

**Quarterly Update**

**to the**

**Fire Board**

**April 20, 2021**

**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: January 1, 2022 (recurring) Completion Percentage: 25%*

**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 EMS risk classification was also changed to 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.

**Update 5/19/2020:**

* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful.
* Because of COVID-19, the BTFD Protocols will need to have the emerging disease and COVID protocols from the State added.
* The Protocols have been updated and trained on; we are trying to get the Protocols downloaded to the IPads in the apparatus. Captain Harrelson is working with Brian Cleland on this process.
* Updates to Fireworks and working with them in order to be able to pull specific reports that the committee has identified such as Cardiac, Diabetic, Stroke, Pediatric calls, COPD.
* Once COVID-19 is lifted, the Training Division will continue to work specifically with the Medics with increasing their knowledge and skills. This is done in line with the National Critical Care Paramedic (NCCP), Protocols, and the type of calls that BTFD could potentially run. A more thorough training plan will be formatted and followed.

For the most part, this Objective has been met and the Timeframe has been changed to “continually” as more data is obtained, and the processes in place, personnel can be evaluated bi-annually. Update

**Update 10/07/2020:**

* The BTFD Protocols have been fully updated with the current State Protocols which include the emerging disease and COVID protocols. Medical Control has signed off on the two new Protocols.
* The BTFD Protocols have been updated and are currently being uploaded to the Website and new I-pads. Captain Cleland is working on this process.
* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful.
* As part of the CPSE visit, the recommendation was made to work with BC EMS to address differences in existing and future protocols.
* With the opening of Station 38, gather and review response time data to identify if EMS response time data has improved.

**Update 1/19/2021:**

* The BTFD Protocols have been fully updated with the current State Protocols which include the emerging disease and COVID protocols. Medical Control has signed off on the two new Protocols.
  + The BTFD Protocols have been updated and are uploaded to the Website and new Ipads.
  + The District will review the protocols annually, provide training and the cover page will reflect the current year in order to assure the most current version is being used.
* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful. With the opening of Station 38, data will be used to review if response times have improved.
* As part of the CPSE visit, the recommendation was made to work with BC EMS to address differences in existing and future protocols.
* FF. Stone and Captain Harrelson have been working with Fireworks and have had success with streamlining Medical Reports. This will assist with training, QA, and data review.
  + Many ePCR errors were recurring and users were ignoring them. An example was mileage on transport. We do not transport and FF. Stone had to work with Fireworks to take that error out. With so many errors being flagged, personnel would get in the habit of ignoring flags and may miss actual important errors. FF. Stone and Captain Harrelson have worked with Fireworks and the State to eliminate all “false” errors. There are a couple “false” errors left but information has been sent to the State to correct these. Once these are corrected, any errors that are identified on the ePCR, will be true errors.
  + Training will take place in January with all personnel on all these changes and to provide additional training in properly filling out ePCR’s.
  + Training will be scheduled to include the Battalions on what information is required and how-to QI reports with the changes that was made.
* FF. Stone has made the following changes to the ePCR Module with guidance from Captain Harreslon and approval of Chief Cramer:
  + Updated our EPCR drop downs to remove skills and drugs not appropriate to pre hospital or state protocols.
  + Replaced them or "trimmed" lists to reflect EMT skills for our agency and the state.
  + Procedures such as (Chest tubes) have been replaced with more appropriate fields like (12-Lead EKG)
  + Made quick link buttons for personnel to select that reflect skills in our protocols.
  + Any field removed can still be accessed under the full list. These changes are for improved usability and data collection.
* FF. Stone and Captain Harrelson have been working on the following and correcting it:
  + Deficiency: Failing to capture vital information through our reporting software needed to make recommendations and evaluate our current system.
  + Solution: Provide fields to reflect the appropriate level of care (ALS or BLS in nature).

**Update 04/20/2021:**

* The contract between BTFD and Dr. Ashley Doscher, as medical control will end in July 2021.
* Captain Harrelson has been in discussions with Dr. Luke Baxley to take over as medical control until an additional doctor can be confirmed. Two additional doctors will be joining the Beaufort Memorial ER and once those are in place, BTFD will have discussion with them in order to obtain a long-term medical control. Captain Harrelson has a meeting with Dr. Baxley on the 22nd of April.
* The BTFD Protocols have been fully updated with the current State Protocols which include the emerging disease and COVID protocols. Medical Control has signed off on the two new Protocols. Dr. Baxley is currently reviewing the Protocols and once comments are made, update will be provided. This process will need to be conducted when a new medical control physician is obtained.
* The District will review the protocols annually, provide training and the cover page will reflect the current year to assure the most current version is being used. Dr. Baxley is reviewing the protocols and once they have been reviewed, an update will be provided.
* As part of the CPSE visit, the recommendation was made to work with BC EMS to address differences in existing and future protocols.
  + BTFD has tried to work with BCEMS on this and EMS will not allow our Medics to observe or ride with BCEMS.
  + BTFD has approached BCEMS to have the same Medical Control Physician but has been denied by Dr. Rehman which is BCEMS Medical Control.
    - If BTFD and BCEMS has the same Medical Control Physician, the following could occur:
      * **All Protocols and Medical Protocols would be the same. This would allow better patient care.**
      * **All Medications would be the same and cost savings of being able to “swap” medications that are in danger of expiring.**
      * **Our Medics could assist with overtime and backfill ambulances where BCEMS personnel are burnt out with working multiple shifts due to low manpower.**
  + BTFD has attempted to work with BCEMS upper management but continues to meet resistance.

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

*Timeframe: Continually Completion Percentage: 25%*

**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.

**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.

**Update 5/19/2020:**

* Continue to review the data that we have been tracking in the Talon program.
* This Objective has been met and the Timeframe has been changed to “continually” as more data is obtained, and the processes in place, personnel can be evaluated bi-annually.
* the adequacy of responses.

**Update 10/02/2020:**

* Continue to review the data that we have been tracking in the Talon program.
* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful.

**Update 1/19/2021:**

* Continue to review the data that we have been tracking in the Talon program.
* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful. Working with Captain Livingston, will need to obtain information and to have Captain Harrelson to have the ability to review the information.
* FF. Stone and Captain Harrelson have been working on the following and correcting it:
  + Deficiency: Deciphering data through the current RMS BI section is cumbersome due to the excessive search criteria fields that are required on every search. Example: unable to simply search for all calls that are diabetic in nature. To collect all of the call data for diabetic calls, it takes multiple search queries.
  + Solution: Request from the RMS the ability to search with a single search criteria.
* Review the information from Objective 1A with the opening of Station 38 and response times.

**Update 04/20/2021:**

* Continue to review the data that we have been tracking in the Talon program.
* Due to the computer issues, the data that has been tracked in the Talon program will need to be obtained to be able to identify if the new ERF has been successful. Working with Captain Livingston, will need to obtain information and to have Captain Harrelson to have the ability to review the information.

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

*Timeframe: January 2022 Percentage Complete: 25%*

**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.

**Update 5/19/2020:**

* Continue to review the policy and appoint the QA/QI group/committee and implement.
* Contact personnel and start training the Battalions on the QA/QI process along with additional personnel. This process has been slow due to updates to Fireworks.
* Have spoken with Medical Control about making changes to our Protocols and medical practices but this will continue to produce financial burdens on the District.
* Finalize a matrix for the QA/QI process.
* Besides creating the matrix, the majority of this objective has been completed.

**Update 10/07/2020:**

* Continue to review the policy and appoint the QA/QI group/committee and implement.
* Contact personnel and start training the Battalions on the QA/QI process along with additional personnel. This process has been slow due to updates to Fireworks.
* Have spoken with Medical Control about making changes to our Protocols and medical practices but this will continue to produce financial burdens on the District.
* Finalize a matrix for the QA/QI process.
* Besides creating the matrix, the majority of this objective has been completed.

**Update 1/19/2021:**

* Continue to review the policy and appoint the QA/QI group/committee and implement.
* Contact personnel and start training the Battalions on the QA/QI process along with additional personnel. This process has been slow due to updates to Fireworks.
* Have spoken with Medical Control about making changes to our Protocols and medical practices but this will continue to produce financial burdens on the District.
* Finalize a matrix for the QA/QI process.

**Update 04/20/2021:**

* With moving to a new Medical Control Physician, will need to provide update when the protocols have been reviewed and discussed.

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

*Timeframe: January 2022 (Recurring) Completion Percentage: 95%*

**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.

**Update 5/19/2020:**

* Objective has been met.
* Continue to update and make changes to the Training Program based on emerging needs of the community and District.

**Update 10/07/2020:**

* Due to COVID, in person skills have been postponed until the COVID restrictions are lifted.
* Continue to update and make changes to the Training Program based on emerging needs of the community and District.
* As part of the CPSE visit, the recommendation was made to continue to develop and refine the formal program appraisal.

**Update 1/19/2021:**

* Due to COVID, in person skills have been postponed until the COVID restrictions are lifted.
* Continue to update and make changes to the Training Program based on emerging needs of the community and District.
* As part of the CPSE visit, the recommendation was made to continue to develop and refine the formal program appraisal.

**Update 04/20/2021:**

* In person skills have been resumed as of 04-2021.
* Continue to update and make changes to the Training Program based on emerging needs of the community and District.
* As part of the CPSE visit, the recommendation was made to continue to develop and refine the formal program appraisal. 100% Complete and sent to Captain Livingston for review. We are waiting on feedback from the appraisal.

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

*Timeframe: July 2022 Completion Percentage: 25%*

**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).

**Update 5/19/2020:**

* Implement a monthly training and assessment testing/evaluation process rather than a yearly test.
* Review the community outreach data and conduct training on these topics.
* For the most part, this Objective has been met and the Timeframe has been changed to “continually” as more data is obtained, and the processes in place, personnel can be evaluated bi-annually.

**Update 10/07/2020:**

* Implement a monthly training and assessment testing/evaluation process rather than a yearly test.
* Review the community outreach data and conduct training on these topics.

**Update 1/19/2021:**

* Implement a monthly training and assessment testing/evaluation process rather than a yearly test.
* Review the community outreach data and conduct training on these topics.

**Update 4/20/2021:**

* Working with the new Medical Control Physician to implement the below plan.
* Implement a monthly training and assessment testing/evaluation process rather than a yearly test.
* Review the community outreach data and conduct training on these topics.

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

*Timeframe: December 2023 Completion Percentage: 50%*

**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.
* No update. QA/QI needs to be implemented.
* Need to review EPP 203.27, 203.28, SOG 102.11, 104.01, 107.77.

**Update 10/07/2020:**

* No update. QA/QI needs to be implemented.
* Need to review EPP 203.27, 203.28, SOG 102.11, 104.01, 107.77.

**Update 1/19/2021:**

* Need to review EPP 203.27, 203.28, SOG 102.11, 104.01, 107.77.
* FF. Stone and Captain Harrelson have been working on the following and correcting it:
  + Deficiency: Failing to capture vital information through our reporting software needed to make recommendations and evaluate our current system.
    - We are not currently documenting calls which are ALS in nature where only BLS care was provided. By obtaining this data, it would make ALS engine placement decisions more objective based on historical data. This data would also aid in our protocol review. Calls requiring medication administration or ALS intervention will need to be recorded as ALS calls instead of BLS calls.

**Update 4/20/2021:**

* Need to determine where we are with our SOG-SOP process. This was one of the requirements/comments that we received from the CPSE visit that some of our Polices and Procedures have not been reviewed.
  + Need to review EPP 203.27, 203.28, SOG 102.11, 104.01, 107.77.

***Objective 1G:*** *Create and implement a plan for evaluation and continuous improvement of EMS within the District’s response area.*

*Timeframe: October 2021 Percentage Complete: 75%*

**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.

**Update 5/19/2020:**

* Continue to work with personnel to review and critique reports.
* Continue to reach out to other departments to review their evaluation process.

**Update 10/07/2020:**

* FF. Stone is working with Fireworks to improve end-user ePCR in order to obtain better information to review.
* Continue to work with personnel to review and critique reports.
* Continue to reach out to other departments to review their evaluation process.

**Update 1/19/2021:**

* FF. Stone is working with Fireworks to improve end-user ePCR in order to obtain better information to review.
* Continue to work with personnel to review and critique reports.
* Continue to reach out to other departments to review their evaluation process.

**Update 4/1/2021:**

* DHEC has recently changed over to ImageTrend and working with Fireworks to make sure all data is being entered correctly with no issue.
* FF. Stone is working with Fireworks to improve end-user ePCR in order to obtain better information to review. This training has been complete.
* Continue to work with personnel to review and critique reports.
* Continue to reach out to other departments to review their evaluation process.

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

**Team Roster:**

Lead: Dan Wiltse

Members: Lee Levesque, Randy Hunter, Shawn Fitzpatrick, Alex Sanchez, Missy Keller

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

*Timeframe:* *December 2023 Completion Percentage: 85%*

**Update 10/15/2019:** No Report

**Update 5/19/2020:** This objective is complete.The committee looked at the old objectives and where that information was derived from. The committee refocused our objective to be based on the calls that the Bluffton Township Fire District responded to and not necessarily national and state statistics. These numbers were obtained from the BI portion of FireWorks and utilizing the EMS Cause of Injury statistics in FireWorks.

**Update 10/20/2020:** No Report

**Update 1/19/2021:** In recent months we have been compiling data from federal, state, and local to confirm the baseline data set that was done with our initial community risk assessment. In recent days, since the end of the calendar year, we have been able to access the complete data set for 2020 and are including that information in our forward progress. Utilizing all the current data we will be updating our programs and identifying gaps in delivery in the next couple of weeks so that we can continue to provide effective programing.

**Update 4/20/2021:** No Report Provided

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

*Timeframe: December 2023 Completion Percentage: 10%*

**Update 10/15/2019*:*** No Report

**Update 5/19/2020:** This objective will be completed at the next company officer’s meeting. The CRR Division will be requesting time to present the new programs to the company officer’s so that they are familiar with them and can present them.

**Update 10/20/2020:** No Report

**Update 1/19/2021:** Within our committee we have assigned personnel to begin planning for the training of all personnel within the district. The specific content and the programing of this training will be adjusted/created based on the addition of the data gathered from objective 2A in the coming weeks. Once the baseline is established and programs are ready, we will coordinate with the training division for delivery.

**Update 4/1/2021:** No Report Provided

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

*Timeframe: May 8, 2020. Completion Percentage: 25%*

**Update 10/15/2019:**No Report

**Update 5/19/2020:** This is part of the report that Captain Hunter and Captain Levesque are currently working on and have a deadline of May 8th to complete. This will include personnel needs and funding needs for the respective programs.

**Update 10/20/2020:** No Report

**Update 1/19/2021:** As identified in our recommendations during the CPSE accreditation process, a method to determine the number of personnel on staff to accomplish the goal of completing annual inspections in all commercial and multifamily occupancies as required to receive all available ISO points is needed. In working with FireWorks over the past two months, as well as utilizing NFPA 1730, I have now established a study to determine the number of inspectors that will be needed to accomplish this goal. This study will be implemented starting January 4, 2021. This is the first work day of the new calendar year. A copy of the how the data being entered into FireWorks will be used is attached to this update.

**Update 4/20/2021:** No report provided.

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

*Timeframe: December 2023 Percentage Complete: 15%*

**Update 10/15/2019:**No Report

**Update 5/19/2020:** While performing the re-evaluation of the statistics in FireWorks, it was observed that there was a large gap in the data. There were numerous reports in which no information was provided on how the injury occurred. Fire Marshal Wiltse attended all of the company officer training meetings in December 2019 and presented this information and explained how this affected the community risk reduction program. FM Wiltse and the committee will continue to look at these numbers to ensure proper data is entered.

**Update 10/20/2020:** No Report

**Update 1/19/2021:** Over the past two months members from both this committee as well as the members from the EMS Delivery team, have had meetings to discuss the data that is coming out of FireWorks. Unfortunately, when the Fire District obtained the services of FireWorks the reporting software was not set up for Bluffton. Members from the EMS Delivery team now have this in place and better quality data will be able to be obtained from the program starting January 2021. In addition, FireWorks has created several more suitable reports for the Community Risk Reduction team to draw information from including Cause of Injury and Primary Impression information that comes directly from the ePCR reports as opposed to the NFIRS reporting. An example of the Cause of Injury report is shown below.

**Update 4/20/2021:** No report provided.

***Objective 2E:*** Create a feedback process to evaluate the effectiveness of the community risk reduction programs. *Timeframe: May 8, 2020. Continuous moving forward.*

**Update 10/15/2019:**No Report

**Update 5/19/2020:** This is also a part of the report that Captain Hunter and Captain Levesque are currently working on and have a deadline of May 8th to complete.

**Update 10/20/2020:** No Report

**Update 1/19/2021:** In recent months personnel have been reaching out to CRR professionals across the nation seeking an effective feedback program that is not mired in the rosy perspective that the public has for the fire service. Ideas have been shared and will be vetted for BTFD use in the coming months. The vetting process may include some testing to assure effectiveness within our community.

**Update 4/20/2021:** No report provided.

**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: Randy McGarvey, Adam Corn, Andrew DeLaCruz, Andrew 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 occuring at minium 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 occuring at minium 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: 5/19/2020:** Nothing new to report.

**Update 10/01/2020**: Review of the Hiring Policy, Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy will occur annually by fiscal year.

For FY21 the Employee Benefits Policy, Personnel Evaluation Policy, and Promotional Policy were reviewed in September 2020.

Revisions and amendments have been proposed for the following policies and have been forwarded to the BTFD Policy Committee for review: 201.04 Hiring Policy Revision #4, 201.07 Employee Performance Evaluation Procedure Revision #2, and 201.10 Promotional Advancement Revision #5. The BTFD Policy Committee however expired January 1, 2020 and has not been reconstituted pending reorganization or the policy process, therefore these proposed poicies are still pending.

Position Descriptions were also reviewed in September 2020. In response to BTFD needs related to communications and GIS functions, a new position was formed: **Telecommunictaions & GIS Analyst**. The position was filled by incumbent personnel.

**Update 1/19/2021:** No Update

**Update 4/1/2021:** No report provided

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/01/2020**: The Fiscal Year 2020 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 2021BTFd Workforce Report is scheduled to be completed by September 30, 2021.

**Update 1/19/2021:** No Update

**Update 4/20/2021:** No report provided

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/01/2020**: The Fiscal Year 2020 BTFD Workforce Report was completed in September 2020. Additionally, the District faced difficulties training new firefighters, especially in the C19 environment. It was determined it would be beneficial have a process for recruiting and assessing certified firefighter applicants for hire. The primary advantages of recruiting certified firefighter applicants are getting trained personnel on the trucks in weeks rather than months, saving on training costs, and reducing the amount of firefighting knowledge and experience lost when tenured firefighters retire or separate.

BTFD completed its first-ever Certified Firefighter Hiring Process in September 2020 resulting in four certified firefighter candidates accepting conditional offers of employment with BTFD with an anticipated start date of 10/19/2020. The effectiveness of the Certified Firefighter Hiring Process will continue to be evaluated for refinement and future use.

**Update 1/19/2021:** No Update

**Update 4/1/2021:** No report provided

***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 implemantation. 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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/01/2020:** The Hiring Committee built, tested, and implemented several improvements to the Recruit Firefighter Physical Aptitude Assesment, namely, a hose drag prop and a 24-foot extension ladder carry rack prop.

The hose drag prop was created to simulate the advancement of a fully charged 1-3/4 inch hoseline a distance of 100 feet. The prop was tested and verified to simulate the weight and ground friction of an actual charged hoseline. The prop also prevents the destruction of actual hoselines during the repeated dragging across pavement. This is a cost and equipment savings to the District. The 24-foot extension ladder carry rack prop was tested and verified to simulate picking up a 24-foot extension ladder off a rack, carrying the ladder for a short distance, and then returning the ladder safely to the rack. Both props have performed well and met their intended purpose for assessing physical capacity for entry firefighter training.

**Update 1/19/2021:** No Update

**Update 4/1/2021:** No report provided

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/01/2020**: The February 2020 Applicant Preparation Program was successfully completed as scheduled. The March 7, 2020 Recruit Firefighter Physical Aptitude Assessment was successfully completed as scheduled.

COVID-19 restrictions and associated budget uncertainty delayed the interview portion of the recruit firefighter hiring process. In July 2020 BTFD was notified the SCFA approved three slots for on-campus Firefighter Recruit School. The Hiring Committee implemented and completed a virtual interview process via Zoom for applicants available to begin SCFA Recruit School in August 2020. BTFD was susscessful in selecting three recruit firefighters for hire and placement in the August 2020 SCFA Recruit School.

BTFD was subsequently notified the SCFA approved three more slots for on-campus Firefighter Recruit School beginning October 2020. Using the results from the previous virtual interview process , BTFD was successful in selecting three recruit firefighters for hire and placement in the October 2020 SCFA Recruit School. Additionally, the District faced difficulties training new firefighters, especially in the C19 environment. It was determined it would be beneficial have a process for recruiting and assessing certified firefighter applicants for hire. The primary advantages of recruiting certified firefighter applicants are getting trained personnel on the trucks in weeks rather than months, saving on training costs, and reducing the amount of firefighting knowledge and experience lost when tenured firefighters retire or separate.

BTFD completed its first-ever Certified Firefighter Hiring Process in September 2020 resulting in four certified firefighter candidates accepting conditional offers of employment with BTFD with an anticipated start date of 10/19/2020. The effectiveness of the Certified Firefighter Hiring Process will continue to be evaluated for refinement and future use.

**Update 1/19/2021:** No Update

**Update 4/1/2021:** No report provided

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/01/2020**: No update/ongoing. 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.

**Update 1/19/2021:** No Update

**Update 4/1/2019:** No report provided

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

**Team Roster:**

Lead: Steve McKinley

Members: Brian Hart, Daniel Connelly

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

Timeframe: May 31, 2021 (Recurring) Completion Percentage: 100%

**Update 10/15/2029:** 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.

**Update 5/19/2020:** The team met to amend and finalize the planning spreadsheet and to review all critical task of Goal 4A in order to prepare for submission to Chief Boulware for guidance and follow up. CT4A.3 & CT4A.6 were completed. Once guidance feedback is received, the team will incorporate it into the final Goal 4A comprehensive document.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** The team met and during the meeting we redefined the comprehensive asset planning document. We also renamed the document to better tie it in with the critical task it is associated with. We also created and completed the list of needs spread sheet, CT4B.2. We discussed the balance of goal 4B critical task.

Update 4/20/2021: The team completed the objective with an all inclusive report of BTFD infra-structure and assets.

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

Timeframe:

**Update 10/15/2019:** No report

**Update 5/19/2020:** Nothing new to report.

**Update 10/07/2020:** Our team met to discuss and evaluate data from infrastructure listing document in advance of starting CT4B.2. Prior to the discussion, B/C McKinley informed & brought team members up to date on the results of the class, Conducting Research for Staff Studies, held on 08/31/2020, and conducted by Chief Thompson. Handouts were given to members and they were instructed to read and think about ideas they might be able to bring to the next meeting. During the meeting, It was determined that in light of additional informational and recent discussions that the infrastructure listing was in need of amendment, which is currently in process. Along with this additional information, it was determined that the list of needs would need amended also, which is also in process. The team’s next meeting is scheduled for 10/10/2020. The agenda includes completion of CT4B.1 & CT4B.2 as well as the completion of the Master Tracking Chart sent out by Chief Thompson on 10/06/2020.

**Update 1/19/2021:** The team met and during the meeting we redefined the comprehensive asset planning document. We also renamed the document to better tie it in with the critical task it is associated with. We also created and completed the list of needs spread sheet, CT4B.2. We discussed the balance of goal 4B critical task.

**Update 4/20/2021:** Completed Objective 4A and continuing to work on 4B.

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

**Update 10/15/2019:** No report.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

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

**Update 10/15/2020:** No report.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

**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, Mike Rehill (added May 2020), Veronica Gutierrez (Added January 2021)

**General Update 10/08/2020:** The team met to discuss proper research methods to investigate Goal 5. The team defined a research purpose, research questions, and made assignments to individual team members for each of objective. The team also re-established timeframes for completing the goals that are more reflective of the amount of time required to thoroughly research and develop viable solutions and recommendations for each of Goal 5’s objectives.

***Objective 5A:*** *Identify surrounding agencies components of the current emergency management system and their areas of responsibility. Time Frame: Start 08/21/2019 End 02/28/2021*

**Update 10/15/2019:** The group met and determined the agencies and contacts having responsibility in the region. Committee members were assigned different agencies to contact and request a copy of their emergency operations plans as well as a point of contact. Members are also requesting copy of each agencies operational readiness guidelines. The agencies/entities to be notified are Bluffton Police Department, Town of Bluffton, Beaufort County Sheriff’s Department, Jasper County Fire and Rescue, Hardeeville Fire and Rescue, Beaufort Fire and Rescue, Burton Fire and Rescue.

**Update 1/21/2019:** The group met and discussed the progress the members were having contacting the agencies in the region and obtaining documents. To date Hardeeville Fire and Rescue, Beaufort Fire and Rescue, and Burton Fire and Rescue have not responded. Chief Harvey requested the assistance of Deputy Chief Cramer to reach out to the agencies/entities that have not responded. The remaining agencies have all responded with plans and documents as requested.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** As a committee the following agencies were recommended to be included in the BTFD EMS (Emergency Management System) and a member of the committee contacted and attempted to meet with each agency’s point of contact to discuss our plan of action for BTFD in regards to emergency management. As a result, we were able to list numerous agencies that needed contact. However, the availability of these agencies to answer back or want to participate has been a tough task. A recommendation from the committee to the district would be to assign a inter agency liaison at the rank of Captain or higher to, present and reach out to agencies and explain in depth our plan for emergency management coordination and how their agencies will be affected or used. In doing so, the liaison will stress the importance of a unified emergency management system. This will ensure a successful mitigation, of all large-scale emergencies.

**Update 1/19/2021:** Nothing new to report.

Update 4/20/2021:

Who are the contacts within these agencies

* Request operational readiness guidelines from agencies.

COVID-19 HAS HAMPERED OUR ABILITY FOR ANY CONTACT. ZOOM Ability has provided us a chance to meet via Virtual. However, getting other organizations to meet or give a representative has been difficult.

Identified Agencies as of 10/7/2020:

* Bluffton Township Fire District
  + Contact: Chief Cramer 843-757-2800 rcramer@blufftonfd.com
* Bluffton Police Department
  + Contact: NEW CHIEF awaiting assigned POC
* The Town of Bluffton
  + Contact: Town Manager NEW TOWN MANAGER BEING ASSIGNED
* Beaufort County Sherriff Department
  + Contact:
* Hardeeville Fire Rescue
  + Contact:
* Hilton Head Island Fire Rescue
  + Contact:
* Jasper Fire Rescue
  + Contact:
* Beaufort Fire Rescue
  + Contact:
* Burton Fire Rescue
  + Contact:
* Palmetto and SCNG Electric Companies
  + Contact:
  + Contact:
* South Carolina Highway Patrol
  + Contact:
* Beaufort County School District
  + Contact:
* Beaufort County Emergency Medical Service
  + Contact:
* Bluffton Chamber of Commerce
  + Contact:

As a committee the following agencies were recommended to be included in the BTFD EMS a member of the committee contacted and attempted to meet with each agencies point of contact to discuss our plan of action for BTFD in regards to ems. As a result we were able to list numerous agencies that needed contact. However the availability of these agencies to answer back or want to participate has been a tough task. A recommendation from the committee to the district would be to assign a inter agency liaison at the rank of Captain or higher to, present and reach out to agencies and explain in depth our plan for the ems and how their agencies will be affected or used. In doing so, the liaison will stress the importance of a unified ems. This will ensure a successful mitigation, of all large scale emergencies.

**Findings / Research**: TBD

Currently assigned to Chief Rehill and Lieutenants Arlt, Provo, and Gutierrez

Between the 4 Officers we will break up the list of Organizations we need to make contacts with.

They will need to find a POC as well as the Number and Email for the POC of each organization assigned

We will have this completed by JUNE of 2021.

Officers will request a ZOOM meeting using virtual capabilities to discuss the importance of this project and why they should be a part of it.

CONTACTS FOLLOWUP –

REHILL – Hardeeville FD, Jasper FD, Hilton Head Island FD

PROVO – SCHWP, Burton FD, Beaufort FD

ARLT – BPD, BCSO, Town of Bluffton

Gutierrez – BC School Board, BC Emergency Medical Service, Bluffton Chamber of Commerce, SCNG/Palmetto Electric

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

*Timeframe: Start 11/05/2019 End 12/012021*

**Update 10/15/2019:** The group decided to take up conducting both internal and external evaluations of concerns specific to the Fire District. Once the evaluations were complete the group will collate and disseminate the findings to all responsible agencies. It was agreed to take this subject up at the next meeting of the committee on November 5, 2019.

**Update 1/21/2020:** Will meet with members 2/19/2020 and discuss the results of the evaluations. The group would like to wait until the new BTFD EOC is completed before disseminating the information. The group agrees there is a need for “immediate” disaster plans for things such as tornados, floods, earthquakes, plane crashes, winter storms, and etc. Should there be one (1) plan for all?

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** BTFD has now functioned through 2 major hurricanes. We have been able to identify concerns within the district that can be mitigated or fixed. Reaching out and sharing our finding to the other agencies and comparing their findings or concerns will ensure time to address these concerns and put a plan into place to mitigate them.

The committee recommends having all heads of listed agencies meeting once a year to discuss findings and to show how concerns have been mitigated. Perhaps meeting at a large luncheon function where all agencies heads can discuss and plan together ways to improve on concerns. By doing so either annually or quarterly it will allow for possible point of contact changes to stay informed or so agencies can discuss and share their changes in regard to the emergency management system.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** What areas of BTFD will be of concern in regard to the ems

* + The Number of nursing homes in district. Evacuation or Stay In Place
  + Traffic. Off Island traffic possibly slowing response times.
  + Schools used as shelters.
  + Power and Water availability
  + Flooding of low parts of the district
  + Staffing for long term emergencies
  + Other concerns
* What areas outside Agencies will be of concern in regard to the ems
  + Communication to include radio or phone
  + What agencies are staying or leaving
  + What agencies are available for immediate support or assistance
  + Ensuring unified command and all agencies on board
  + Are other agencies aware of a ems to ensure quick and successful response
  + Other Concerns
* Disseminate all findings to all responsible agencies and work together to establish a plan to eliminate concerns or bridge gaps.

BTFD has now functioned through 2 major hurricanes. We have been able to identify concerns within the district that can be mitigated or fixed. Reaching out and sharing our finding to the other agencies and comparing their findings or concerns will ensure time to address these concerns and put a plan into place to mitigate them.

The committee recommends having all heads of listed agencies meeting once a year to discuss findings and to show how concerns have been mitigated. Perhaps meeting at a large lunch in function where all agencies heads can discuss and plan together ways to improve on concerns. By doing so either annually or quarterly it will allow for possible point of contact changes to stay informed or so agencies can discuss and share their changes in regard to the ems.

**Findings / Research**: TBD

Currently assigned to Lieutenant J. Smith. We will assign a date to Zoom all organizations together and discuss the listed questions. This will take place after completion of POC Information for organizations listed.

How does BTFD now improve on its own internal EMS who do we want to have input on the ems and what kind of time frame will they work on. BTFD will need to establish an EMS Committee. The Committee should work on improving the current ems and work to achieve an incident action plan that will not only be approved by the Fire Chief and commission, but the other agencies involved.

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

*Timeframe: 02/28/2021 through 12/01/2021*

**Update 10/15/2019:** The group plans to meet in December 2019 and establish who will be part of the committee. The group will then invite participation on the committee. The group will investigate the need for an internal (BTFD) and external group (membership from all groups represented on the improvement committee). The improvement committee will be expected to develop an action plan that addresses the needs of all the agencies involved. Once the plan is developed it will be distributed for approval by all the represented groups.

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

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** An Emergency Management Improvement Committee will benefit BTFD and other included agencies by having a dedicated group that can find and improve on concerns for emergencies in the immediate area. Members of the committee may have better contacts and can web out to said contacts to help find ideas or ways to mitigate any concerns the ems will have.

A recommendation for personal of the rank of Firefighter 4 and above to Chief Officer be allowed to serve on the committee. Having firefighter fours are due to the fact that firefighters at this level will have the ability to supervise teams and or groups. We do not recommend separate committees for internal or external at this time. The BTFD EMSIC will be able to meet with the other agencies as previously talked about above. This would automatically in theory form another committee. We do recommend that the BTFD EMSIC meet up once a quarter to discuss and changes or updates in regards to the ems.

There are some concerns for the Committee to decide:

* Will the committee prepare initial IAPs
* Will the committee prepare and update current SOGs
* And how will all information be issued out to all agencies involved.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Who will be members of EMSIC

* + Will there be a Rank cutoff or requirement
  + Who will be the head of the EMSIC
  + Will other agencies be invited or included
  + Have the committee establish an Incident action plan and put a time frame on completion
  + Distribute the plan to all agencies for approval.

An Emergency Management Improvement Committee will benefit BTFD and other included agencies by having a dedicated group that can find and improve on concerns for emergencies in the immediate area. Members of the committee may have better contacts and can web out to said contacts to help find ideas or ways to mitigate any concerns the ems will have.

A recommendation for personal of the rank of Firefighter 4 and above to Chief Officer be allowed to serve on the committee. Having firefighter fours are due to the fact that firefighters at this level will have the ability to supervise teams and or groups. We do not recommend separate committees for internal or external at this time. The BTFD EMSIC will be able to meet with the other agencies as previously talked about above. This would automatically in theory form another committee. We do recommend that the BTFD EMSIC meet up once a quarter to discuss and changes or updates in regards to the ems

There are some concerns for the Committee to decide.

* Will the committee prepare initial IAPs
* Will the committee prepare and update current SOGs
* And how will all information be issued out to all agencies involved.

**Findings / Research:**  TBD

Currently assigned to Chief Rehill and Lieutenants Arlt & J. Smith

How should the BTFD set up programs to help foster interagency cooperation, and issue out information in regards, to the ems? Currently there is not a program geared towards interagency cooperation in regards to reviewing IAPs, SOGs, and EMS plans. Through the committee recommended above agencies can access all other agencies SOGs, and IAPs etc.

***Objective 5D:*** *Implement programs to foster interagency cooperation to improve committee safety readiness. Timeframe: 02/28/2021 through 02/28/2022*

**Update 10/15/2019:** Meet with members in January and adjust any relevant SOP’s and guidelines to the new incident action plan. This will be followed by training on the changes. Once the initial review is completed and implemented a continuous improvement review process will be started.

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

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:**

* BTFD EMSIC will adjust any relevant SOPs and guidelines to any new IAPs
* Training on any new or revised SOPs and guidelines can be done during quarterly meetings.
* Implement a continuous improvement program

Once all agencies and BTFD are on board with an agreeable emergency management system it will make it simpler and easier for agencies to include BTFD to share all guidelines and SOPs by using contacts associated with the emergency management system committee.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:**

* BTFD EMSIC will adjust any relevant SOPs and guidelines to any new IAPs
* Training on any new or revised SOPs and guidelines can be done during quarterly meetings.
* Implement a continuous improvement program

Once all agencies and BTFD are on board with an agreeable EMS it will make it simpler and easier for agencies to include BTFD to share all guidelines and SOPs by using contacts associated with the EMS committee.

**Findings / Research:** TBD

Currently assigned to Lieutenant Gutierrez

**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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** The committee continues to evaluate the District’s technologies utilized by the District. The District’s iPads in the fire apparatus were recently replaced. The committee completed an evaluation of the District’s mass emergency notification system known as eDispatches. The research indicated the system is valid and the best possible solution for the District’s needs.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** The Committee researched and vetted Digital Dashboard systems for use in the fire service. The research answered six (6) questions regarding digital dashboards. Upon completion of the research a comprehensive report was developed and the recommendation was made by the Committee that the District invest in a digital dashboard system. The recommendation will be considered as a component of the FY22 operating budget.

**Update 4/20/2021:** The Committee researched and made proposals related to COVID-19 vaccine tracking technology options, alternative treatment modalities, and holistic medical approaches to the treatment of patients, including employees, who contract the virus.

***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.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

***Objective 6D:*** Implement the new technologies.

**Update 10/15/2019:** No Report

**Update 1/21/2020:** No Report

**Update 5/19/2020:** No Report

Update 10/20/2020: No Report

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

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

**Update 10/15/2019:** No Report

**Update 1/21/2020:** No Report

**Update 5/19/2020:** No Report

**Update 10/20/2020:** The committee continues to evaluate the District’s technologies utilized by the District. The District’s iPads in the fire apparatus were recently replaced. The committee completed an evaluation of the District’s mass emergency notification system known as eDispatches. The research indicated the system is valid and the best possible solution for the District’s needs.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

**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 (10/2019 – 10/2020)

Derek Franks (10/2020 – 12/2023)

Members: Richard Dollahan, Emerson Kovalanchik, Derek Franks, Chris Garniewicz

Walter Arlt, Grant Turner, Mark Eiden added 10/2020.

**General Update: 10/20/2020** – Chief Church has turned supervisory control of the team over to Chief Franks as of October 2020. Chief Franks, after reviewing the parameters of the team has added additional personnel to assist in the implementation. Chief Franks has also chosen to revisit the objectives and timelines for the implementation to be more in coordination with the information provided to all team supervisors regarding research and development of BTFD staff studies.

**General Update: 1/19/2021:** The Team requested historical data on calls related to Special Operations, This was accomplished by Chief Payne performing a narrative search for report narratives containing key words for example some of the words that were used in the search were,: Entrapment, Overturned, Elevator, Stuck and so on. The search revealed 1806 incidents over the last 5 years. We then took each incident and reviewed the narrative so confirm that it was an incident that included special operations. We confirmed 321 incidents that special operations were utilized. Attached below are the results of the narrative search as well as an example of how the format was received from Chief Payne.

The team did realize that we run more elevator rescue calls then we expected to find and that we do the least amount of training on elevator rescue calls and plan to increase training in that discipline.

The team is also looking at the strategic Planning timeline and are going to update our deadlines and timeframes needed so that we can have the most realistic schedule so that we have a honest and fair outcome for this goal.

**Results of the narrative search**

**Strategic planning for special Ops**- Data from 2015 to 2020

214: Entrapments/Extrications/trapped/stuck/tangled

46: Elevator rescues

34: Over turned

10: Marsh

9: CO alarms / Gas leaks

5: Animal rescues

3: Vehicle into a structure

**General Update 4/20/2021:** This quarter the team spent most of its time using the data previously collected and analyzed to compare to the current service level objectives based on the risk analysis (CT7A.3). The team has created items that need to be addressed to meet the needs of the special Operations program.

Create training programs for disciplines that have a higher call volume than previously believed.

Elevator Rescue, Water-Marsh Rescue

While creating training programs we will introduce Standard Operating Guidelines (SOG) to that the training programs are in line with SOG and clear and concise service level objectives are outlined within the Special Operations Division.

This will be our transition from Critical Task from 7B to 7C

**Team Roster:**

Lead: Derek Franks

Members Franks, Arnold, G. Turner

***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:

***CT7A.1 Evaluate Current Response models based on historical response data.*** The team met and discussed how to capture data to compare historical data with historical responses. The team started the collection process and collected data from the past 7 years. The team found that not all alarms were labeled correctly so we reviewed alarms to get an accurate historical response. The team broke all calls down into two categories based on NFPA 1006 disciplines and how it relates to NIFRS response codes.

**CT7A.2 *Perform Risk analysis to Identify potential hazards within the District.*** The team performed 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.*** The team is currently gathering data on current response guidelines SOG’s, Policies both from BTFD as well as HHIFR. Once this data in collected the team 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 the team’s next step and should be completed within the next 4-6 weeks.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** The team leader has set a research purpose and research questions for the team to explore for this objective. The team is working on the research at this time.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

***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 that would bolster or improve proficiency within the Special Operations Division.

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

***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.

**Update 5/19/2020:** Actively researching needs by gathering budgets from the past years to review the data.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

***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

**Update 5/19/2020:** Nothing new to report.

**Update 10/20/2020:** Nothing new to report.

**Update 1/19/2021:** Nothing new to report.

**Update 4/20/2021:** Nothing new to report.

**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 **c**omplete.

**Update 4/20/2021:** Beginning the re-accreditation process. Program managers have been assigned to all categories. There has been movement in personnel concerning Community Risk Reduction. Lee Levesque left the District. Chief Wiltse and Captain Livingston are covering assignments until Lt. Gutierrez assumes the CCR Officer's role.

***Objective 8B:*** Prepare a community driven strategic plan

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

**Update 4/20/2021:** A new community-driven strategic plan will be conducted in September 2023.

***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.

**Update 5/19/2020:** The SOC is now complete and has been submitted to CPSE as part of the District’s exhibits for review for the accreditation site visit.

**Update 4/20/2021:** Beginning the re-accreditation process. A new Community Risk Assessment: Standards of Cover (CRA: SOC) methodology will commence for the remainder of the current accreditation cycle. A workshop on how to conduct the risk assessment will be scheduled for September 2020. Captain Livingston, Chief Church, and Chief Wiltse will meet in August to discuss the agenda for September's workshop. At the September meeting, individual assignments and responsibilities will be assigned and a schedule set.

***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.

**Update 5/19/2020:** The COVID-19 pandemic forced the postponement of the District’s site visit until late August 2020. The manual is ready and has been accepted by the CPSE site visit team.

**Update 4/20/2021:** The FESSAM will begin in March 2024, with an upload date of February 1, 2025. April-June (2025) site visit with an August Commission Hearing.

**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.

**Update 5/19/2020:** The COVID-19 pandemic forced the postponement of the District’s site visit until late August 2020. The District will now present to the CPSE Board in March 2021 in Orlando, Florida.

**Update 10/07/2020**: CPSE conducted its site visit of the District from September 11, 2020 through September 23, 2020. Portions of the visit were conducted virtually while the remainder was conducted by on-site assessors. The District was recommended for accreditation and will appear before the CFAI Commission on October 27, 2020 in a virtual meeting.

**Update 1/19/2021:** The District was awarded accredited agency status on October 27, 2020 at the CFAI’s October virtual Board meeting. This objective is now complete.

**Update 4/20/2021:** Accreditation was achieved on October 27, 2020. The District’s Commission Hearing cycle is August. Annual Compliance Reports (ACR’s) are due July 15 every year.

**Objective 8F:** Maintain accreditation with the CFAI

**Update 10/15/2019:** Objective not started.

**Update 5/19/2020:** Nothing new to report.

**Update 10/07/2020:** Nothing new to report.

**Update 1/19/2021:** The District is working on 19 recommendations it received from the CPSE site visit. In addition, Strategic Plan teams continue to work on the objectives of that plan. District staff continue to work on updates to its data collection processes, standards of cover, and overall operations.

**Update 4/20/2021:** The first Annual Compliance Report (ACR) is due July 15, 2021. This project has just begun. The ACR consists of Agency information; Agency/Jurisdiction changes, Core competencies compliance/non-compliant, Performance Charts, Exhibits, the Authority Having Jurisdiction, notified of performance gaps and completed strategic recommendations. The ACR is based on a calendar year.

**Appendix A – BTFD Infra-Structure and Asset List as of 4/20/2021**

* Infrastructure -the system of public works of a country, state, or region *also*:the resources (such as personnel, buildings, or equipment) required for an activity.
* Resources – a source of supply or support

For Goal 4, the infrastructure resources utilized by BTFD will be broken down by buildings, vehicles & equipment.

**Buildings** – The District currently has 8 operational stations, 1 new one under construction, and one station due to be relocated and is in construction permitting process. There are 2 additional stations included in the District’s Capital Improvement Plan, 1 in FY25 & another in FY26. Provided these materialize, it would bring the total number of manned stations to 11. Fire Stations, depending on construction type and materials, typically have a life cycle of 30/50 years with some type of up fit or refurbishment around the 15/20 year mark. Factors that would weigh on the life cycle include, activity, usage, environment, and degree of building maintenance.

**Station 30** – Now located at 199 Burnt Church Road, the original (old) station was located at 2 Bridge Street on a plot of land owned by the Beaufort County School Board; this station was closed in 2013 after the new station was built on 9.2 acres of property the District purchased on Burnt Church Road. The new station was built at a cost of $1.3 million. It has (2) bays and houses an engine company and an EMS unit.

**Station 31** – (Present) – Located at 178 May River Road (Pritchardville area), built in 2003 at a cost of $486,000. The station has (2) bays which houses an engine company and a water tender.

**Station 31 –** (Relocated) – The original station sets at and ties into May River Road, which has seen its traffic count grow exponentially. Station 31 has also experienced substantial residential development away from 31’s response area. With the growth in both residential and traffic, the decision was made to look for property and move the station to a location to help reduce response times, increase staffing, and incorporate EMS in the station. The new station is located off New Riverside Drive, #204 and is under construction. The estimated completion date is around July. It will have (2) bays and house and engine company and an EMS unit. Final construction cost TBD.

**Station 32** – Located at 155 Callawassie Drive, near Callawassie Island. It was built in 1998 at a cost of $201,100. This station is currently under renovation. This station has (2) bays and houses an engine company and an EMS unit. Final construction cost TBD.

**Station 33** – Located at 12 Buckingham Plantation Drive in the Moss Creek area, this station was built in 1993 at a cost of $135,700. After 21 years, in 2014 the station was renovated with expanded bunk rooms and living space to accommodate increased staffing and EMS personnel. The expansion/renovation was $ 485,000. The building is 3,770 sq. ft., equating to $128.86/sq. ft. construction cost.

**Station 34** – Located at 25 William Pope Drive is located just outside of Sun City Hilton Head, a retirement community. This station has (2) bays and houses and engine company and an EMS unit. This building, built in 1999, is owned by Beaufort County and is slated for renovations in the near future.

**Station 35** – Located at 357 Fording Island Road, this station is mostly center of the fire district and serve as our headquarters station. This station has (3) bays and houses an engine company, an aerial, a rescue, a special operations unit, and a Battalion unit. Built in 2002 at a cost of $800,000, this station should be considered for renovations around 2027, but due to the high traffic and wear, consideration may need to be sooner than 2027.

**Station 36** – Located at 254 Sawmill Creek Road, this station mostly serves the Colleton River Plantation area and second due to Moss Creek & station 30 areas. It is a single bay station and houses (1) engine company. It was built in 2019 at a cost of $632,000 according to county tax records. Based on a 25-year refurb term, this station would be stated for updating in the year 2044.

**Station 37** – Located at 564 Old Palmetto Bluff Road, within the golf maintenance complex and located near The Village, a large complex of residential and commercial buildings. This station has (1) bay and houses an engine company. The property and the building are owned and maintained by Palmetto Bluff. It was built in 2018, estimated cost, $982,100.

**Station 38** – Located at 260 Raider Drive, this station is situated to assist the station 34, station 31 and station 35. It is located just off Bluffton Parkway and near Okatie Highway. This station has (2) bays and houses an engine company and an EMS unit. This station opened late summer of 2020 and estimated cost of 2.1 million.

**Fleet & Facilities Maintenance** – Located at 19 Ulmer Road, this building has (3) double bays and (2) single bays. It has office space for the maintenance & training personnel. This facility handles and the personnel are responsible for all fleet and facilities maintenance for the District as well as The Town of Bluffton’s police and admin fleet, Town of Bluffton’s heavy equipment and small engine equipment, Beaufort City Fire Department’s fleet, Technical Collage of the Lowcountry’s CDL tractor trailers, University of SC New River Campus Security fleet. The building was completed and opened in the fall of 2016 at a cost of 3.2 million.

**Training Tower –** This building, which is the fire training tower for the District, located at 21 Ulmer Road, was built in 2017 at a cost of $775,000. It is utilized by the training division to conduct both simulated and live fire training, ventilation techniques, victim rescues and many other types of fire and rescue related training.

**Equipment –** The District has an extensive fleet of apparatus, specialty, utility, and administrative vehicles to accomplish the values, vision, and goals of the Districts Mission Statement.

**0018 –** A 2019 Pierce Rescue unit. Used for all types of rescues and fire calls. Housed at station 35. Has a life cycle expectancy of 20 years.

**0145 –** A water tender which consist of a 2000 Volvo chassis with a 3,000-gallon aluminum tank from a 1984 gasoline tanker. It is housed at station 31. Due to its age and limited driver source, this unit is slated for replacement in the 2021 budget year.

**0554 –** A 1997 Pierce, 75’ steel ladder truck. This truck is in reserve status, which should extend its life cycle. The 25-year aerial (ladder only) warranty expires in 2022. It is housed at station 33.

**0571 –** A 2001 ½ ton pickup is utilized for pulling one of the departments rescue boats, stationed at 33. In its current capacity, its life cycle is expected to be extended.

**1715 –** A 2011 pickup that is utilized by the maintenance division. It carries a 100-gallon fuel tank and is used for remote fueling, service call and off duty response. Housed at the maintenance facility.

**1758 –** A 2000 pickup utilized by IT for station and district calls for computers and system maintenance. Housed at station 35.

**1760 –** A 2005 midsized SUV used by the Public Education section of Fire Prevention. Housed at station 35.

**1833 –** A 2011 ¾ ton service truck utilized by the maintenance division for service and repairs to District apparatus. It also carries a tank of 100 gallons of fuel. Housed at the maintenance & training facility.

**1950 –** A 2006 full sized SUV utilized by the training division to deliver training to the stations and in the field. Housed at the maintenance & training facility.

**2188 –** A 1993 KME 1,000-gallon service pumper. This unit is used to support the engine company with additional equipment and if needed, water. It is housed at station 32.

**2466 –** A 1987 fuel tanker that is utilized for fuel storage during hurricane season. Pre hurricane season the unit is filled with diesel and gas for use by District apparatus should it be needed. If the supply is not utilized, during the off season the fuel is distributed to apparatus and administrative vehicles.

**2520 –** A 2012 Pierce 100’ tower truck with a rescue basket. This unit is stationed at 35 and used for rescue and firefighting incidents.

**2793 –** A 2006 full sized SUV utilized by the training division to deliver training to the stations and in the field. Housed at the maintenance & training facility.

**2919 –** A 2001 special operations unit housed at station 35. It is used for hazmat, trench, and other rescue operations.

**2975 –** A 2011 ¾ ton service truck utilized by the maintenance division for service and repairs to District apparatus. It also carries a tank of 100 gallons of fuel. Housed at the maintenance & training facility.

**3028 –** A 2006 full sized SUV utilized by the Quartermaster to deliver medical, uniform & station supplies to stations and in the field. Housed at the maintenance & training facility.

**3373 –** A 1996 1-ton pickup used by the Wildland Firefighting team. It has a utility body and a firefighting skid unit. This unit was secured through the SC Forestry Commission.

**4178 –** A 2017 ¾ ton pickup used as a shift supervisor unit. It responds as a command unit for all calls within its district. It is one of two the District owns.

**4386 –** A 2009 small pickup utilized by the inspections section of the Fire Prevention division. It is used for conducting fire inspections and preplans on commercial buildings within the District.

**4387 –** **–** A 2009 small pickup utilized by the inspections section of the Fire Prevention division. It is used for conducting fire inspections and preplans on commercial buildings within the District.

**4450 –** A 2010 midsized SUV used for the Public Information Officer of the District. It is used for responding to calls, incident documentation and dissemination of information to the media and law enforcement.

**4451 –** A 2010 midsized SUV used by administrative personnel to conduct District business and or training within and outside the District.

**4649 –** A 2000 full size SUV used by IT for station and district calls for computers and system maintenance. Housed at station 35.

**4790** – A 1996 ¾ ton pickup with a flatbed body, a generator/welder and compressor. This is utilized as a shop, field, and tire service unit for the District fleet.

**6403 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out fire fighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

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**6406 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6407 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6408 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6409 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6410 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6411 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**6412 –** A 2016 Pierce 1,500-gallon fire engine. Used as a first out firefighting apparatus. Due to this and the other 6400 numbered apparatus being moved around, they are not store at any particular station.

**8164 –** A 2016 full size pickup used by the Deputy Chief of Administration.

**8165 –** A 2016 full size pickup used by the Deputy Chief of Operations.

**8166 –** A 2016 full size pickup used by Battalion Chief of Training.

**8167 –** A 2016 full size pickup used by Chief of the Department.

**8839 –** A 2012 full size van utilized by the facility maintenance technician to conduct maintenance and repairs to buildings, equipment, appliances, irrigation systems and other assets within the District.

**9062 –** A 2006 box truck mainly utilized by the Training Division for SCAB air supply. When needed, it is also used for air supply within the District.

**9112 –** A 2002 Thomas 32 passenger bus. It can be utilized for large group training transport and special operations. This unit was secured through the SC Forestry Commission for mileage transport cost.

**9130 –** A 2020 ¾ ton pickup used as a shift supervisor unit. It responds as a command unit for all calls within its district. It is one of two the District owns.

**9162 –** A 2010 mid-sized SUV utilized by the Fire Marshals office. It is used for conducting building and final inspections, preplans, construction meetings as well as County & town council meetings.

**9510 –** A 2016 4 passenger ATV utilized by the Wildland Team for brush fires, rescue calls in rough terrain and other District events as needed. This unit was secured through the SC Forestry Commission.

**9850 –** A 2019 Pierce 107’ steel aerial truck. This unit is first out at station 33.

**BFBP –** A 2004 deuce and ½ military truck with a knuckle boom crane. This truck is used mostly during hurricane and other high water flooding events. It is also used for rescues and transporting of District supplies when needed.

In closing, this document is to be considered live and will be updated or changed as