leadership and staff desired a strategic planning process that was thoughtful and progressive, resulted in usable information, and outlined a clear vision for the future of the organization. In early 2023, we engaged 1000 Feathers to facilitate a comprehensive process that would take stock of the past, assess the current condition, and set our organization up for future success and transformation.

While the tremendous growth and expansion we have experienced is commendable (23,916 people directly impacted in 2022), our organization is not resting on its success but instead is pushing boundaries and thinking intentionally about the future we want to create in the Southeast.

To successfully manage points of inflection, 1000 Feathers gathered input from internal stakeholders, probed industry best practices and increased everyone's understanding of the strength of our brand and external stakeholders' desire to invest in the future. Information gathered during their assessment prompted deliberate reflection on our purpose, strategy, and desired results—all of which informed the development of a change strategy that positioned us for future success. 1000 Feathers met our desire for an organizational strategic plan to not just be a "thing," but rather a process that allowed us to reflect, learn, and grow.



BROADEN OUR SCOPE

Training, in and of itself, will not create a culture of safety. Our work must broaden in scope to be more fully aligned with and grounded by our vision, mission, and values and the ultimate impact we are making on safety. **We will know we have succeeded when** our members and partners have opportunities to engage with us beyond the high-quality training we provide.

Internal Strategies

1. Offer a more diverse, well-researched, and strategic set of learning opportunities for safety professionals, workers, and community members to build safety knowledge and skills.
 - a. Diversify the modalities and delivery mechanisms we offer for learning (e.g., pre-recorded videos, tip sheets, reports, etc.), allowing us to reach as many people as possible.
 - b. Expand online educational resources, opportunities, and partners.
2. Build the internal capacity of SCNSC to handle expanded communications and public awareness.
 - a. Identify and produce a consistent suite of communications products and collateral related to safety on the roadway and in the workplace that is consistently updated and widely distributed among membership and in communities.
 - b. Work with statewide partners to develop public awareness campaigns that bring attention to targeted safety initiatives in our region.
3. Increase our advocacy efforts and become a more visible player in state and regional advocacy efforts that relate to roadway and workplace safety.
 - a. Create a policy and advocacy agenda that informs our state.
 - b. Establish stronger partnerships with other state and national advocacy organizations.
4. Become a trusted advocate and thought leader in communities across the Southeast by developing a comprehensive strategy for curating and disseminating research, data, and best practices related to roadway and workplace safety.
 - a. Develop relationships with research universities, institutes, and government agencies in South Carolina and Georgia who can assist with data collection and analysis and content creation.
 - b. Identify intentional linkages and partnership opportunities with the NSC national office and other state offices. Use those linkages to synthesize data, information, and approaches that can be adapted to meet needs in the Southeast.

External Strategies

1. Create a culture of safety by ensuring those associated with our organization (e.g., member, partner, donor), understand our mission, the value of our organization, and how to leverage our suite of resources to advance safety within their own scope of work.
2. Enhance peer-to-peer learning by being more strategic about networking, intentionally increasing the connectivity of our members, and empowering them to share their expertise and experiences with others.
 - a. Develop and maintain a clearinghouse of partners with relevant areas of expertise and connection, engagement, and relationship to the organization so that we can call upon them when we don't have the answer, collaborate within communities, and bring partners together in force when needed.
 - b. Initiate regional networking and affinity group opportunities (i.e., annual conference, membership meeting) to deepen learning, develop and maintain relationships, and allow members to share and grow with each other.



REIMAGINE THE WORKPLACE

From our organization's position, communities and workplaces are one in the same. Our approach to community safety is about making workplaces safer and our approach to workplace safety extends to people who not only work but also live and play in communities. **We will know we have succeeded when** we have developed new partnerships with a newly defined range of workplaces who are accessing our products and services.

Internal Strategies

1. Broaden the internal definition of workplace to be more reflective of the diversity of employers that exist in the communities we serve. Then build out and enhance services to reflect the needs of workplaces of all sizes and industries.
 - a. Understand the breadth of workplaces that exist in the communities we serve, identify industries with the greatest need for our services, and reflect this reality in our marketing materials, in the way we position the organization, and in the way we offer training and learning opportunities.
 - Factories, construction sites, and roadways remain a focus of our organization; however, there are unserved industries across South Carolina and Georgia where we can focus our efforts and save more lives. Industries like agriculture, mining, and the military have non-traditional workplaces that can be hazardous to workers. Additionally, seasonal farmworkers (often undocumented and underserved) represent a significant workforce in our territory but receive limited safety training and awareness.
 - b. Strategically assess the safety needs of the diverse employers and workplaces that exist in identified geographic priority areas and package our offerings for these unique audiences.
2. Break down internal and external silos to maximize our reach and impact on membership and support broadening our scope.
 - a. Ensure that members and workplaces are informed about and able to get everything they need from a single point-of-contact at the organization.
 - b. Commit to an ongoing process of cross training and learning within the organization.
 - c. Educate staff and internal stakeholders of NSC offerings. Increase our understanding of how and when the Chapter and NSC should interact and partner with each other.

External Strategies

1. Deepen our understanding of the associations, conveners, and experts within the multitude of other industries we are currently not including in our definition of workplace.
2. Improve brand recognition by always having an opinion on stories of interest and being a consistent voice on roadway and workplace issues of regional and local importance.



EXPAND OUR REACH

There is a need to identify, prioritize, and strategize the variety of expansion opportunities that are available through the lens of ensuring a relevant future for the organization and achieving our vision. **We will know we have succeeded when** we have new members, partners, staff, learning locations, learning recipients, and funding sources.

Internal Strategies

1. Assess our capacity related to new markets, areas of work, and opportunities to ensure our personnel and physical infrastructure match the demand for reach and growth.
 - a. Intentionally expand our internal thought leadership (board/staff/volunteers) so that we have multiple experts who can provide evidence-based interviews, presentations, testimonials and/or develop resources and collateral.
 - b. Determine the need for additional facilities, training centers, and technology necessary to support growth.
2. Expand our geographical footprint in both South Carolina and Georgia.
 - a. Identify white space: the geographic areas where our organization and/or our national affiliate does not currently reach.
 - b. Increase our understanding, appreciation, and incorporation of diversity and inclusion so that our services reach the communities and individuals who need them the most.
 - c. Work to remove financial, educational, and/or language barriers from our programs and services.

External Strategies

1. Intentionally and purposefully expand our access to thought leaders within our pool of instructors, members, and partners so that we have a diverse pool of experts who can teach a wide breadth of classes, provide evidence-based interviews, presentations, testimonials and/or develop resources and collateral.
2. Become a go-to resource and trusted thought leader for workplaces, roadways, and communities in identified geographic priority areas.
 - a. Engage in consistent participation in meetings and events, media appearances, and other public awareness opportunities.
 - b. Commit to consistent participation in safety-related groups, taskforce, coalitions, and other collectives.
3. Increase our financial diversity and stability.
 - a. Use nonprofit status to our advantage in the solicitation of donors, grants, and donations.
 - b. Increase and diversify revenue streams beyond training (e.g., online education, meetings and events, branded merchandise, products and services, etc.).