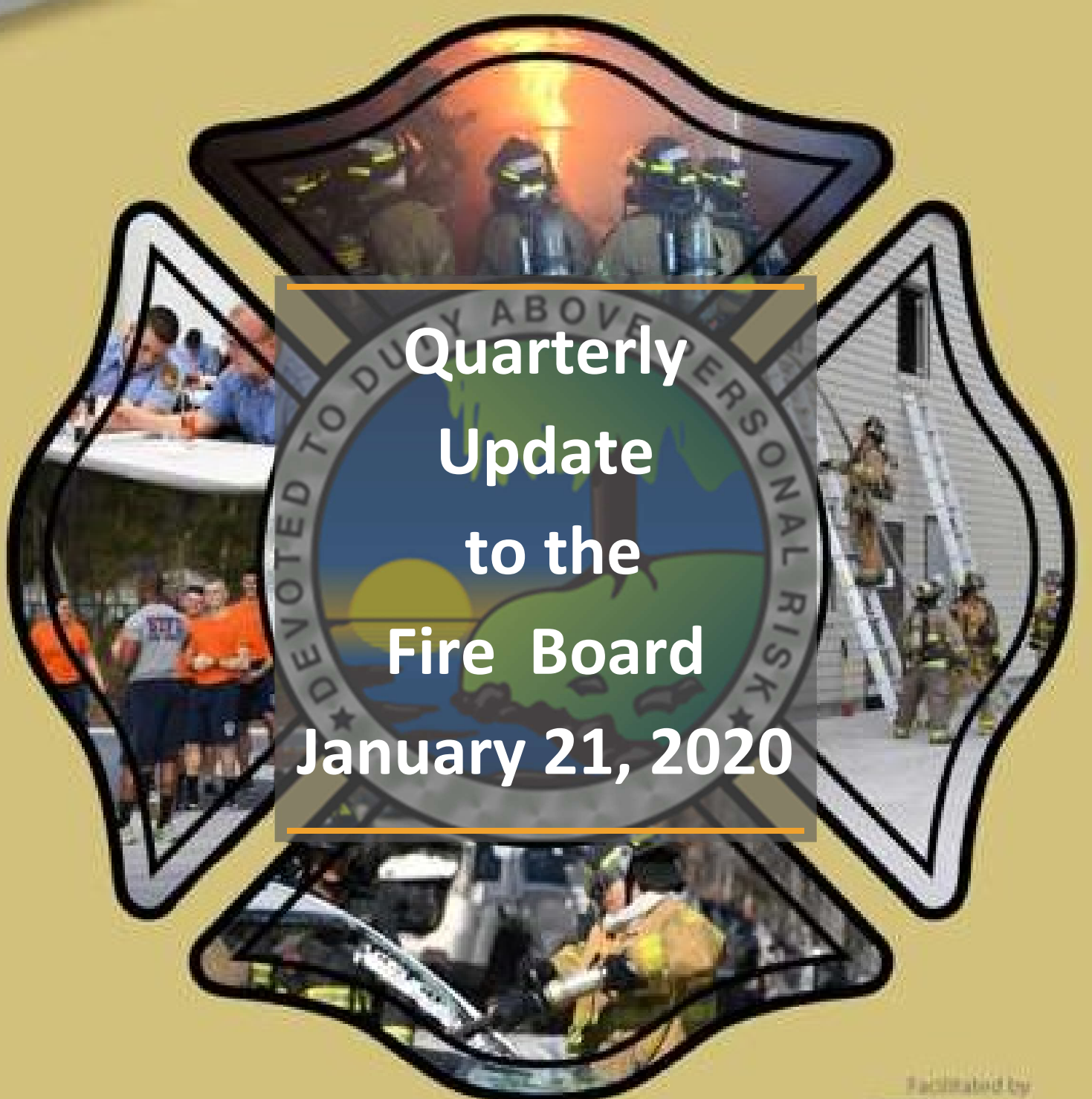




BLUFFTON TOWNSHIP FIRE DISTRICT

STRATEGIC PLAN

2018 - 2023



Quarterly
Update
to the
Fire Board
January 21, 2020

Bluffton Township Fire District
Strategic Plan 2019 – 2023
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Goal 1: Enhance the delivery of emergency medical services (EMS) to be more efficient and progressive for our community.

Team Roster:

Lead: Terry Sheriff

Members: Vernon Edenfield, Paul Harrelson, Rod Oates, Carson Stone

Objective 1A: *Identify and evaluate the current EMS delivery program within our response area.*
Timeframe: April 2020

Update 10/15/2019: Met with members and discussed the following:

- Identified to review EMS calls from January 2018 to current specifically on Cardiac, Diabetic, Stroke, Pediatric, COPD and any medical calls where our paramedics provides drugs to patients.
- Do we need to increase our response guidelines and provide more manpower?
- Can we get EMS to work all cardiac calls in the field?
- Current Medical Protocols are being updated and reviewed by Medical Control. Once they are approved by Medical Control, training will be implemented.

Update 1/21/2020: Met with the team members and discussed the following:

- Updated the time frame from February 2020 to April 2020.
- Call types from dispatch were reviewed and the classifications of calls were changed to a 3 level prioritized list. Our Response Force was also changed to a High, Medium, and Low Risk calls.
- The Fire District's SOG Response Guidelines were updated to the new run orders and call classifications.
- Due to the recent change to our ERF and Run Orders, we are collecting data for calls identified as Medium and High Risk calls (Talon). Our data is minimal and will need to continue to review these reports.
- The Protocols were updated and signed by Dr. Doscher. The changes were sent out for review to line personnel. Training will be performed in the coming months for any changes, specifically at the Paramedic level.

Objective 1B: *Conduct an EMS risk/deployment study to determine service level objectives. Timeframe: November 2019*

Update 10/15/2019: Met with members and discussed the following:

- Review all call types and review the adequacy of current resources.
- Do we need to follow an international accreditation model?
- Attempt to obtain feedback from EMS and/or help from Med. Control to obtain outcomes from ER's with our patients.

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Update 1/21/2020: Met with members and discussed the following:

- Paramedics with the BTFD were used to identify the ERF for High, Medium, and Low Risk calls. This was implemented in our Response Guidelines and Run Orders in which Beaufort County Dispatch currently uses.
- This change has also brought the District in line with the current standards of the international accreditation model.
- Implementation occurred on 12-17-2019 and as a result, we have not been able to effectively determine the adequacy of this system.
- The effectiveness of Dispatch, with the new Run Orders, is hard to determine if the change is an improvement to dispatching and providing better care for our patients. We will continue to review the information. The District relies on Beaufort County Sheriff's Office to provide dispatch capabilities; therefore we can only make suggestions to changes with dispatch.
- The group feels that this Objective has been met but needs to continue to review the data for the adequacy of responses.

Objective 1C: *Develop a comprehensive course of action to address the study findings in conjunction with evidence-based medical practices. Timeframe: December 2019*

Update 10/15/2019: Met with members and discussed the following:

- Check with Medical Control and research to make sure that we are up to current medical practices and evidence based medicine.
- Check with Greenville, SC EMS and see what they are doing and creating their success in the field.
- Will need to budget for medical training props and medical equipment to provide better patient care.

Update 1/21/2020: Met with members and discussed the following:

- Update to the Timeframe from December 2019 to February 2020 due to finalizing the QA/QI with Fireworks and the Districts internal group.
- Working with the Medical Control Officer, the District has updated our protocols to the current best practices. The District reviewed protocols from surrounding departments along with the Medical Control Officer gathering information from other medical control physicians.
- Changes in protocols will be implemented and reinforced in monthly training.
- New equipment will be purchased to assist.
- Protocols will be reviewed yearly.
- Working with Fireworks, the QA/QI process will be refined in order to make the review easier. With the changes to the protocols, this will allow the effectiveness to be tracked and will give us data on positive or negative outcome of the patients. This will aid in future changes for better patient care.

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Objective 1D: *Evaluate the District's current training program to address and correct the study findings in conjunction with evidence-based medical practices. Timeframe: February 2020*

Update 10/15/2019: Met with members and discussed the following:

- Review and make sure that we are following the current NCCP Training Program and Standards.
- Fewer hours needed for recertification but can provide more hands-on approach.
- Inventory current training tools and equipment and budget for needs.
- Work with USCB in using SIM lab.
- Provide yearly training for Paramedics in ACLS, PALS and include our protocol requirements.

Update 1/21/2020: Met with members and discussed the following:

- The District is following the current NCCP Training Program and Standards and this allows for all personnel KSA's to be reviewed and make sure personnel are at an appropriate level.
- Continue to work to obtain in-house instructors to provide yearly advanced training for Paramedics.
- The District has upgraded several pieces of equipment in the past year and will continue to make changes as the budget allows.
- The Community CPR program has been reassigned to Fire Prevention. The District has a dedicated outreach employee that can review and expand the community outreach program.
- The group feels that this Objective has been met but needs to continue to review the training program yearly.

Objective 1E: *Deliver a training program based on service needs and findings of the risk assessment study. Timeframe: January 2020*

Update 10/15/2019: Met with members and discussed the following:

- Budget for interactive manikins and equipment to improve our personnel skills.

Update 1/21/2020: Met with members and discussed the following:

- Working to increase the budget in order to purchase interactive manikins and equipment to improve personnel skills.
- Continue to obtain data on calls for service in order to pinpoint call types to increase personnel's knowledge, skills, and abilities.
- The committee is working on establishing a testing and evaluation process for our personnel on protocols and procedures.
- Will work with the Community CPR program to obtain an update to the community outreach program such as Spanish CPR program, minor medical checks, and follow up to medical calls (community paramedicine program).

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Objective 1F: Implement a policy and guideline review for the delivery of service needs. Timeframe: July 2020

Update 10/15/2019: Met with members and discussed the following:

- Review the current SOG and make necessary changes.
- We identified personnel to assist with reviewing specific medical calls.
- Create criteria forms to assist with specific areas and information to obtain while reviewing the medical calls.

Update 1/21/2020: Met with members and discussed the following:

- Fireworks has a QA/QI module that we can use to review the medical calls. We will need to work with Fireworks to improve the ability to decipher ALS and BLS calls.
- The District's SOG for QA/QI is up to date with standards.
- The committee is working on providing a matrix for review for our high and medium risk medical calls.

Objective 1G: Create and implement a plan for evaluation and continuous improvement of EMS within the District's response area. Timeframe: January 2020

Update 10/15/2019: Met with members and discussed the following:

- Identified personnel to review and critique reports:
 - Corn, De La Cruz, Horton, Kuehn, Urys, Scianna, Boyd.

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Goal 2: Improve the overall effectiveness of the community risk reduction program to enhance community safety.

Team Roster:

Lead: Dan Wiltse

Members: Levesque, Hunter, Fitzpatrick, Sanchez, Keller

Objective 2A: Re-evaluate the current community risk reduction program to identify any gaps and needs.

Update 10/15/2019: No Report

Objective 2B: Conduct training for all relevant personnel on the new community risk reduction programs.

Update 10/15/2019: No Report

Objective 2C: Identify personnel needs to accomplish the goals of the community risk reduction program.

Update 10/15/2019: No Report

Objective 2D: Improve data collection to better evaluate program effectiveness.

Update 10/15/2019: No Report

Objective 2E: Create a feedback process to evaluate the effectiveness of the community risk reduction programs.

Update 10/15/2019: No Report

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Goal 3: Develop a comprehensive workforce plan to create, sustain, and retain a viable workforce that can support current and future initiatives.

Team Roster:

Lead: Pete Reid
Members: McGarvey, Corn, DeLaCruz, Redhead

Objective 3A: Analyze all current workforce policies, procedures, and plans to identify strengths and weaknesses.

Update 10/15/2019: Review of the Hiring Policy, Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy will occur annually by fiscal year. For FY20 the Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy were reviewed in September 2019 and revisions and amendments have been proposed for each policy. The policies will be forwarded to the BTFD Policy Committee for review and evaluation. The next Policy Committee Meeting is scheduled for October 25, 2019. The Hiring Policy will be reviewed for FY20 by June 30, 2020.

Position Descriptions have been scheduled for review as needed, with a documented review occurring at minimum every five (5) years. All position descriptions have been reviewed and updated in 2019 (FY20). Two (2) new position descriptions have been created for the Community Risk reduction Educator position and the Firefighter IV - Battalion Chief Aide position.

Update 1/21/2020: Review of the Hiring Policy, Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy will occur annually by fiscal year.

For FY20 the Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy were reviewed in September 2019 and revisions and amendments have been proposed for each policy. The policies will be forwarded to the BTFD Policy Committee for review and evaluation.

For FY20 The Hiring Policy was reviewed January 3, 2020 by the Hiring Process Committee. Revisions and updates have been identified and a draft update is underway. The Hiring Process Committee will review the updated policy and provide the Strategic Planning Group with feedback. Once finalized the Strategic Planning Group will forward the policy update to the BTFD Policy Committee for review and evaluation.

Position Descriptions have been scheduled for review as needed, with a documented review occurring at minimum every five (5) years. All position descriptions have been reviewed and updated in 2019 (FY20). Two (2) new position descriptions have been created for the Community Risk Reduction Educator position and the Firefighter IV - Battalion Chief Aide position

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Objective 3B: Determine the workforce requirements and needs.

Update 10/15/2019: The Fiscal Year 2019 BTFD Workforce Report has been completed and is attached to this update. This Workforce report is scheduled to be completed annually by fiscal year. The Fiscal Year 2020 Workforce Report is scheduled to be completed by September 30, 2020.

Update 1/21/2020: Working toward the 2020 Workforce Report in September 2020.

Objective 3C: Identify all deficiencies noted from the comparative analysis of current and future workforce requirements/needs.

Update 10/15/2019: No update/ongoing.

Update 1/21/2020: Recent developments involving the possible consolidation with Daufuskie Island Fire District has required a comparative analysis of the current staffing levels and workforce deployed on Daufuskie against the staffing levels and workforce standards directed by BTFD should consolidation proceed. This analysis has resulted in the creation of a consolidation staffing plan spanning several budget years to analyze the payroll/budget impacts and to plan for recruiting, hiring and training of personnel. This project is ongoing.

Objective 3D: Develop processes necessary to address identified deficiencies.

Update 10/15/2019: No update/ongoing.

Update 1/21/2020: The Hiring Process Committee met on January 3, 2020 to discuss the hiring process and recruiting plan for 2020. The Hiring Process Committee identified several improvement areas related to the Recruit Firefighter Physical Aptitude Test, and will be working to construct and implement the improvements. The Committee identified a need to assess applicant's physical ability to pick up, carry for a short distance, and replace a 24-foot extension ladder. The Committee will build and test a suitable prop for implementation. The Committee is also going to investigate a hose drag prop to reduce hose wear during testing. The Committee reviewed the application process and no changes were recommended to the application process.

Objective 3E: Implement the processes necessary to address the identified deficiencies.

Update 10/15/2019: No update/ongoing.

Update 1/21/2020: Hiring Committee met January 3, 2020 to discuss the implementation of the recruiting plan and hiring process for 2020. The 2020 recruit firefighter process will open on January 2, 2020 and will close February 28, 2020. The Applicant Preparation Program will run on February 12, 19, and 26, 2020 from 5:30:pm-7:00pm at the Training Facility. The Recruit Firefighter Physical Aptitude Test dates are set for March 7 and 8 (rain date), 2020.

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Objective 3F: Evaluate/measure the results, identify target deficiencies (if any), develop adjustments to processes, and re-implement the adjusted processes.

Update 10/15/2019: No update/ongoing.

Update 1/21/2020: This objective requires the collection and analyzation of an array of data and requires creation of a new dedicated "Administrative Program Report". This new report will occur annually by Fiscal Year. The collection of required data is underway, to be followed by analysis and report. The Fiscal Year 2020 report is expected to be completed by December 2020.

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Goal 4: Maintain current infrastructure as well as prepare for future growth to provide efficient services.

Team Roster:

Lead: Steve McKinley
Members: Hart, Connelly

Objective 4A: Identify current infrastructure resources utilized by the BTFD.

Update 10/15/2019: Discussed team roles and investigated the critical tasks for Objective 4A. Beginning to develop a tracking spreadsheet for District infrastructure and other pertinent information.

Update 1/21/2020: Meeting started with review and acceptance of the completed (spreadsheet) planning document (CT4A.1). The team then evaluated the life cycle of each asset (CT4A.2), CT4A.3 is in ongoing, prioritized procurement and or replacement priority (CT4A.4), and added replacement / future assets to document (CT4A.5). After completion of CT4A.3, we will forward the completed document to our team leader. We are forecasting the completion of Goal 4A completed by the end of January 2020.

Objective 4B: Create a needs assessment for the Fire District based on current needs and growth trends.

Update 10/15/2019: No report

Objective 4C: Implement created and/or updated programs to fill the identified needs.

Update 10/15/2019: No report.

Objective 4D: Evaluate the created and/or updated programs for their effectiveness.

Update: No report.

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Goal 5: Improve the emergency management system based on interagency cooperation, teamwork, and shared information to improve community safety readiness.

Team Roster:

Lead: Todd Harvey

Members: Derek Franks, Jeffrey Smith, Micheal Provo, Walter Arlt

Objective 5A: Identify agencies' components of the current emergency management system and their areas of responsibility. Time Frame: Start 08/21/2019 End 10/31/2019

Update 10/15/2019: Met with members and discussed the following:

- Determined the agencies involved.
 - Bluffton Township Fire District
 - Bluffton Police Department
 - Town of Bluffton
 - Beaufort County Sherriff Dept.
 - Jasper Fire Rescue
 - Hardeeville Fire Rescue
 - Hilton Head Island Fire Rescue
 - Beaufort Fire Rescue
 - Burton Fire Rescue
- Determine contacts within the identified agencies.
 - Members will reach out to said agencies to receive a copy of their plans along with POC Numbers.
 - Waiting on Agencies to reply.
- Request Operational readiness guidelines.
 - Have reached out and received HHIFD, BPD and Town of Bluffton plans.
 - Waiting on Other Agencies to reply.
 - 11/05/2019 Update from Members at next meeting.

Update 1/21/2019: Met with members and discussed the following:

- Determined the agencies involved.
 - Bluffton Township Fire District
 - Bluffton Police Department
 - Town of Bluffton
 - Beaufort County Sherriff Dept.
 - Jasper Fire Rescue
 - Hardeeville Fire Rescue -STILL NO CONTACT
 - Hilton Head Island Fire Rescue
 - Beaufort Fire Rescue – STILL NO CONTACT
 - Burton Fire Rescue – STILL NO CONTACT

Chief Harvey asked Chief Cramer to Reach out to missing Departments 11/20/19
Chief Cramer has reached out to other Departments. Still no reply. 1/7/20

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- Determine contacts within the identified agencies.
 - Members will reach out to said agencies to receive a copy of their plans along with POC Numbers.
 - Waiting on Agencies to reply. 11/20/19
 - As of 1/7/20 Missing only 3 Departments
- Request Operational readiness guidelines.
 - Have reached out and received HHIFD, BPD and Town of Bluffton plans.
 - Waiting on Other Agencies to reply.
 - 11/05/2019 Update from Members at next meeting. Completed 11/20/19
 - As of 11/8/19 Jasper Added. Completed 11/20/19
 - STILL NEED Beaufort, Burton, Hardeeville

Objective 5B: *Identify areas of improvement and share findings.*

Timeframe: Start 11/05/2019 End 3/01/2020.

Update 10/15/2019: Will meet with members 11/05/2019 and discuss the following:

- Conduct an internal evaluation of concerns specific to the district.
- Conduct an external evaluation of concerns specific to the district.
- Collate and disseminate the findings to all responsible agencies.

Update 1/21/2020: Will meet with members 2/19/2020 and discuss the following:

- Conduct an internal evaluation of concerns specific to the district.
- Conduct an external evaluation of concerns specific to the district.
 - Have Been Working on This
- Collate and disseminate the findings to all responsible agencies.
 - Waiting on BTFD EOC Completion 2020
 - 1/7/20 St. 38 and EOC Estimated Completion Aug. 2020
 - “Immediate Disaster Plan” Recommendation
 - I.E. Tornado, Fludd, Earthquake, Winter Storm, Plane Crash
 - 1 Plan for All??
 - Continue to work on. SHIFT CHANGE REALIGNMENT DELAYED SOME WORK

Objective 5C: *Develop an emergency management system improvement committee.*

Timeframe: March 2020

Update 10/15/2019: Meet with members in December and discuss the following:

- Establish who will be part of committee.
- Invite participation on the committee.
- Establish the internal and external group.
- Have the committee establish an incident action plan.
- Distribute the plan to all agencies for approval.

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Update 1/21/2020: The team met in December and recommends the Chief Officers and Battalions of fire department comprise the emergency management system improvement committee.

Objective 5D: Implement programs to foster interagency cooperation to improve committee safety readiness. Timeframe: January 2020

Update 10/15/2019: Meet with members in January and discuss the following:

- Adjust any relevant SOP's and guidelines to the new incident action plan.
- Conduct training on any new or revised SOP's and guidelines.
- Evaluate and implement a continuous improvement committee.

Update 1/21/2020: Adjusted completion timeframe to March 2020.

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Goal 6: Improve and increase the District's use of current and future technologies to improve the health and morale of personnel and improve efficiency of service delivery.

Team Roster:

Lead: Bob Payne
Members: Brian Cleland
Joe Helms
Ian Evans
Guillermo Holzman

Objective 6A: Identify the strengths and weaknesses of current technologies used by the District.

Update 10/15/2019: No Report

Update 1/21/2020: The committee reviewed 28 current technologies utilized by the District and prioritized by strength and weakness. The list that was compiled will be used to further explore and update or replace those technologies most in need of such. The first such technology is apparatus iPads which are in need of replacement. Committee member Joe Helms has investigated and provided a recommendation plan for the replacement of the iPads to meet current needs. The iPads will be entered into the IT budget for FY21.

Objective 6B: Identify and track future technologies, determining availability, applicability, and compatibility.

Update 10/15/2019: No Report

Update 1/21/2020: The Committee identified fifteen (15) future technologies that may be helpful to the District in meeting its mission. The list was prioritized with a District-wide bulletin board system being first on the list.

Objective 6C: Develop a list of technologies to pursue.

Update 10/15/2019: No Report

Update 1/21/2020: As stated in the update for Objective 6B a District-wide bulletin board program or "digital dashboard" is the first technology the Committee is pursuing. Committee member Brian Cleland was assigned to investigate the options available in such systems and brought back a recommendation for a system. Technician Cleland is scheduling a demonstration of a few of the most highly reviewed systems so the Committee can make an informed decision.

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Objective 6D: Implement the new technologies.

Update 10/15/2019: No Report

Update 1/21/2020: No Report

Objective 6E: Establish a continuous maintenance and evaluation of ongoing programs.

Update 10/15/2019: No Report

Update 1/21/2020: No Report

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Goal 7: Improve and expand response capabilities of the Bluffton Township Fire District (BTFD) Special Operations Service Program (SOSP) to mitigate identified risks effectively.

Team Roster:

Leader: Derek Church
Members: Dollahan, Kovalanchik

Objective 7A: Identify and expand response needs and capabilities of the BTFD by December 2019.

Update 10/15/2019: The team has been working through this Objective and the Critical tasking. The team has identified historical data dating back from 2012 to present and has started the risk analysis and identified the response needs of the district.

Update 1/21/2020: The team met and discussed the following:

- **CT7A.1 Evaluate Current Response models based on historical response data (ATTACHED)**
 - Team met and discussed how to capture data to compare historical data with historical responses.
 - Started the collection process and collected data from the past 7 Years
 - We did find that not all alarms were labeled correctly so we reviewed alarms to get an accurate historical response
 - We broke calls down in two categories NFPA 1006 disciplines and how it relates to NIFRS response codes.
- **CT7A.2 Perform Risk analysis to Identify potential hazards within the district (ATTACHED)**
 - Performed a team survey to see what the team thought was the highest probability call type and the importance. This survey used NFPA 1006 rescue disciplines to rank.
- **CT7A.3 Establish service-based objectives based on risk analysis**
 - We are currently gathering data on current response guidelines SOG's, Policies both from BTFD as well as HHIFR.
 - Once this data is collected we will compare responses on actual alarms and see where the short falls are and how to correct them.
- **CT7A.4 Conduct an inventory of current Identified needs of the service program**
 - This will be our next step and should be completed within the next 4-6 weeks.

Objective 7B: Determine the proficiency of the District's specialty operations by March 2020.

Update 10/15/2019: No Report

Update 1/21/2020: Actively researching needs.

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Objective 7C: Create a sustainable budget process to support the BTFD SOSP educational and operational expenditures by September 2021.

Update 10/15/2019: No Report

Update 1/21/2020: Actively researching needs.

Objective 7D: Bolster technical rescue capabilities to provide adequate response levels throughout the District by September 2021.

Update 10/15/2019: No Report

Update 1/21/2020: Actively researching needs

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Goal 8: Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and to embrace excellence.

Team Roster:

Leader: Rhett Livingston

Members: Rick Cramer, Dan Wiltse, Bob Payne, Steve McKinley, Pete Reid, Terry Sheriff.

Objective 8A: Form team or committee structures with management components as needed to pursue and maintain accreditation.

Update 10/15/2019: This objective is complete.

Objective 8B: Prepare a community driven strategic plan

Update 10/15/2019: This objective is complete.

Objective 8C: Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.

Update 10/15/2019: The SOC is nearing completion after its first review from the Peer Assessment team. Changes are being added to address concerns with the CRA related to EMS and Haz-Mat responses.

Objective 8D: Conduct and document a self-assessment of the district utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.

Update 10/15/2019: This objective is complete.

Objective 8E: Achieve agency accreditation by the CFAI.

Update 10/15/2019: The District is awaiting its site visit from the Peer Team and is looking forward to presenting its case to the CFAI Board in Phoenix in August 2020.

Objective 8F: Maintain accreditation with the CFAI

Update 10/15/2019: Objective not started.