

# HILTON HEAD ISLAND FIRE RESCUE 2018-2023 STRATEGIC PLAN



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## Introduction

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Hilton Head Island Fire Rescue (Fire Rescue) provides emergency medical, fire suppression, emergency communications, technical rescue, domestic preparedness, community risk reduction, hazardous materials mitigation, public education, and fire investigations to the residents, businesses, and visitors of Hilton Head Island, South Carolina. Fire Rescue consistently works to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. Thus, Fire Rescue contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9<sup>th</sup> Ed.* and is intended to guide the organization within established parameters set forth by the Town of Hilton Head Island.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged Fire Rescue members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided Fire Rescue with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the community and its stakeholder groups demonstrated commitment to this important project and remain committed to the document's completion.

**HILTON HEAD ISLAND FIRE RESCUE**  
**STRATEGIC PLAN**  
Table of Contents

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Organizational Background.....	1
Organizational Structure .....	2
Community-Driven Strategic Planning.....	3
Process and Acknowledgements.....	4
Community Group Findings.....	6
Department Stakeholder Group Findings .....	8
Mission.....	9
Values.....	10
Vision.....	10
Programs and Services .....	10
S.W.O.T. Analysis.....	11
Critical Issues and Service Gaps.....	11
Strategic Initiatives .....	11
Goals and Objectives .....	12
Strategic Plan Vision.....	24
Performance Measurement.....	25
The Success of the Strategic Plan .....	26
Glossary of Terms, Acronyms, and Initialisms.....	27
Works Cited .....	30
Appendix 1 .....	31
Appendix 2 .....	47
Appendix 3 .....	48
Appendix 4 .....	52



# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Organizational Background

The Town of Hilton Head Island (Town) is a resort town of 54 square miles, located in Beaufort County, South Carolina. The Town was officially incorporated in 1983, but the island has a rich history tracing back thousands of years. The island is named after Captain William Hilton.



The Town is a thriving, eco-friendly, micropolitan area with a population of approximately 41,000 residents. It welcomes an estimated 2.6 million visitors annually to enjoy its 13 miles of beachfront on the Atlantic Ocean and other outdoor activities. Hilton Head Island is also home to the RBC Heritage Golf tournament, which is an annual stop on the PGA tour.

Fire Rescue got its start prior to the Town's formal incorporation. Hilton Head Island Fire District and the Sea Pines – Forest Beach Fire Department were both established in 1969; and the Hilton Head Island Rescue Squad was established in 1970. In 1993, these three departments were merged to form what is now Hilton Head Island Fire Rescue.



Today, Fire Rescue is committed to service, protection, and conservation and provides all-hazards mitigation to its risks from seven stations, located strategically throughout Hilton Head Island. Staffed with 147 uniformed and civilian professionals, Fire Rescue provides its various services and programs to support a safe community for

the residents, businesses, and visitors to Hilton Head Island. Fire Rescue was initially internationally accredited in 2002 and has maintained this status with the Commission on Fire Accreditation International. Fire Rescue proudly serves the community through its well-trained, progressive members.



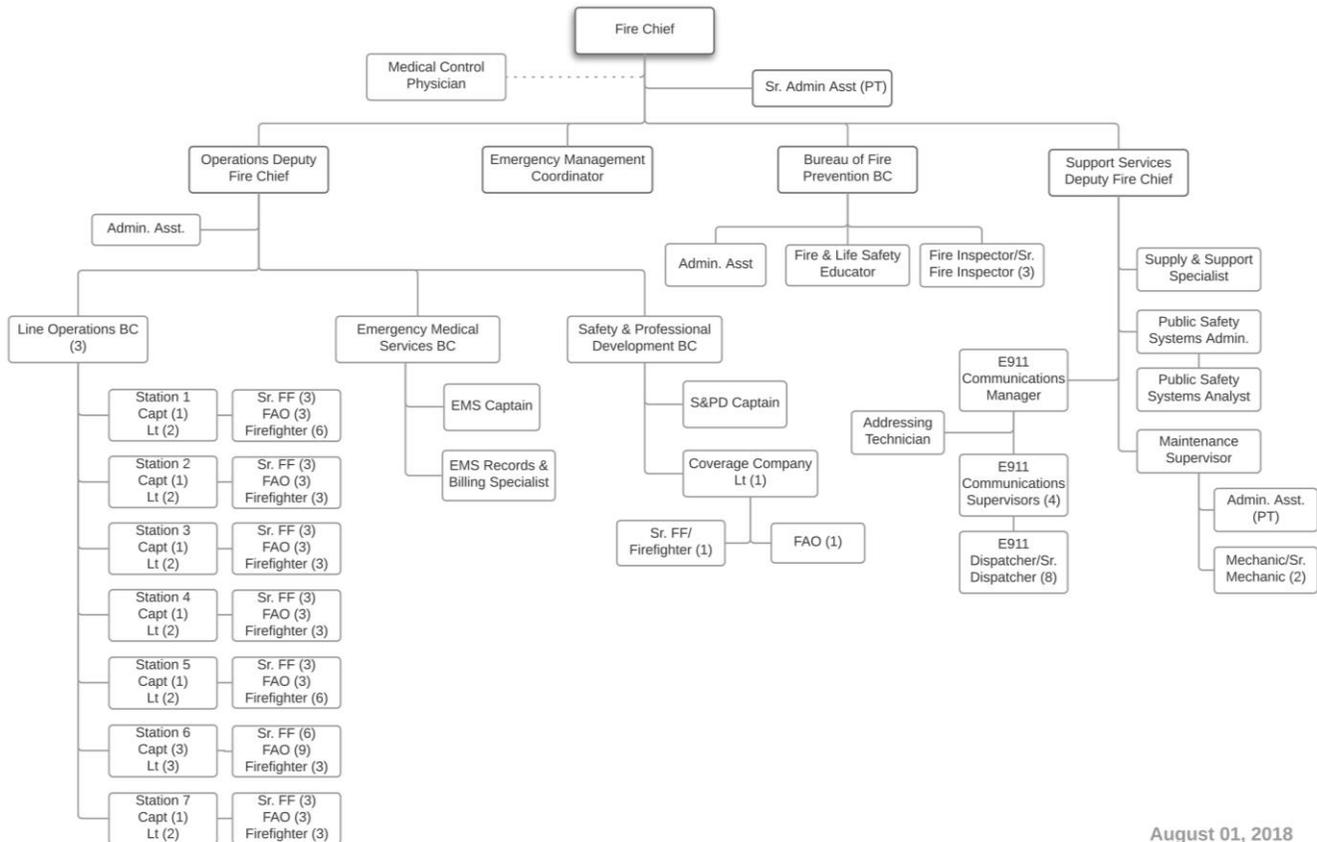


# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Organizational Structure



HILTON HEAD ISLAND FIRE RESCUE



August 01, 2018





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure community expectations remains a focus of an organization's direction, the community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.



Community Stakeholders Work Session

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity or potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

## Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and Fire Rescue stakeholders for their participation and input into this Community–Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Brad Tadlock and his team for their leadership and commitment to this process.

Development of this strategic plan took place in April and May 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). Community stakeholders were comprised of residents, public utilities, plantation representatives, and service providers within Hilton Head Island Fire Rescue’s coverage area; some stakeholders also received services from the Fire Rescue. A broad representation of the community provided input to the process.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Hilton Head Island Fire Rescue Community Stakeholders

Lawrence Alexander	Mike Allen	Lisa Bender	Lorraine Berry
Geraldine Brooks	Richard Carlton	Jason Covington	David De La Rosa
Angel del Valle	Bruce K. Draper	Steve Engledow	Mary Lynn Finn
Barbara Fitzgerald	Pat Futterer	Jim Griner	Lynn Harvey
Susan Huppertz	Don Lewis	Ryan Lewis	Ray Makalous
John J. McCann	James McGrath	Noreen McMullin	John Miller
Lori Miller	Pete Nardi	Diane Osterman	Robert Parker
Robert Pavelka	Eddie Pearce	Linda Peterson	Mark Piekarski
Monica Rodriguez	Andrew Schumacher	David Staigan	Blanche Sullivan
Kyle Tarino	Wayne Touhig	Angela Viens	Dr. Walt Warneck
Mike Waters	Jennifer Welsh	Linda Woodrum	Dennis Yankee



**Community Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community Group Findings

A key element of Fire Rescue's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, Fire Rescue invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by Fire Rescue. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. Fire Rescue stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, Fire Rescue needs to understand what the customers consider to be their priorities. The results were as follows:

Programs	Ranking	Score
Emergency Medical Services	1	264
Fire Suppression	2	218
Fire Rescue E911 Communications	3	207
Rescue – Basic and Technical	4	190
Domestic Preparedness Planning and Response	5	146
Community Risk Reduction	6	95
Hazardous Materials Mitigation	7	77
Public and Life Safety Education	8	70
Fire Investigation	9	65

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Department Stakeholder Group Findings

Fire Rescue stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named below and pictured on the next page.

Hilton Head Island Fire Rescue Department Stakeholders		
Jeff Anderson <i>Fire Inspector</i>	Jon Bills <i>Lieutenant</i>	Chris Blankenship <i>Deputy Fire Chief</i>
Ed Boring <i>Deputy Fire Chief</i>	Tom Bouthillet <i>Battalion Chief - EMS</i>	Dave Britton <i>Captain</i>
David Cooler <i>Supply</i>	Chris Darmon <i>Firefighter</i>	Danielle Dennis <i>Firefighter</i>
Michael Downing <i>Fire Apparatus Operator</i>	Thomas Dunn <i>Emergency Management Coordinator</i>	Joheida Fister <i>Fire Marshal</i>
Norma Foley-Moore <i>Dispatch Supervisor</i>	Andrew Groff <i>Firefighter</i>	Jeff Hartberger <i>Battalion Chief</i>
Lee Jenkins <i>Captain</i>	Cathy Jones - Gooding <i>Communications Manager</i>	Sean Kavlick <i>Firefighter</i>
Eric Lainhart <i>Captain</i>	Rob Loflin <i>Firefighter</i>	John Majorkiewicz <i>Lieutenant</i>
Tim Olander <i>Captain</i>	Janet Peduzzi <i>Captain</i>	Stephen Ralston <i>Public Safety System Administrator</i>
Tina Sanders <i>Firefighter</i>	Tim Santini <i>Captain</i>	Brad Tadlock <i>Fire Chief</i>
Missy Thompson <i>Senior Dispatcher</i>	Keith Tison <i>Maintenance Supervisor</i>	Ben Waller <i>Battalion Chief</i>
Jason Walters <i>Battalion Chief</i>	Gabe Yacso <i>Firefighter</i>	Ryan Zold <i>Lieutenant</i>





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN



Department Stakeholders

## Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**Hilton Head Island Fire Rescue is committed to serving our citizens and visitors  
by preserving life, protecting property, and conserving the environment.**



Department Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up Hilton Head Island Fire Rescue are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

**Hilton Head Island Fire Rescue Core Values are to serve our community through:**

- **Compassion**
- **Integrity**
- **Professionalism**
- **Diversity**

## Vision

Fire Rescue’s current vision is:

**To achieve the highest level of community service and protection by delivering excellent customer service in all that we do.**

## Programs and Services

Fire Rescue stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department’s core programs are provided below, while supporting services are provided in Appendix 2.

**Core Programs of Hilton Head Island Fire Rescue**

Emergency Medical Services	Fire Suppression	Fire Rescue E911 Communications
Rescue – Basic and Technical	Domestic Preparedness Planning and Response	Community Risk Reduction
Hazardous Materials Mitigation	Public Fire and Life Safety Education	Fire Investigation





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Fire Rescue stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned assists the agency in finding its broader critical issues and service gaps.

Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.

## Critical Issues and Service Gaps

Following the identification and review of Fire Rescue's SWOT, two separate groups of internal stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for development of goals and objectives.

Fire Rescue Strategic Initiatives		
Staffing	Professional Development	Community Outreach
Emergency Communication	EMS Program	Technology





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Goals and Objectives

To continuously achieve the mission of Hilton Head Island Fire Rescue, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of Fire Rescue's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes shall be shared with Fire Rescue leadership.

<b>Goal 1</b>	<b>Create the appropriate staffing model to fulfill the needs of the department and best serve the community.</b>	
<b>Objective 1A</b>	<b>Determine if current staffing levels are adequate.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Internally create and complete a workload capacity study for each Fire Rescue division.</li> <li>Obtain and create a work needs assessment from each Fire Rescue division.</li> <li>Reference a job assessment tool for each job specification from 2014 through human resources.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Analyze the current data to evaluate the need for staffing adjustments.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Determine the optimum level of each position for organizational efficiency and effectiveness.</li> <li>Identify if any deficiencies exist through data obtained from the workload capacity study, the work needs assessment, and the job assessment tool.</li> <li>Conduct the analysis to develop recommendations.</li> <li>Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1C</b>	<b>Prioritize the staffing needs for each division.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Determine the staffing needs of each division.</li> <li>Prioritize the needs based on the greatest impact on the Fire Rescue mission.</li> <li>Create a report of the findings and recommendations.</li> <li>Report all findings and recommendations to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Objective 1D</b>	<b>Implement the necessary changes to the staffing model after governance approval.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Seek approval for the staffing model change through the governance system.</li> <li>• Review, edit or create job specifications based on the staffing model.</li> <li>• Conduct the department's process for reallocation, promotion, and hiring to meet the new staffing model.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Provide new orientation for the approved positions.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Coordinate with human resources to conduct any required town orientation.</li> <li>• Conduct departmental orientation to include the required probationary status as applicable to the approved positions.</li> <li>• Monitor the probationary status of those placed in the approved positions.</li> <li>• Appropriately transition from probationary to normal status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1F</b>	<b>Conduct job specific training for the new, approved positions.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Complete the required training based on the job specification.</li> <li>• Obtain/maintain the required certifications and licenses.</li> <li>• Develop any training curriculum based on the job specifications.</li> <li>• Deliver the training.</li> <li>• Evaluate the results of the training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1G</b>	<b>Continuously evaluate the staffing to ensure the needs are met.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine if needs are adequately being addressed through changes to staffing.</li> <li>• Reference the needs identified in a work capacity study.</li> <li>• Develop and disseminate a report of the appraisal.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Goal 2</b>	<b>Enhance the professional development of our personnel to meet the needs of our organization and community.</b>	
<b>Objective 2A</b>	<b>Identify and evaluate organizational programs and requirements</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the requirements/recommendations for fire operations training (ISO, NFPA, OSHA, CFAI, departmental, DOT, DMV, SCLLR).</li> <li>• Review the requirements for EMS (NREMT, DHEC, ASHI, departmental)</li> <li>• Review the requirements for technical rescue/USAR (NFPA, OSHA, SCLLR, SLED, departmental).</li> <li>• Review requirements for HazMat (NFPA, OSHA, SCLLR, departmental).</li> <li>• Review the requirements for emergency communications (SLED, APCO, NENA, departmental, South Carolina Criminal Justice Head, EMD, EFD).</li> <li>• Review the requirements for fleet maintenance (EVT, DOT, NFPA, manufacturers, OSHA, departmental).</li> <li>• Review the requirements for the Bureau of Fire Prevention (Fire Marshal).</li> <li>• Review the requirements for emergency management (NIMS, SCEMO, departmental).</li> <li>• Review any ancillary organizational requirements (human resources, information technology, OSHA, FOSOA, etc.)</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Evaluate the strengths and weaknesses of programs and organizational wants and needs.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compare the findings from the different program reviews with current organizational programs.</li> <li>• Identify any gaps found after the comparison.</li> <li>• Identify the relevant departmental wants and needs.</li> <li>• Develop a report of the findings and submit to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Research and develop programs to meet the identified needs and wants.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research any existing programs from other like size and scope departments.</li> <li>• Modify and develop the programs to meet the needs and wants based on the findings.</li> <li>• Test, evaluate, and modify any program prior to implementation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Objective 2D** Develop and execute the departmental implementation and evaluating plans for newly created programs.

**Timeframe**

**Assigned to:**

**Critical Tasks**

- Analyze the effectiveness of the programs.
- Update and modify as needed per the findings from the analyses.
- Report the findings to the Safety and Professional Development Division.

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:

**Objective 2E**

**Develop a process for continuous review and improvement of all development programs.**

**Timeframe**

**Assigned to:**

**Critical Tasks**

- Develop a program for continuing analysis and update of all programs.
- Research and develop any new programs to meet the changing needs and standards.
- Develop and modify any programs based on the research and development.
- Report all findings to the leadership team for further action.

**Funding**

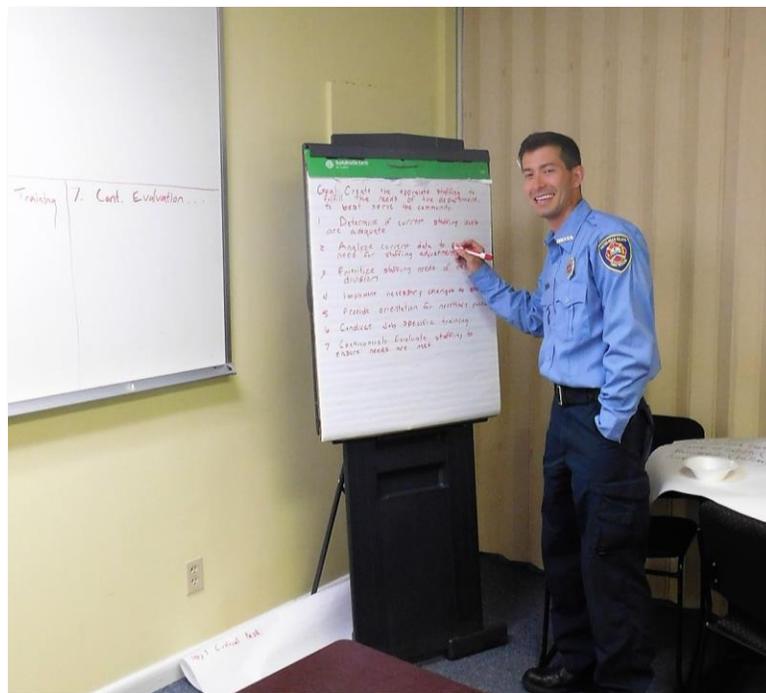
Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Goal 3** Improve the Community Outreach programs to promote our message to the community.

**Objective 3A** Identify and analyze delivery methods to promote our message.

**Timeframe** Assigned to:

- Identify current delivery methods.
- Analyze effectiveness of current delivery methods.
- Maintain or alter methods that are determined to be effective.

**Critical Tasks**

- Eliminate methods that are determined to be ineffective.
- Identify new and alternative methods of communications.
- Identify external organizations that can be utilized to strengthen outcomes:
  - United Way, Red Cross, DSS, etc.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Objective 3B** Identify what message and community needs.

**Timeframe** Assigned to:

- Analyze call data and community risk assessment data.
  - Identify population groups.
  - Compile a list of points of contact for groups.
  - Engage Community Leaders of different populations.
- Critical Tasks**
- External stakeholders – survey for message needs and gap.
  - Internal stakeholders – survey message ideas and initiatives.
  - Assess results for new methods of communication.
  - Correlate data to community needs and expectations.
  - Engage internal stakeholders to gain message info and obtain appropriate authorization.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:

**Objective 3C** Develop messages from information obtained from previous objectives and develop curriculum.

**Timeframe** Assigned to:

- Determine and develop delivery methods for different populations.
  - Train crews and messengers on message and message delivery.
  - Develop curriculum for training of crews/messengers.
- Critical Tasks**
- Train the trainer:
    - Department stakeholders
    - Community stakeholders
  - Deliver group specific message through identified medium.

**Funding Estimate** Capital Costs: Consumable Costs:  
Personnel Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Objective 3D Evaluate the message delivery and health of the program.**

**Timeframe**

**Assigned to:**

**Critical Tasks**

- Obtain the feedback from the groups involved in the message.
- Collect the data from call data and community leaders.
- Measure the effectiveness of the outcomes utilizing the data collected.
- Reevaluate the programs as needed.
- Report all findings to the appropriate personnel/department head.

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Goal 4</b>	<b>Enhance emergency communications through recognized best practices and regulations to meet organizational needs.</b>	
<b>Objective 4A</b>	<b>Conduct an assessment of all communications systems, including station alerting, phone systems, radio, and emergency alerting notifications.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the components of each communications system.</li> <li>• Assess the technological life cycle of each component.</li> <li>• Assess the maintenance requirements of each component.</li> <li>• Research and evaluate the best practices and organizational needs.</li> <li>• Assess system reliability.</li> <li>• Assess the potential return on investment.</li> <li>• Evaluate any partnerships available.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Assess the determined solutions to identify any deficiencies, gaps, and areas for improvement.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a needs document.</li> <li>• Review, update and create new policies.</li> <li>• Work with vendors to re recommend resolutions and improvements.</li> <li>• Work with established partners to recommend resolution and improvements.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Identify solution costs and alternative funding sources.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Leverage federal, state, and local funding where possible.</li> <li>• Determine any budget implications and implementations.</li> <li>• Conduct a cost analysis versus maintenance versus upgrade versus purchase options.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Objective 4D Implement any identified and approved solutions.**

**Timeframe**

**Assigned to:**

- If needed, purchase the solutions through the established procurement systems.
- Conduct a train-the-trainer process.
- Train the end-user.

**Critical Tasks**

- Place all raining material in a centralized training repository.
- Develop and implement any needed policies.
- Establish a process for re-evaluation.

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Goal 5</b>	<b>Improve the quality of EMS care on Hilton Head Island.</b>	
<b>Objective 5A</b>	<b>Develop performance measures for time-sensitive diagnoses.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review medical literature to determine which emergencies are time sensitive.</li> <li>• Identify evidence-based bundles of care for each diagnosis.</li> <li>• Include best practices from top performing systems when good evidence is not available.</li> <li>• Develop mechanisms to collect data to measure whether or not appropriate care is being delivered.</li> <li>• Create data visualization and monthly reporting to monitor performance which in turn informs the training needs of the department.</li> <li>• When possible obtain actual outcome data (e.g., CARES registry, AHA Mission: Lifeline / ACTION-GWTG, ESO's Health Data Exchange).</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	<b>Ensure EMTs and paramedics have the skills, knowledge, and ability to deliver EMS care at the highest level.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate and improve onboarding process for EMTs and paramedics.</li> <li>• Enhance education, training, and re-certification program (EMT and paramedic refresher) including simulation and hands-on skills development.</li> <li>• Identify and develop subject matter experts in various medical disciplines and clinical skills.</li> <li>• Adopt a field training and evaluation (FTEP) program for EMTs and paramedics to replace current precepting process.</li> <li>• Identify field training officers (FTOs) to provide supervision and monitor performance.</li> <li>• Develop a continuous quality improvement program in partnership with the Center for Patient Safety.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5C</b>	<b>Provide state-of-the-art equipment, facilities, and infrastructure to support world class EMS service delivery.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Convene committees and working groups to analyze current equipment, emerging trends, best practices, and gaps in our service delivery.</li> <li>• Conduct annual needs assessment and incorporate into program analysis, strategic plan, capital improvement process.</li> <li>• Report all findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Objective 5D** Identify and develop new ways to serve vulnerable or at-risk members of the community.

**Timeframe**

**Assigned to:**

- Strengthen reporting mechanisms to identify at-risk members of the community.
- Utilize actual call data to identify call types for community risk reduction (e.g., fall prevention).
- Connect at-risk individuals with family and community resources (e.g., out-of-state relatives, Volunteers in Medicine, Deep Well, United Way, Red Cross, Meals on Wheels, faith-based institutions).
- Provide on-site and after-the-fact education to vulnerable community members.
- Develop a training program so that staff understand what resources are available and the limits of the program (what we can and cannot accomplish).

**Critical Tasks**

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Goal 6</b>	<b>Enhance information technology systems to support the mission and improve efficiencies.</b>	
<b>Objective 6A</b>	<b>Identify the desired level of performance required for the department.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research the best practices of the industry and from like size and scope departments.</li> <li>• Research the best practices from other professional organizations.</li> <li>• Create a needs document.</li> <li>• Identify any emergency trends at the time.</li> <li>• Conduct a cost benefit analysis.</li> <li>• Determine if the desired level of achievable.</li> <li>• Determine if redundancy is being reduced.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6B</b>	<b>Assess the current system performance of information technology across the core programs.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess and determine the need for a third-party analysis.</li> <li>• Assess the current hardware being used, including the age and longevity.</li> <li>• Assess the current software being used by the department.</li> <li>• Assess the software compatibility and interoperability.</li> <li>• Create a feedback survey.</li> <li>• Distribute the survey and collect the data.</li> <li>• Analyze the data gathered from the survey.</li> <li>• Identify any external influence.</li> <li>• Identify what is working and not working</li> <li>• Determine if the organization can optimize its current status.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	<b>Determine any funding opportunities to meet the goals success.</b>	
<b>Timeframe</b>	<b>Assigned to:</b>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine all anticipated costs.</li> <li>• Determine any ongoing maintenance costs, including fees and subscriptions.</li> <li>• Determine if any grants or alternative funding sources exist.</li> <li>• Identify the current town funding sources.</li> <li>• Determine if there is a cost savings through shared systems.</li> <li>• Report all findings to the leadership team for further action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

**Objective 6D** Conduct training on the implementation any new systems adopted by the department.

**Timeframe**

**Assigned to:**

- Build, distribute, and analyze to determine the training needs for new systems.
- Develop the training based on the needs determined.
- Standardize the training process for information technology implementation.

**Critical Tasks**

- Determine one central location for storage of all training materials.
- Review any third-party training opportunities.
- Conduct the training identified department members.
- Conduct any reviews and modifications as needed.

**Funding Estimate**

Capital Costs:

Personnel Costs:

Consumable Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Strategic Plan Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the future of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

### Hilton Head Island Fire Rescue's 2023 Vision

is continual organizational improvement utilizing the international accreditation model for Emergency Services that is mission-focused on prevention, education, preservation, protection, and conservation, while valuing compassion, integrity, professionalism, and diversity.

**H**aving the community's best interest in mind, we will continue to connect with them through relevant outreach methods and bolster our emergency communications to meet changing needs.

**H**elping our personnel meet the needs of the public, we will endeavor to provide an appropriately staffed organization that is trained, equipped, and ready to meet the changing needs of those who live, work and play on the island.

**I**n an effort to effectively meet evolving needs, our concentration on enhancing our EMS program will provide for more positive outcomes, contributing to the Hilton Head Island way of life.

**F**or us to be our best and to meet all expectations, will continue to seek and embrace new technology that will help us serve all stakeholders in an efficient manner.

**R**emembering our history but always looking to the future, we will always remain committed to our calling by holding each other accountable for fulfilling our mission, living our values, accomplishing our goals, and making this vision a reality.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor."<sup>2</sup> Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** - Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

Reinventing Government

David Osborn and Ted Gaebler

<sup>2</sup> Collins Good to Great and the Social Sectors. Boulder, 2009





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

**“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”**

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>3</sup>

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<sup>3</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>AED</b>	Automatic External Defibrillator
<b>APCO</b>	Association of Public-Safety Communications Officers
<b>ASHI</b>	American Safety and Health Institute
<b>BCSO</b>	Beaufort County Sheriff's Office
<b>CAD</b>	Computer Aided Dispatch
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPR</b>	Cardio Pulmonary Resuscitation
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>DHEC</b>	Department of Health and Environmental Control
<b>DOT</b>	Department of Transportation
<b>DMV</b>	Department of Motor Vehicles
<b>DSS</b>	Department of Social Services
<b>EFD</b>	Emergency Fire Dispatch
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMD</b>	Emergency Medical Dispatch
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>EOC</b>	Emergency Operations Center
<b>EPCR</b>	Electronic Patient Care Report





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>ESF</b>	Emergency Support Function
<b>EVT</b>	Emergency Vehicle Technician
<b>GIS</b>	Geographic Information System
<b>HHFA</b>	Hilton Head Firefighters' Association
<b>HHI</b>	Hilton Head Island
<b>HHP</b>	Hilton Head Plantation
<b>HR</b>	Human Resources
<b>Input</b>	A performance indication where Mobile Data Terminal
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>NENA</b>	National Emergency Number Association
<b>NFPA</b>	National Fire Protection Association
<b>NREMT</b>	National Registry of Emergency Medical Technicians
<b>OSHA</b>	Occupational Safety and Health Administration
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PPE</b>	Personal Protective Equipment
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SCDOT</b>	South Carolina Department of Transportation
<b>SCLLR</b>	South Carolina Department of Labor, Licensing and Regulations
<b>SLED</b>	South Carolina Law Enforcement Division
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>THIRA</b>	Threat and Hazard Identification and Risk Assessment
<b>TIC</b>	Thermal Imaging Camera
<b>USAR</b>	Urban Search and Rescue
<b>USCB</b>	University of South Carolina - Beaufort
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 1

### Community Expectations

Understanding what the Hilton Head Island community expects of its fire emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the career field future direction they have for Fire Rescue. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the career field future direction responses of the key stakeholders:

#### Community Expectations of Fire Rescue (in priority order)

1. Timely response to emergency requests. Service/quick response time. Quick response times. Immediate/timely response. That response time is most efficient for each station to the incident. Time from call to response. (132)
2. Professional, trained staff with the ability to address emergency needs on the site of the emergency. Trained responders with proper equipment. Competence and skill, expertise. State-of-the-art training and supervision. Have highly trained and mission ready employees in all aspects of service delivery. To be well-educated and skilled at their jobs. Training - time and knowledge of all the latest equipment to save a life. High level of training. Well-trained, qualified personnel who meet or exceed national standards/requirements for fire rescue services. I expect all personnel to be trained, this includes 911 operators. Department that constantly trains in life saving exercises. 911 operators trained to assess calls and caller information and to direct appropriate resources. (110)
3. State-of-the-art equipment. Be properly equipped to handle natural disasters more effectively. Having the right equipment for the job. Best equipment available. That the equipment used and needed is in top shape. Latest technology and equipment to be transported to the scene of an emergency. Age of equipment. Technology - cardiac, etc. on the ambulance. (70)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

4. Education of residents and businesses. Provide community outreach programs (in schools, CPR, wildfire) and educational opportunities for visitors and guests - wildfire danger, hurricane warnings, evacuation routes. That the department is educating the community. Provide ongoing education. In a small island, every citizen should know the role they will play in a situation. Have training for our building and practice drills. Work with the private sectors/companies to educate them on fire prevention/EMS/technical rescue (basic). More training for firefighters and schools for active shooter. Would like to see more training opportunities between fire and security departments. What is our role and what are the expectations of security when responding to fire and medical calls. (60)
5. Preparedness for next hurricane/storm. Disaster preparedness - not only for residents but information for visitors and guests - evacuation routes. Being in a coastal area, the fire department needs to be ready for simultaneous issues arising from storms, including fires, people trapped, etc. Strong hurricane-related planning and operations. Involvement with other community partners (police, medical, public works) relative to disaster planning. (31)
6. EMS - the best for are the first to respond. Continue to enhance medical/trauma patient survivability through EMS operations. Enhanced focus on the 70% of incidents handled by the department related to EMS operations. (23)
7. Professionalism, courtesy, and compassionate behavior toward patients and the community. To deal with citizens under stress in as kindly a manner as possible. Maintain professionalism at all times. Courteous. (23)
8. More involvement with the community - on-site presence in the neighborhoods, involving the public more than expected - CPR training, etc. Open and maintain dialogue with all members of the community, to assure their cooperation when disaster strikes. Community involvement - reaffirm commitment/training and love of community. Work with the community. Get to know the community more. Build upon current community involvement. (22)
9. Continue to improve preservation of property and life safety in fires. Good outcomes for persons and property. To extinguish fires ASAP doing a little damage as possible in the process. (21)
10. Appropriate staffing and skilled people who perform their duties effectively (especially the firefighters themselves) and timely response time. That there are plenty of firefighters available. Department is constantly seeking the highest quality of applicants to serve the community. Create a desire of personnel to remain with the department and a succession plan for management. Balancing staff-level appropriateness (meeting needs without being overstaffed). (18)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

11. Ability to provide cost effective service. Continue to utilize effective and efficient use of financial resources entrusted to the department from taxpayers. To manage the budget efficiently to avoid wasting taxpayers' money. Fiscal responsibility - stay in your budget. (14)
12. All buildings (commercial) checked for code violations. Public safety through code enforcement. Input into building codes/combustible material used for multi-story high occupancy structures; fire suppression requirements. (13)
13. Communication and updates during natural disasters - hurricanes. Comprehensive and up-to-date communications regarding department activities, programs, resources, etc., including modern website, mobile app, and social media channels. Clear communication of departmental needs and public safety needs. (11)
14. Protect and serve the community as a whole. To save lives in the event of an emergency. (10)
15. Enhance safety of fire/rescue members at fire and EMS incidents. Provide for the safety of the community as well as the safety of the firefighters - including wellness (physical and mental) programs. Safety - each member in the department is physically, mentally, and equipped with the equipment to perform safely. Department that cares for their employees' mental and physical needs. (10)
16. Coordination with private security personnel in plantations. Communication with other first responders, security departments - would like notification when Fire Rescue is responding to a call. (8)
17. Understand high-priority community risks - and have an adequate Fire Prevention Bureau and program to meet the needs. Prevention of fires and emergencies. (7)
18. Effective use of data derived from EMS and fire incidents to enhance measurability of objective performance. Measurements of what was good and what could have been better in completing a task and recording it. (6)
19. Expect the fire department to provide an all-hazards emergency response, 24/7. (5)
20. I feel that the fire department should inform or educate the public on how to drive when a fire truck or any other emergency vehicle enroute to a fire. (5)
21. A department that values lifesaving services and rescues. (5)
22. Mobile integrated healthcare/community wellness. (5)
23. Command level relationships within the department as well as with the public. (5)
24. Provision of specialized fire alarms for the hard-of-hearing, ladders for those who live on 5th floors, and AEDs that can be purchased at low cost. We live on the 5th floor - ladder to rescue. (4)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

25. Compassion and understanding for the victims. (4)
26. Excellent communication of total island and county with fire departments, police, hospital, etc. (4)
27. I expect all Fire Rescue personnel to be helpful and respectful. (4)
28. Excellent communication from personnel on scene in advice or also from 911 dispatch. (4)
29. Follow up with individuals impacted by fire/medical emergency to evaluate response. (4)
30. To have a concern for traffic patterns when arriving at a vehicle collision scene. (4)
31. Ability or capacity to handle multiple requests for assistance. (3)
32. Promote adoption of residential and commercial installation of automatic fire sprinklers. (3)
33. Need to continually market the advantage of the department's operations that benefit residents and visitors. (3)
34. Prevention of fires/crisis situations. (3)
35. Provision of Narcan for drug overdoses. Drug overdose awareness on the ambulance. (3)
36. Working with property owners on zoning/housing development issues. (3)
37. Leadership. (3)
38. Friendly and/or kind. (3)
39. Capacity or ability to provide mutual aid to the neighboring community. (3)
40. Continued emphasis on the ability of the department to maintain and lower property insurance costs for residential and commercial property owners. (2)
41. Have resources available to manage major events, private or national/local assets should be labeled and expediated with proper funding. (2)
42. Efficient and knowledgeable supervision, budgets, policy, etc.
43. Collaboration with ESF partners (water, electric, hospital, etc.). (2)
44. Realistic expectations for infrastructure and right-of-way needs in non-gated areas (working with owners on win/win solutions. (2)
45. Help in non-emergency situations when possible - tree removal and low-hanging branches. (2)
46. Continued advocacy for improved cardiac arrest outcomes and need for local governmental adoption of automatic fire sprinkler legislation. (1)
47. Costs of items, equipment, and training as a factor to prevent the loss of services needed. (1)
48. Use social media and other technology to reach out and be reached. (1)
49. Make sure the department is paid properly. (1)
50. Keeping medical transport bills for patients reasonable. (1)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the key stakeholders prioritized and weighted accordingly:

### Areas of Community Concern about Fire Rescue (verbatim, in priority order)

1. Does the community really know/understand what firefighters do? Not sure as a business owner what programs are available to assist our team and putting guests in emergencies. Want public to understand difficulty of the job. The community is not aware of our fire department's EMS and other programs besides fire suppression and rescue. Public has little idea on what it takes/means to be accredited. (26)
2. Health and wellbeing of firefighters and officers. Effects of trauma on personnel at all levels of service delivery. Safety for the members. Numerous vacant buildings - safety for firefighters' concern. Protection for crews during active shooter scenarios. (22)
3. In a retirement community, paramedics are a demanded asset. Do we have enough? Are there adequate human resources for administrative functions, firefighters, and trainers? Staffing - are we adequately staffed particularly during peak tourist season? Losing good personnel. (21)
4. Is there adequate equipment to effectively fight fires? Aging equipment. Equipment failure. (20)
5. Time to respond to service. Growth in Hilton Head - leads to vehicle congestion and slower response times. Response time with traffic issues - should we consider "Opticom" devices? (18)
6. Cost of living - can employees afford to live where they work? Do employees have a dedicated sense of community? Is there a high rate of transfer out of the area because of cost of living here? Heard at





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- a town meeting that starting pay was not sufficient to live on the island. Salaries of the members to continue to keep up with the cost of living. (18)
7. Without much information but from observation, HHIFR runs a very costly operation. Costs of equipment. Use of methods and ways to reduce costs, needs, and necessary ways to safely, efficiently perform. Cost of all fire and EMS facilities. (17)
  8. I do not understand the department's response protocol in dispatching a fire truck with each EMS vehicle, whether it is a medical assist at a nursing home, fender bender, etc. Other departments that I've worked with have eliminated the fire truck response and substituted smaller, more efficient response vehicles. Size of vehicles in private communities. At times, I have seen large vehicles respond to medical calls. Are there enough ambulances? (15)
  9. We at Ocean Walk have A-B split units in our condo, that the B side has no breaker box for electric cut off. The door that separates the two living quarters is in some cases nailed closed. This has been grandfathered by the town. My greatest fear is this is where fire could start and spread to the building. The intent of the original building was for this to be a mother-in-law, second bedroom with a thumb latch only and easy access from B side to A with the electric panel. (14)
  10. Budget - allocations to the needs of the community as priority not unnecessary spending on non-essentials. Does the budget support the needs of the fire department - future needs? Is it properly funded to be able to handle growth in the city and county in the next 5 - 10 years? (13)
  11. Need to figure out how to keep the community updated during hurricanes - especially for those not on social media. How can we as a community communicate and assist with those not on social media during natural disasters. How can there be a local set up for communication during the aftermath of a hurricane? (12)
  12. There are only 65,000 permanent residents but swells to 2,000,000. The department cannot keep up - needs a better plan. Ability to serve the growth year-round and tourist population. Limitations of resources available due to location/increased population of the island. (12)
  13. Opioid crisis impact on the community and services available. There are dug issues, even in HHI. Narcan needs to be passed out. Drug overdose awareness, use of Narcan and the possibility of it being supplied to the general public. (11)
  14. Could dispatch call security whenever there's an emergency on the property? There have been a few occasions when station 1 is on an emergency/call on the property and we don't know about it. Communication - sometimes fire and/or EMS is on our property and we do not know they are there. (10)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

15. Possible/relatively low frequency of structural fire experience. How does the department stay educated? (7)
16. Island's aging infrastructure that can create or accelerate a disaster. Aging infrastructure on the island can cause increased calls for service. (7)
17. Active shooter/disaster - are they equipped to handle? Increase in dangers of the department such as terrorists and active shooters in the country. "What planning has been done for "terrorist/active shooter" situation? (6)
18. AED in parks and beach areas. Community parks should have first aid kits. Near the playground would make a huge impact. (6)
19. Gated communities - speed bumps, slow response. Are stations strategically placed? More than enough fire stations. (6)
20. How well does it work with other service organizations (sheriff, police, hospital, city boards, etc.)? (5)
21. Continued capabilities of handling large scale incidents, i.e. hurricanes, natural disasters. (5)
22. Seems that I see vehicles out of service frequently - concerned about keeping the fleet healthy. (5)
23. Do they get support they need from Town Council? (5)
24. Complacency. (5)
25. Not staged for every large community event, only certain ones (need at all events through the town). (4)
26. We live in a forested environment. Why are we not linked to a forestry team to train the men to handle our hazards? (4)
27. It doesn't seem like we have that many incidents of fire here - do they get bored? (4)
28. Need for education and work with minority communities to make sure they trust the fire department and understand their role. Has HHIFR reached out to help educate the public in evacuation/hurricane planning? (4)
29. Hazardous materials - need more emphasis on what to take where/when (disposal). Mobile pickup services might be considered. (4)
30. Hurricane evacuations - take lead on finding a suitable evacuation location for the town and utilities. (4)
31. Routine response mentality. (4)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

32. Possible limitations of available resources for fire suppression due to increasing number of emergency medical responses (minimum staffing). (4)
33. Courtesy - there have been occasions where fire/EMS seems to look down on security responders, like our job does not matter. (4)
34. Why at 4 am in the morning do EMS vehicles need to use sirens? No traffic other than enjoying the sound enjoying the sound from inside the EMS unit - do you need to use such a protocol? (3)
35. If not by bridge, first responders should be on the ground first - boat, plane, balloon - Hurricane Matthew - 29 residents in HHP alone - civilians cut out to safety. At least leave someone a key. (3)
36. Highly trained 911 staff? (3)
37. Is it planning on adjusting with population changes/demographics - younger/older? (3)
38. Many businesses "allow" people to park in "no parking" areas - e.g., Publix grocery entrance. (3)
39. Town's ability to fund the outcome of this 5-year plan. (3)
40. Losing a caring touch. (3)
41. Losing touch with the community. Community not staying involved. (3)
42. When a citizen sees a fire truck and EMS vehicle pull into Harris Teeter and staff exit for grocery shopping, it is not a good optic - why does it take four - five folks to grocery shop? (2)
43. Fire investigations - is it current with the best tools? (2)
44. Train for more gunshot wound reactions and Life Flight drills. Violence will increase as it has. The speed of a response team trained in trauma could save lives. (2)
45. Is it learning new and efficient ways to meet the goals with improved technological advances instead of doing it the same old way? (2)
46. Ability of the town to have buy in of the process. (2)
47. Medical responses - hospital on island off. (2)
48. I don't hear enough about what the department does in community outreach. (1)
49. Who is the community "ambassador" or face of the department, media liaison? (1)
50. The process comes up with an obtainable plan. (1)
51. Not really a fire department problem but concerned about the hospital being kept on the island. (1)
52. Aging population on the island - lead to increased calls for service. (1)
53. Water availability - on the island. (1)
54. Lack of professionalism of younger staff members. (1)





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

### Positive Community Comments about Fire Rescue (verbatim, in no particular order)

- Appears that Fire Rescue has a very professional staff – have only had four interactions w/dept. – employees courteous, knowledgeable and provided timely response.
- Up to date equipment.
- Community engaged – high visibility and involved w/community.
- Great Christmas outdoor decorations!
- Part of community.
- One department in every plantation, or close by.
- Friendly – helpful -safety classes.
- Great team during hurricane Matthew.
- Exemplary accomplishments in enhanced survival of cardiac arrest through emphasis on the importance of the chain of survival.
- Exceptional customer care in regard to public image to demonstrate compassion for fire and EMS victims.
- Outstanding attention to appearance and care of taxpayer investment in regard to fire apparatus and fire stations.
- Committed leadership by senior fire/EMS officers that sets the expectations for the department.
- Budget – there is no shortage of funds.
- Community – we care as much as you do,
- Locations – ease of navigation outside the gates.
- Island – there is plenty of water.
- Leadership – paid advice is better than no advice. Before looking out you must look in.
- Facilities are excellent and employees well paid.
- Reputation in community of staff far exceeds that of other community services such as Beaufort County Sheriff's Office, which is often viewed as corrupt.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- This process for community input is great.
- Accreditation accomplishments.
- Dedicated personnel.
- Strong cross training between medical and fire suppression.
- Economic impact of quality training accreditation – i.e., insurance rates and rating.
- Quality employees.
- EMS included under a fire-based EMS model – a way to hopefully create revenue.
- Modern equipment --- tiller yippee!
- All hazards organization.
- Facilities- most are wonderful – what a great place to work!
- There seems to be plenty of fire stations on the island. Very good!
- The building and trucks etc., seem to be new! Good shape!
- Cinda Seaman does a great job of community education and awareness.
- Seems to be well run organization.
- Excellence – keep it going.
- On many occasions I have seen fire-rescue come to our building, saving drug overdose accidents at Ocean Walk.
- I'm not familiar enough with our fire department to comment, but I will say I do see the department diligently maintaining the fire stations buildings and landscaping.
- Trucks are always spotless. This in my opinion speaks to what I assume would be a well-run organized tight team of firefighters.
- Bravo to the EMS team and fire truck team who was called to our family home. Although they spent an hour working on my father, he went home to the Lord. But these men were full of compassion and love, well trained and sympathetic to our family. Will never forget.... ever!!
- I applaud you for your work and dedication, Operation R&R (military support). I also had the privilege to work the concession stand at the Heritage with these heroes. God Bless you all!
- Hurricane Matthew: we stayed because of our business and elderly neighbors who chose to do so. EMS and truck came two days after the hurricane to help rescue an elderly lady in distress. They had saws and were able to cut through downed trees to meet those needs, however asked we not share that they used chainsaws...were not allowed by Beaufort County?? Insane rules/regulations.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- Response time is great, department staff is professional.
- Cardiac care protocol is second to none.
- Windmill Harbor – had two neighborhood experiences with fire/rescue - both excellent.
- Generally, just feel positive.
- Contributing back to the community by getting involved in fundraiser.
- As evidence during Hurricane Matthew and Irma, first responders quick reaction/planning allowed residents to be back on the island safe and sound.
- Handling of the Hurricane Matthew in making those of us who live here feel safe.
- Presence at Heritage Golf (RBC). Wine at Nine was way to have the department be approachable, plus give friends a thank you.
- Having this meeting for customer input from general public – gives feeling of being more approachable.
- Based on my experiences HHI Fire Rescue has been very responsive -i.e., arriving quickly to an emergency scene and quickly resolving situations very professionally.
- CPR/AED training has been informative and taught in a manner that leaves participants feeling knowledgeable and confident.
- Community pancake breakfast was well-organized and attended – fun.
- I feel that the fire and rescue of Hilton Head does a great job in being part of the community i.e., going to events, having classes, and other numerous community involvement.
- I feel that there is numerous community involvement.
- I feel that there are numerous fire stations throughout the island which allows emergency calls to be answered in a timely fashion.
- They have a new training area too help new hires/trainees to get firsthand experience.
- The physical equipment and fire stations are superb.
- Very professional interactions with the personnel.
- It appears that there seem to be no issues in recruiting an elite force?
- Department has an excellent outreach effort to community members.
- Seems to be a harmonious relationship with fellow firefighters?
- You all do excellent work! Keep it up.
- The special teams' capabilities i.e., hazmat, water responses and technical rescue.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- During Hurricane Matthew the department realized risk over reward and moved personnel to a safe command/operation center.
- The department's concerns for interactions and inputs from residents, businesses and key players.
- The department's desire to keep looking forward and staying credentialed.
- Appears very professional and well organized.
- Condition and maintenance of apparatus appears to be excellent.
- Appears the department has continuous/structured training program as evidenced at training grounds.
- Excellent – that we don't see firefighters hanging out when idle outside station.
- Very professional -fire/EMS.
- Fire stations very nice and well maintained.
- Great response times.
- Community involvement.
- Great leadership especially during catastrophes.
- Well trained.
- Present professional appearance.
- Excellent equipment.
- They keep us informed – Tom Dunn (excellent job and very detailed).
- Quick response times (EMS and fire department).
- Strong leadership.
- Modern stations, serviced vehicles.
- Well trained staff.
- Fire investigation team is top notch.
- Community outreach to the people of Hilton Head.
- Excellent staff!
- Well-funded department.
- Community leadership!
- Enhances quality of life and attractiveness of island to new residents and businesses through its excellence. Responsive to community and civil partners.
- Professional personnel, community oriented.
- Facilities and equipment appear to be first rate.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- Great response time.
- Going the extra mile while on scene.
- Knowledgeable personnel.
- Professionalism.
- A true caring for the people you serve.
- Command officers are professional. Work well with other public safety agencies.
- Interaction with fire service and EMS is always pleasant, professional.
- Not familiar with the day to day in house operations so beyond personal experience I cannot provide anything further.
- During extended emergency operations (hurricane, storms, etc.) it would appear to public that they do work well with other emergency entities – Sheriff, security, hospital, etc.
- Response time with improved emergency access gates.
- New/improved fire stations.
- Hurricane preparedness/response/recovery for Category 1-3.
- Leadership/management team.
- Respect from various stakeholders across the town.
- Leadership.
- Personnel.
- Equipment.
- Great personal experience.
- Relationship with hospital.
- Location of fire departments appears very well placed throughout HHI.
- Building structures appear up to date and well equipped.
- Equipment appears well maintained.
- Response times appear very friendly.
- Professional demeanor.
- Quick response to alarm calls.
- Great Fire Marshal staff.
- CPR/AED program quick answers to questions and concerns.
- Station locations.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- Today's equipment.
- Training.
- Knowledge.
- Always immediate when responding to calls.
- Located on the property.
- All fire fighters have been professional and courteous.
- Everyone is knowledgeable.
- Always very helpful.
- Relationship with the community.
- Community education.
- Quality medical care.
- Equipment.
- Professional staff.
- Great firefighters, never have heard of any issues from any one person. Great job.
- Great CPR and AED programs.
- Heart attack to hospital program.
- Community involvement.
- Hazardous waste roundup.
- Always willing to help.
- Very fast response times.
- They all seem very knowledgeable.
- Quick thinkers.
- All are generally in good shape (all that gear in the summer must be tough).
- Communication with businesses and industries.
- Open door policy for community visits/questions.
- Lifesaving classes for community members.
- Being current with equipment and training for fire department staff.
- Providing planning events with public input.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

### Other Community Comments about Fire Rescue (verbatim, in no particular order)

- I would have liked to have been presented information on – HHIFR expenses as a percentage of capital funding budget – staffing levels – response to incidents (fire, medical assists, vehicular accidents – distribution by month of response).
- Thank you for providing opportunity to provide feedback.
- Great leadership, great staff.
- Wish you had bigger chainsaws on board, would have been very useful. Even a winch would do.
- From my understanding – hurricane efforts were heroic and tireless.
- Kudos to HHI Fire Rescue for being accredited and always working on the continual improvement process.
- Kudos for getting the community involved in strategic planning and doing a SWOT.
- Is there a chaplaincy program?
- One of the most abundant natural resources on the island is the retired, professional, experienced residents. I would like to see a more active role in reaching out to these people who bring ideas, experience and valuable solutions to the problems of any department.
- To create a volunteer organization would bring a great asset to the island and our community.
- I have been fortunate enough not to have needed the services of the fire department, so all my assumptions are based on previous positive experiences. Making sure the fire department has an on-going presence is important.
- The prioritization matrix shows the possibility for the department to be spread too thin under the banner of “fire department” as such, the most basic needs to take precedence: put out fires, and rescue people. It would be important to learn how they manage, and how they are organized to handle all the multiple, competing priorities.
- The community at Ocean Walk is very concerned about the electrical not working in common areas. A fire could result.
- We must have fire department involved in code enforcement of violations of the NEC electric codes – walls are still up in Ocean Walk within units. These walls prevent vulnerable tenants from getting to electric panels. It is wrong.





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

- Please help change old rules that endanger life of all who live here and visit as a guest at our beautiful beach. The intent of this building has been changed by 2009 housing crisis, where owners need to make money by changing the design intent of the mother-in-law spare bedroom, Help us!
- My experiences with the department have been nothing but positive. Department staff is well trained, and always professional.
- How do you get Windmill Harbor back in the Hilton Head loop?
- Was on the receiving end of a condo complex with fire alarm malfunction and had courteous, intelligent staff.
- Community events such as Hilton Head Plantation July 4<sup>th</sup> event would be an excellent opportunity to interact with the community's youth??
- Overall appears to be an excellent department.
- Used the services on one occasion. Very pleased with response times and quality of care. Crew was thorough and compassionate.
- I have nothing negative to say. HHI Fire Rescue are performing their duties well.
- We are blessed on HHI to have an outstanding fire/rescue department that is led by an excellent Chief Brad Tadlock. Great command staff that creates a positive image of the department. Leaders abound in the department. Too many to ever name.
- Extremely happy with the department, its leadership and the direction you are heading in.
- Emergency management team has done a great job responding to Hurricane Matthew and Tropical Storm Irma. Need to continue on improving best practices for the next event.
- Glad to live in a community that is serviced by this fire/EMS department.
- Department appears very professional and very responsive tom the needs of the community.
- What technologies are being updated search cameras, temperature devices, robotics.
- My overall experience with station one has been outstanding. The ladies and gentlemen are professional to our staff whenever there a call for service. Owners have mentioned on several occasions about how fast the response time is.
- Leadership involved in community – very open to feedback /improvement.
- Very helpful during hurricanes. The fact that we can call them, and they will come chainsaw a tree is very helpful.
- Overall great organization keep up the great work!





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 2

Supporting Services of Fire Rescue		
Department of Health and Environmental Control	South Carolina Criminal Justice Academy	Safety and Professional Development Division
International Academy of Emergency Dispatch	South Carolina Firefighters Association	South Carolina International Code Council
Town Council	Town Management	State Fire Marshal
SCDOT	Vendors	National Fire Academy
Federal Agencies	Civic Groups	Red Cross
CPSE	Coast Guard	Logistics
Beaufort County EM	Fleet Maintenance	Human Resources
Public Works	Finance	School District
OSHA	NFPA	Information Technology
Hospital	Shore Beach Services	Mutual Aid
Airport Fire Department	EMS Trauma Bureau	South Carolina DMV
Hilton Head Firefighters Association	Department of Natural Resources	National Emergency Number Association
Faith Based Organizations	Palmetto Electric	Propane Companies
State Forestry	Volunteers in Medicine	Civic Organizations
Local Marinas	Plantation Security Groups	APCO
Law Enforcement	Neighborhood Associations	State Fire Academy



Department Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 3

### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of Fire Rescue	
Culture of caring	Quality of equipment
Good people – well trained, adaptable, tolerant, professional, motivated	Good career destination – benefits – upward promotions, training, opportunities
Top-notch facilities/stations	We have our own E911 with increased training
Plans, protocols, policies, procedures, standards	Receptive to change
Innovative approach to operations	Opportunity to specialize
Fleet maintenance responsive to problems	Internal IT, support services
Internal emergency management	Training center
Special operations (USAR/HazMat)	Coverage company
Bureau of Fire Prevention	Progressive except when we're not
Internal maintenance of SCBA, PPE, etc.	Types of equipment (TIC, air monitoring)
Funds – grant writing – capital and operational	Developing culture of physical fitness/wellness
Safety culture	Standardization
Quality of personnel	GIS and CAD Mobile
Cardiac Care Program	Response model – EMD, flexibility
Community outreach programs	Internal instructors
National presence (NFPA committees)	Strong town support
Committed to our constant improvement strategy	Diverse capabilities
Personnel internal support structure	Informative and supportive HR department
1% Fund	Special events and community involvement
Child seat technicians / program	Emergency operations center capabilities
HHFA – Benevolent Fund	Response times
Family atmosphere (for us)	Stakeholder participation (committees)
Accomplish what we do with what we have, i.e. staffing	Reserve apparatus





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of Fire Rescue	
Communications – public uninformed of our services, within our organization	Current experience level – amount of new employees
Staffing – off season vs. in season (call volume)	Apparatus – aging fleet
Technology issues – interface/aging systems/CAD EPCR	Inadequate space and leased facility (EOC and dispatch center)
Patient care treatment barrier between initial paramedic school and medical control	Training – consistency, fire vs. medical, quality vs. quantity, practical vs. simulation
Employee participation – overtime, off duty, public education, committees	Staffing model – same as 20 years ago, fleet maintenance
Personal agendas	Inability to search guiding documents
Selective enforcement of policies	Operational variance
Following up, closing gaps, bringing issues to closure in general	Inconsistent training progression based on philosophy
Insufficient knowledge of fire protection systems	Lack of department specific Facebook, Twitter, etc.
Lack of instructor training (fire and EMS)	Trying to do too many things at once
Lack of computer training	Lack of succession planning (or at least inadequate)
Volatile funding	Overall fitness of Fire Rescue personnel
Onboarding of new personnel	Emergency management staffing
Number of paramedics	Ability to do more with less
Lack of beach access	Too much change at once
Water response capabilities	Resources – personnel spread too thin
Line between mandatory and optional classes	Employee retention – pay
Lack of trust on multiple levels (partially due to history) – rank, administration vs. line vs. dispatch	





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for Fire Rescue	
Improve relationships/educate assisted living	Community paramedicine
Greater interagency cooperation i.e., BCSO, Shore Beach, airport	Maximize public/private entities (grants), NFA training, or further opportunities
Training with high school athletic trainers	Relationships with outside organizations (fire, EMS)
Maximize public education outreach by passing out material at community events	Communication - media/diversified/educate - old, young, middle age, retirement communities, nursing homes, staff, aides, etc.
Pulse Point	
Smart 911	Health data exchange
Fire station open houses – explain staffing, response, station life, fire vs. EMS	Demonstrations – fire/EMS/drills – for the community/people
Connect community resources with desired public safety programs	Education for security on fire vs. EMS vs. service calls
	Grant research
More community outreach	Supportive community and town council
Recognize regional training and purchasing opportunities	Partnering with outside organizations for affordable workforce housing
News media fire academy	Foreign language training
Improvement in patient in custody protocol	Improve communications – public education and information – (general operations information, improved medical and fire outcomes with public education, community outreach for hiring - “high schools”
Take advantage of community expertise with volunteer program	



Department Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to Fire Rescue	
Budget – other organizations competing for town dollars	Keeping fleet, PPE, TIC, SCBA, and technology up-to-date due to cost
Loss of support from town government	Political agendas
Natural disasters	Hospital diversion / lack of capacity for MCI
Third-party capabilities	Public perception
Fuel/maintenance/etc. costs	Traffic
Physical harm from citizens, structures, etc.	Qualified applicants
Bluffton development	County communications (radio, telephone)
Illness (pandemics)	Increased call volume
Cost of living/housing	Large-event terrorism/active shooter
Cancer	Emergency drug shortage
Loss of accreditation or ISO rating	Cyber-attack or ransom
Aging infrastructure/buildings increased hazards	Loss of Hilton Head hospital
Island access	Continued loss of experienced personnel
Inconsistent public expectations	Possible loss of pension system or increasing pension costs
Loss of off-island evacuation point	Lack of consistency between town building codes and BFP
That we live on an island (bridge failure) – 63% live off of the island	Budget – Funding for Programs
	Loss of Fire Rescue infrastructure
Personal agendas	Litigation
Lack of crisis communication plan/strategy	Era of accountable care and pay for performance
Continuity between town IT and Fire Rescue IT	Hilton Head Hospital does not have a helipad





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 4

Critical and Service Gap Issues Identified by Department Stakeholders	
Group 1	Group 2
<p>Staffing Challenges</p> <ul style="list-style-type: none"> <li>○ Increasing call volume</li> <li>○ Competitive pay</li> <li>○ Administration and line</li> <li>○ Aging staff (Baby Boomers)</li> <li>○ Retirement community</li> <li>○ Increased workload</li> <li>○ Transfer of liability</li> <li>○ Recruitment challenges</li> <li>○ Funding</li> </ul>	<p>Staffing</p> <ul style="list-style-type: none"> <li>○ Increased call volume</li> <li>○ Increased workload</li> <li>○ Response model</li> <li>○ Burnout</li> <li>○ Overtime</li> <li>○ Training</li> <li>○ Increasing and changing aspects involving the line more (Emergency Management)</li> </ul>
<p>Training – EMS/Fire</p> <ul style="list-style-type: none"> <li>○ Lack of diversified EMS training</li> <li>○ Competing demands on time</li> <li>○ Train the trainer</li> <li>○ Onboarding personnel</li> <li>○ High risk vs. low risk training</li> <li>○ Quality vs. quantity</li> <li>○ Focus on goals and objectives</li> <li>○ Culture</li> </ul>	<p>Training</p> <ul style="list-style-type: none"> <li>○ Inconsistent</li> <li>○ Quality vs. quantity – fire/EMS, practical/simulation</li> <li>○ Staffing restrictions</li> <li>○ Time constraints</li> <li>○ Funding</li> <li>○ IT delivery method</li> <li>○ Governing and guiding agencies</li> <li>○ Some training is outdated and redundant</li> <li>○ Training center limitations/facilities</li> <li>○ Scheduling classes</li> <li>○ Fire calendar availability</li> <li>○ Driver/operator training availability</li> </ul>
<p>Community Outreach</p> <ul style="list-style-type: none"> <li>○ Language barrier</li> <li>○ Lack of resources</li> <li>○ Social media/News media</li> <li>○ Target programs (nursing homes, schools)</li> <li>○ Volunteer program</li> <li>○ Churches/gated communities</li> <li>○ Festivals</li> <li>○ Civic groups</li> </ul>	<p>Community Involvement</p> <ul style="list-style-type: none"> <li>○ Lack of public information</li> <li>○ Do not effectively use current means to relay information – public/private partnerships</li> <li>○ Need for more interaction with the community</li> <li>○ Lack of internal willingness to volunteer</li> <li>○ External communication</li> </ul>
<p>Response Times</p> <ul style="list-style-type: none"> <li>○ C2E</li> <li>○ CAD</li> <li>○ Staffing</li> <li>○ Station reliability (jump truck)</li> <li>○ Training</li> <li>○ Code 1 vs. Code 3</li> <li>○ Notifications</li> <li>○ Station turnout time/tracking</li> </ul>	<p>Response Time</p> <ul style="list-style-type: none"> <li>○ Turnout time</li> <li>○ Operational variance</li> <li>○ Staffing</li> <li>○ Lack of district familiarization</li> <li>○ Traffic</li> <li>○ Procedures/technology</li> <li>○ Radio traffic</li> </ul>





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Critical and Service Gap Issues Identified by Department Stakeholders (continued)

Group 1	Group 2
<b>Technology</b> <ul style="list-style-type: none"> <li>○ IT challenges</li> <li>○ Storm evacuation</li> <li>○ Security vs. access</li> <li>○ User experience</li> <li>○ Data and data exchange</li> <li>○ Training</li> <li>○ Inefficient process</li> <li>○ Cost</li> </ul>	<b>Communications (internal)</b> <ul style="list-style-type: none"> <li>○ Forms of communication – email, Telestaff, policies</li> <li>○ Are the current forms of communication being used effectively and up-to-date?</li> <li>○ Are policies interpreted correctly?</li> <li>○ Information overload – too many emails</li> <li>○ Scheduling – committees, classes</li> <li>○ Lack of Polycom usage</li> <li>○ Clear communications channels</li> </ul>
<b>Capital Assets</b> <ul style="list-style-type: none"> <li>○ Facilities</li> <li>○ Fleet</li> <li>○ Equipment</li> <li>○ Maintenance</li> </ul>	<b>Emergency Communications</b> <ul style="list-style-type: none"> <li>○ Radio courtesy</li> <li>○ Proper communication</li> <li>○ Clear and concise</li> <li>○ Equipment</li> <li>○ Dead zones</li> <li>○ Control over programming channels, etc.</li> <li>○ Staffing</li> <li>○ Dispatch phones (control)</li> <li>○ Procedures</li> <li>○ Redundancy</li> <li>○ Emergency center reliant on Beaufort County</li> </ul>
<b>Culture</b> <ul style="list-style-type: none"> <li>○ Blame culture vs. just culture</li> <li>○ Generational gap</li> <li>○ Change in values</li> <li>○ Social/cultural diversity</li> <li>○ Socio-economic gap</li> <li>○ “I’m too busy”</li> <li>○ “Not my job”</li> <li>○ Continuous quality improvement</li> </ul>	
<b>Funding</b> <ul style="list-style-type: none"> <li>○ Equipment</li> <li>○ Training</li> <li>○ Grants</li> <li>○ Employee retention</li> <li>○ Shortages</li> <li>○ Cost increases</li> <li>○ Billing</li> <li>○ Council agenda</li> </ul>	<b>EMS Program</b> <ul style="list-style-type: none"> <li>○ Staffing, lack of medics</li> <li>○ Training, precepting (EMTs and medics), hands-on training</li> <li>○ Outside agency coordination – medical control, hospitals, security, BCSO</li> <li>○ Technology</li> <li>○ Community paramedicine</li> <li>○ EMS funding</li> <li>○ Diversion – interfacility transport</li> </ul>
	<b>Hurricane Preparedness</b> <ul style="list-style-type: none"> <li>○ Staffing</li> <li>○ EOC location</li> <li>○ Evacuation location</li> <li>○ Information flow</li> <li>○ Equipment and resources</li> <li>○ Outside agency coordination</li> <li>○ Interagency cooperation at the EOC</li> <li>○ Continuity of operations</li> <li>○ Pre/post hurricane operations</li> <li>○ Information on timing of processes</li> <li>○ Staffing/planning</li> <li>○ Communication</li> </ul>
	<b>Succession Plan</b> <ul style="list-style-type: none"> <li>○ Staffing</li> <li>○ Interest</li> <li>○ Training</li> <li>○ Time</li> <li>○ Lack of a formal plan</li> </ul>

