



# The Town of Hilton Head Island Intergovernmental and Public Safety Regular Committee Meeting

March 4, 2019

10:00 a.m. – Benjamin M. Racusin Council Chambers

## AGENDA

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As a Courtesy to Others Please Turn Off All Cell Phones and Pagers during the Meeting

1. **Call to Order**
2. **Freedom of Information Act Compliance**  
Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
3. **Approval of Minutes**
  - a. Intergovernmental and Public Safety Committee Meeting of January 7, 2019
  - b. Intergovernmental and Public Safety Committee Special Meeting of January 31, 2019
4. **Unfinished Business**
  - a. Staff recommendation to the Intergovernmental-Public Safety Committee - forward the Proposed Ordinance Number 2018-14, amending Title 17 (Noise Control) of the Municipal Code to Town Council recommending approval
5. **New Business**
  - a. Update on Legislative Items of Interest for the 2019 General Assembly Session – Representative Jeff Bradley
  - b. 4th Quarter 2018 Crime Statistics – Capt. Angela Viens
  - c. Update by Fire Rescue – Chief Brad Tadlock
    - 1) Presentation 2018 Fire Rescue Annual Report
    - 2) Presentation on the 2018 ISO Review and Public Protection Classification (PPC) Rating Change
    - 3) Presentation to review and approve the Fire Rescue 2018-2023 Strategic Plan
6. **Adjournment**

Please note that a quorum of Town Council may result if four (4) or more of Town Council members attend this meeting.

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## TOWN OF HILTON HEAD ISLAND INTERGOVERNMENTAL & PUBLIC SAFETY COMMITTEE

Minutes of the Monday, January 7, 2019

Regular Meeting

*Members Present:* Bill Harkins, *Chairman*, David Ames, *Council Member*, and Tom Lennox, *Committee Member*

*Members Absent:* None

*Others Present:* Tamara Becker, *Town Council Member*; Marc Grant, *Town Council Member*; Captain Angela Viens, *Beaufort County Sheriff's Office*; Lieutenant Colonel Allan Horton, *Beaufort County Sheriff's Office, Beaufort County Sheriff's Office*; Frank Babel, *Co-Chair of the Hilton Head Island Bicycle Advisory Committee*; Peter Kristian, *Hilton Head Plantation General Manager*; Chip Munday, *Indigo Run Community Owner's Association General Manager*; Brian Bobinchuck; Heather Rath; Patsy Brison; and Barry Ginn

*Staff Present:* Josh Gruber, *Assistant Town Manager*; Brian Hulbert, *Staff Attorney*; Scott Liggett, *Director of Public Projects & Facilities/ Chief Engineer*; Jeff Buckalew, *Town Engineer*; Charles Cousins, *Director of Community Development*; Shawn Colin, *Deputy Director of Community Development*; Darrin Shoemaker, *Traffic & Transportation Engineer*; Phyllis Deiter, *Senior Administrative Assistant*;

*Media Present:* Eleanor Lightsey, *Lowcountry Inside Track*; Katherine Kokal, *The Island Packet*

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### 1. Call to Order

The meeting was called to order at 10:06 AM by Chairman Harkins.

### 2. Freedom of Information Act Compliance

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

### 3. Approval of Minutes

- a. A motion to approve the minutes of the November 5, 2018 Intergovernmental and Public Safety Committee meeting was made by Bill Harkins and seconded by David Ames. The motion was approved by a vote of 2-0. Tom Lennox abstained, stating he was not present.
- b. A motion to approve the minutes of the November 13, 2018 Intergovernmental and Public Safety Committee Special meeting was made Bill Harkins and seconded by David Ames. The motion was approved by a vote of 2-0. Tom Lennox abstained, stating he was not present.

### 4. Unfinished Business

#### a. Discussion to Request to Enter into Agreement with Beaufort County to Allow Enforcement of Beaufort County Ordinances within the Municipal Boundaries of Hilton Head Island

Lieutenant Colonel Allan Horton, from the Beaufort County Sheriff's Office (BCSO), spoke about the County ordinance regarding fleeing to evade arrest or detention. The Sheriff's office

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has had this ordinance for the last 25 years. There are similar ordinances with the Town of Port Royal, Beaufort City Police Department and the Bluffton Police department. This ordinance has been used over the last 25 years with the Sheriff's office having made 155 arrests in the unincorporated areas of Beaufort County. BCSO is requesting that the Town consider adopting a similar ordinance to be put in place on Hilton Head Island.

Mr. Lennox asked if there were any changes or updates necessary to the current ordinance that could be incorporated into a potential new ordinance by the Town. Lt. Col. Horton indicated that the local municipality ordinances are in-line with the County ordinance. Mr. Harkins questioned from a legal standpoint, are we codifying something that is in actual practice. Brian Hulbert, Staff Attorney, explained that the State of South Carolina has not passed a statute that makes it illegal to flee from the Sheriff while they are trying to make an arrest. Several localities in the state have done so. The County has passed an ordinance that makes it against the law in the county. The Town of Hilton Head Island has not passed any ordinance in the past regarding this. Mr. Hulbert noted that what the Sheriff's office is requesting is reasonable and appropriate. There are four options Town Council has to consider: (1) Maintain status quo and do nothing; (2) Encourage the State to consider legislation to criminalize it throughout the state; (3) Enter into an agreement to allow for the County ordinance to be enforced throughout the Town; or (4), the Town can adopt its own ordinance, similar to the Town of Port Royal and the Town of Bluffton allowing BCSO to enforce the Town's law.

There were no public comments regarding this item. Mr. Lennox proposed the motion to recommend this be brought forward to Town Council for consideration. If Town Council believes that it is appropriate to criminalize evading law enforcement on Hilton Head Island, Town Council can adopt an ordinance for the Sheriff to enforce as they do with the other laws in our State and Town. Mr. Ames seconded the motion. With no further discussion, the motion was approved by a vote of 3-0.

### **b. Update on Overhead Lighting of William Hilton Parkway at Un-signalized High-Speed Crosswalks**

Scott Liggett, Director of Public Projects & Facilities/ Chief Engineer, began by providing an update about this initiative. Since the last report at the Town Council Workshop in December, staff has made the encroachment permit application to the South Carolina Department of Transportation (SCDOT) to implement the pavement marking and signage that has already been endorsed by Town Council. The Town remains on the previously scheduled trajectory for the potential implementation of those improvements during the first quarter of 2019. Mr. Liggett indicated that he will be reaching out to SCDOT this week with the expectation to urge a timely approval. The indication is a probable 30-day approval process because of preparation with SCDOT for this application. Once approved, they plan to implement with a combination of in-house staff resources to install the signage as well as on-call contractors to effect the pavement markings. It was reiterated that there has not been a void in dialog between SCDOT and the Town regarding the pavement markings, signage and overhead lighting. Scott Liggett continued with the update that the lighting will be broached with the Design Review Board (DRB) tomorrow. Further conversation about lighting was not recommended at this time because the Town is waiting for the results of the warrant study due by the end of this month. Currently Town staff is reviewing the recently received results of the William Hilton Corridor

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Speed Study.

Mr. Harkins asked what guidance the DRB Committee is receiving regarding the lighting fixtures. Mr. Liggett noted that the DRB, being led by the Town Urban Designer, will have conversations to deliberate and impart advice on a design used to encapsulate an approved illumination system. The conversation continued regarding the lighting fixtures being Dark Skies compliant, utilizing the Complete Streets standards when appropriate as well as the overall vision for Hilton Head Island. There was additional conversation about speed on US 278 and the overall concerns for safety. Mr. Liggett indicated that any changes, whether permanent or a temporary experiment, would need SCDOT's approval.

Mr. Harkins requested public comments.

Patsy Brison, from the South Forest Beach area, spoke to the committee about her concerns with the timing of this project. She handed out a time-line to the committee. Ms. Brison also noted wanting to see the mid-Island corridor speed study and the specific recommendations.

Frank Babel outlined to the committee the different ways of crossing US 278, noting the underpass, signalized crosswalks, and un-signalized crosswalks. Mr. Babel indicated educating pedestrians on how to use the different crosswalks is a key issue. Another factor is enforcement of speeding traffic. The third factor is evaluation to mine the data to gain a better understanding of why citizens are injured on the roadways. Mr. Babel provided a copy of the Hilton Head Island Bicycle & Pedestrian Capital Projects Plan for 2019-2023.

Barry Ginn addressed the committee, speaking about a Salt Lake City study where the city posted signs in the community that said, "Your life is in danger, cars may not see you." He reiterated the points from Ms. Brison and Mr. Babel that education is important as well as BCSO being visible to slow down the traffic.

Marie Morris, a 30 year resident, read a statement that has been added to the minutes.

Heather Rath asked the committee for elaboration on the agenda items for Tuesday Jan. 8, 2019 Design & Review Board Committee meeting. Shawn Colin explained that the purpose of the discussion tomorrow at DRB is preliminary discussion about the design and aesthetics of the lighting fixtures. Members of the public may be attend. There was additional dialog regarding the preapproved fixtures, placement, SCDOT regulations coupled with vision of the Island's aesthetics.

Tamara Becker addressed the committee, agreeing with Patsy Brison and David Ames. She also noted that BCSO needs to become a visible force to slow the traffic speed.

There were no further comments on this agenda item.

## 5. New Business

### a. Proposed Ordinance Number 2018-14 Amendment to Title 17 (Noise Control)

Brian Hulbert addressed the committee stating that this proposed ordinance was being brought forward from Town staff to hear from any affected members of the public. The changes were generated from the excessive number of complaints regarding chipping, and grinding. After several discussions with Council, direction was given to staff to prepare an ordinance and consider an LMO amendment that would regulate industry. Staff has added definitions for

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chipping and grinding. The ordinance contains amendments to the exceptions in regards to chipping and grinding as far as the days, times and the noted decibel level. Mr. Ames asked how staff determined the separation between daylight decibels and night-time decibels. This was based upon a noise study done many years ago. Our code is set up with different areas to have different, reasonable noise decibel limits. Mr. Hulbert went on to explain the details of this pertaining commercial and noncommercial activity on the Island.

Public comments were solicited, noting the few Plantation Owner Association managers in Council Chambers.

Marc Grant, Town Council Member, asked if the staff spoke to the private business before the changes were drafted. Mr. Hulbert said this is the start of that dialog and he further spoke on the details of the decibel levels during the hours of operation. Many of the complaints deal with vibrations rather than noise ordinance violations. The Town does not measure vibrations, nor does it have the equipment to do this.

After much discussion there were no further public comments.

### 6. Adjournment

With no further business items, and no further items there was a motion for adjournment made by the Mr. Lennox. It was seconded by Mr. Ames. The meeting was adjourned at 11:40 AM

Respectfully submitted:

\_\_\_\_\_  
Phyllis Deiter  
Senior Administrative Assistant

Approved on: \_\_\_\_\_

\_\_\_\_\_  
Bill Harkins, Chairman

**TOWN OF HILTON HEAD ISLAND**  
**INTERGOVERNMENTAL & PUBLIC SAFETY COMMITTEE**

Minutes of the Monday, January 31, 2019  
Special Meeting

*Members Present:* Bill Harkins, *Chairman*, David Ames, *Council Member*, and Tom Lennox, *Committee Member*

*Members Absent:* None

*Others Present:* Tamara Becker, *Town Council Member*; Patsy Brison; Chester C Williams, *Attorney*; Frank Babel, *Co-Chair of the Hilton Head Island Bicycle Advisory Committee*; Heather Rath; and other citizens

*Staff Present:* Josh Gruber, *Assistant Town Manager*; Chris Darnell, *Urban Designer*; Scott Liggett, *Director of Public Projects & Facilities/ Chief Engineer*; Jeff Buckalew, *Town Engineer*; Phyllis Deiter, *Senior Administrative Assistant*

*Media Present:* Eleanor Lightsey, *Lowcountry Inside Track*; Katherine Kokal, *The Island Packet*; Andrew Davis, *WSAV*; Alex Littlehales, *WJCL*

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**1. Call to Order**

The meeting was called to order at 10:02 AM by Chairman Harkins.

**2. Freedom of Information Act Compliance**

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

**3. Approval of Minutes**

**4. Unfinished Business**

**a. Update on Overhead Lighting of William Hilton Parkway at Un-signalized High-Speed Crosswalks**

Chairman Harkins began the meeting by asking for an update on the overhead lighting of William Hilton Parkway at the Yacht Cove crosswalk area. Chris Darnell, Urban Designer for the Town, spoke to the committee regarding the review of the crosswalk lighting at the Design & Review Board meeting on January 8, 2019. The Design & Review Board (DRB) commented on the plan provided by Palmetto Electric to light the Yacht Cove intersection as a pilot project for the other eleven unlighted intersections on US 278. The DRB agreed that the preapproved Autobahn fixture was aesthetically appropriate to light the crosswalks. This fixture was specifically noted as unobtrusive and designed to blend into the scenery. Mr. Darnell indicated the DRB further stated that the crosswalk lighting poles should be consistent with the existing traffic light mast arm. The mounting arms should be horizontal with a shorter pole height to create a more pedestrian-scale environment versus a lighted highway environment. Since shorter poles would mean more poles to light the same area, the DRB requested a plan of the area.

Scott Liggett, Director of Public Projects & Facilities/ Chief Engineer, was asked to address the committee. Based on the comments that emanated from the DRB and the recommendation from Palmetto Electric, it is suggested that the Town pursue an independent consultant to design a lighting plan at the Yacht Cove intersection. Mr. Liggett also noted that because of the lower height level, a new photometric plan based on that height level will need to be developed to provide sufficient illumination to meet the South Carolina Department of Transportation's standards. That will likely mean more poles than previously represented in the schematic that was shared with the Committee and Council previously. He indicated that the suggested height reduction from 35 feet down to 21 feet is material in photometric programming. Staff will have the opportunity to make any further recommendations as they see necessary regarding their aesthetic judgement prior to approaching South Carolina Department of Transportation (SCDOT) for approval. From a financial standpoint, the Town has money in the Capital Improvement Plan to fund access and safety enhancement projects, such as this one.

Mr. Harkins raised a question to Josh Gruber, Assistant Town Manager. If this is advanced to Town Council, are we subjecting the Town to the same lighting fixtures at the other crosswalk locations? Mr. Gruber indicated that the Committee has been clear; this is a pilot project. Since there has been approval for striping and signage at the crosswalk, the next step is gaining approval to move forward with the lighting. There is little risk investing money into this project because the Town will need the infrastructure to have lighting at that crosswalk and the approved fixtures can be moved elsewhere if deemed unacceptable at the Yacht Cove crosswalk area.

Chairman Harkins requested public comments. Frank Babel, Co-Chair of the Hilton Head Island Bicycle Advisory Committee, spoke to the committee regarding continuing education in regards to bicycle safety with tourists and citizens of Hilton Head Island. Mr. Babel provided information to the Committee members. Patsy Brison concurred with Mr. Babel. Ms. Brison spoke further about the aesthetics and lighting options from SCDOT standards as well as the Federal Highway standards. Ms. Brison provided an exhibit from the Federal Highway Lighting handbook regarding crosswalks and lighting system selections. With no further comments, Mr. Harkins brought the matter back to the dais.

Mr. Lennox noted that he had previously spoken about the Complete Streets concept with Mr. Babel and Ms. Brison. He concurred that there is merit continuing this discussion to apply various elements of Complete Streets to specific areas on Hilton Head Island. Mr. Ames noted that there needs to be a balance between the Hilton Head Island brand and SCDOT where the crosswalk design will create the message of safety and as well as aesthetically appealing.

Mr. Lennox made a motion that the Intergovernmental & Public Safety Committee recommend to Town Council the adoption of this agenda item, as presented. Chairman Harkins included in the motion the request to the Town Manager that Town staff to continue to review other alternatives that may be more aesthetically pleasing to Town Council's vision for the Hilton Head Island brand. This was seconded by Mr. Ames. The motion was approved by a vote of 3-0.

**5. New Business**

a. None

**6. Adjournment**

With no further business items, and no further items the meeting was adjourned at 10:48 AM.

Respectfully submitted:

\_\_\_\_\_  
Phyllis Deiter  
Senior Administrative Assistant

Approved on: \_\_\_\_\_

\_\_\_\_\_  
Bill Harkins, Chairman

DRAFT



# **MEMORANDUM**

**TO:** Intergovernmental-Public Safety Committee

**FROM:** Stephen G. Riley, ICMA-CM, Town Manager

**RE:** Proposed Ordinance Number 2018-14 Amendment to Title 17 (Noise Control)

**DATE:** January 7, 2019

**CC:** Josh Gruber, Assistant Town Manager  
Brian Hulbert, Staff Attorney

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**Recommendation:** Staff recommends the Intergovernmental-Public Safety Committee forward the Proposed Ordinance Number 2018-14, amending Title 17 (Noise Control) of the Municipal Code to Town Council recommending approval.

**Summary:** This proposed ordinance would amend the Noise Control section of the Municipal Code. These changes will limit the hours of commercial grinding and the hours which logs may be loaded and unloaded on the Island. At its January 7, 2019 meeting the Intergovernmental-Public Safety Committee received a brief from staff concerning the proposed ordinance amendment and took public comment regarding the effects of the amendment.

**Background:** In the past few years there has been an increasing number of noise complaints related to the loading and unloading of logs and the grinding of logs and tree stumps on the Island. Several complaints over the recent past have elevated the awareness of the Town staff, elected officials, and citizens to the loud noises caused by the grinding of tree stumps and the loading and unloading of logs and tree stumps on the Island. The complaints related to the noise often occurs during the evening and early morning hours and on weekends, which causes concern for the health, safety, and welfare of the Town's citizens and visitors. This amendment to the Noise Control Ordinance is an endeavor to lessen the impact of the excess noise on the residents and visitors by limiting the time period for which an exception is granted for this type of activity within the Town.

**AN ORDINANCE OF THE TOWN OF HILTON HEAD ISLAND**

**ORDINANCE NO. 2018-**

**PROPOSED ORDINANCE NO. 2018-14**

**AN ORDINANCE TO AMEND TITLE 17 (NOISE CONTROL) OF THE MUNICIPAL CODE OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA BY AMENDING SECTIONS 17-4-113 AND 115; AND PROVIDE FOR SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, the Town Council of the Town of Hilton Head Island, South Carolina previously adopted Ordinance 85-10, Chapter 4 of Title 17 entitled “Noise Control” on May 20, 1985; and

**WHEREAS**, the Town Council finds that excessive noise degrades the quality of life on Hilton Head Island; and

**WHEREAS**, the Town Council finds that excessive noise arises from a variety of industrial, recreational, commercial and personal activities; and

**WHEREAS**, the Town Council finds that residents and visitors of and to Hilton Head Island have a right to an environment free from excessive noise which may jeopardize their health, safety, and welfare and which may degrade the quality of life; and

**WHEREAS**, the Town Council finds that it is in the best interests of Island residents and visitors to amend certain sections of the Town’s Noise Control Ordinance; and

**WHEREAS**, the Town Council now desires to amend various sections of Chapter 4 of Title 17 for the purpose of providing for the health, safety, and welfare of the residents and visitors of the Town.

**NOW, THEREFORE, BE IT ORDERED AND ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA; AND IT IS HEREBY ORDERED ORDAINED BY AND UNDER THE AUTHORITY OF THE SAID TOWN COUNCIL, AS FOLLOWS:**

**NOTE:** Underlined and bold-face typed portions indicate additions to the Municipal Code. ~~Stricken~~ portions indicate deletions to the Municipal Code.

**Section 1.** **Amendment.** That Chapter 1 of Title 9 (PUBLIC NUISANCE) of the Municipal Code of the Town of Hilton Head Island, South Carolina, is hereby amended as follows:

**Chapter 4 NOISE CONTROL**

**Sec. 17-4-113. Definitions**

The following definitions apply to the provisions of this chapter:

*A-weighted sound level.* The sound pressure level in decibels (dB) as measured on a sound level meter using the A-weighting network.

*Alarm.* Any device designed and intended to produce a sound signal as a method of providing a warning.

*Ambient noise.* The total of all sound normally associated with a particular location or environmental surrounding.

**Chipping. The reduction of vegetative materials in size or volume into materials such as but not limited to mulch or chips.**

*Daytime.* That portion of each day beginning at 7:00 a.m. and ending at 10:00 p.m.

*Decibel, also dB.* A unit for measuring the relative intensity of a sound, equal to twenty (20) times the logarithm to the base 10 of the ratio of the pressure of the sound measures to the reference pressure, which is twenty (20) micropascals (twenty (20) micronewtons per square meter). In terms of human perception of continuous sound, a three (3) dB change is clearly perceptible, and a ten (10) dB change is perceived as a doubling or halving of loudness.

*Emergency vehicle.* Any ambulance, rescue vehicle, fire truck or police vehicle operated by the police department, highway patrol, any authorized emergency rescue service or the fire department, when operated in the performance of their official duty.

*Emitter.* Any person, group of persons, amplifier, horn, machine, animal, musical instrument, vehicle, radio, television, phonograph or any other thing which produces sound and the person having dominion, custody or control over any such thing.

*Excessively loud sound.* Any sound which, in light of the surrounding circumstances, including the normal level of ambient noise, is unreasonably loud, or which would annoy or disturb a person of reasonable sensibilities.

*Frequency.* One of the identifying characteristics of sound. The number of cycles per second imparted into the air by a vibrating body.

**Grinding. The reduction of vegetative materials in size or volume into materials such as but not limited to mulch or chips.**

*Impulsive sound.* Sound of short duration, with an abrupt onset and rapid decay, characterized by sound meter reading changes at a rate greater than ten (10) dBA within a five (5) second interval.

*Nighttime.* That portion of each day beginning at 10:01 p.m. and ending at 6:59 a.m.

*Noise.* Any excessively loud sound; any sound level in excess of the standards contained in this chapter; any sound which endangers, injures or interferes with the physical well-being or the safety of human beings or animals; or any sound which threatens to cause actual, physical harm to personal or real property, or which causes actual, physical harm to personal or real property.

*Sound.* An oscillation in pressure, particle displacement, particle velocity or other physical parameter, in a medium with internal forces. "Sound" as defined herein may include any characteristic of sound, including, but not limited to, duration, pitch, frequency, intensity and loudness.

*Sound level.* The weighted sound pressure level obtained by the use of a Type 1 or Type 2 sound level meter and frequency weighting network such as A, B or C as specified in the current American National Standards Institute specifications for sound level meters (currently: ANSI

S1.4-1983). If the frequency weighting to be employed is not indicated in any provision hereof, the A-weighting shall apply.

*Sound level meter.* An instrument which includes a microphone, amplifier, RMS detector, integrator or time averages, output meter and weighting network used to measure sound pressure levels.

*Sound pressure.* The instantaneous difference between the actual pressure and the average or barometric pressure at a given point in space, as produced by sound energy.

*Sound pressure level.* Twenty (20) times the logarithm to the base 10 of the ratio of the RMS sound pressure to the reference pressure of twenty (20) micropascals ( $20 \times 10^{-6} \text{ N/m}^2$ ). The sound pressure level is expressed in decibels.

### **Section. 17-4-115. Exceptions.**

- (a) The provisions of this chapter shall not apply to:
- (1) The sounding of an alarm, or the utilization of a siren or other emission of sound for the purpose of alerting persons to the existence of an emergency or the approach of an emergency vehicle;
  - (2) Sound produced by an aircraft approaching, landing at, taking off from or utilizing the taxiways or runways of the Hilton Head Airport;
  - (3) Sound produced by a vehicle (not including sound produced by an emitter within any such vehicle) while the vehicle is moving on a public right-of-way or public waterway, or is otherwise being lawfully operated;
  - (4) Sound produced by a governmental body in the performance of a governmental function; or
  - (5) Sound produced by church bells or chimes, whether produced by the striking of a church bell or chime, or a recording thereof.
  - (6) Sound produced by **non-commercial** persons and machinery engaged in landscape maintenance, cleanup, **grinding or chipping of tree trunks or branches**, or tree shaping or removal, **at the location where the vegetative material was generated**, during the daytime; **and sound produced by commercial persons and machinery engaged in landscape maintenance, cleanup, grinding or chipping of tree trunks or branches, or tree shaping or removal, at the location where the vegetative material was generated, between the hours of 7:00 am and 6:00 pm on Monday through Saturday.**
  - (7) Sound produced by persons and machinery engaged in the lawful and permitted construction, excavation, renovation or demolition of any structure, including the installation of utilities and paving, during the daytime.
  - (8) Sounds produced by parades or athletic events, and permitted fireworks.
  - (9) Sounds produced by maintenance or repair activity within boat yards, during the daytime.

- (10) Sounds produced by ~~the~~ commercial **persons and machinery engaged in** sawing or grinding of tree trunks, branches or other organic matter into mulch, **at a location other than where the vegetative material was generated (generated off site), during the daytime between the hours of 9:00 am and 4:00 pm on Monday through Friday, excluding Federal and State holidays;** and sounds produced by ~~the~~ non-commercial **persons and machinery engaged in** sawing or grinding of tree trunks, branches or other organic matter into mulch, **at a location other than where the vegetative material was generated (generated off site), during the daytime on Monday through Saturday.**
- (11) Sounds produced by golf course or tennis maintenance or watering equipment.
- (12) **Sounds produced by the commercial persons and machinery engaged in loading or unloading of tree trunks or branches between the hours of 9:00 am and 5:30 pm on Monday through Friday, excluding Federal and State holidays; and sounds produced by the non-commercial persons and machinery engaged in loading and unloading of tree trunks or branches, during the daytime on Monday through Saturday.**
- (b) Applications for a semi-annual permit for relief from the noise restrictions designated in this chapter on the basis of undue hardship may be made to the town manager or his duly authorized representative. The relief requested may be granted upon a good and sufficient showing:
- (1) That additional time is necessary for the applicant to alter or modify his activity or operation to comply with the provisions of this chapter;
  - (2) That the activity, operation or noise will be of temporary duration and cannot reasonably be done in a manner that would comply with this chapter; or
  - (3) That no reasonable alternative is available to the applicant.
- (c) The permit application shall be responded to conclusively within five (5) business days from the receipt of the application. If granted, the permit shall be in writing and contain all conditions upon which such permit is granted, including, but not limited to, the effective dates, and any time of day, location, sound pressure level or equipment limitation. The town manager or his duly authorized representative may prescribe any reasonable conditions or requirements deemed necessary to minimize adverse effects upon the community or the surrounding area.

**Section 2. Severability.** If any section, phrase, sentence or portion of this Ordinance is for any reason held to be invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, and such holding shall not affect the validity of the remaining portions thereof.

**Section 3. Effective Date.** This Ordinance shall be effective upon adoption by the Town Council of the Town of Hilton Head Island, South Carolina.

**PASSED, APPROVED, AND ADOPTED BY THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA ON THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.**

\_\_\_\_\_  
**John McCann, Mayor**

**ATTEST:**

**By:** \_\_\_\_\_  
**Krista Wiedmeyer, Town Clerk**

**First Reading:** \_\_\_\_\_  
**Second Reading:** \_\_\_\_\_

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Curtis L. Coltrane, Town Attorney**

**Introduced by Council Member:** \_\_\_\_\_

**BEAUFORT COUNTY  
SHERIFF'S OFFICE**

**UNIFORM CRIME REPORT**



**TOWN OF HILTON HEAD  
4TH QUARTER 2018**

## **DATA SOURCE/CRITERIA**

All law enforcement agencies in the state compile incident-based data on crimes occurring in their jurisdiction. While one incident can result in multiple offenses being tracked in the local system, only data that meets the national criteria is forwarded to the SC Law Enforcement Division.

Currently if a burglary is reported and property stolen, two offenses are tracked locally but only the major crime, burglary, is reported using the South Carolina Incident-Based Reporting System. This data is collected by SLED and then forwarded to the FBI, which administers the Uniform Crime Reporting (UCR) program.

The Beaufort County Sheriff's Office will begin using the UCR criteria to account for crime in this report so that it will more closely match the data published by the FBI.

Crimes Against Persons will include Murder, Aggravated Assault, Robbery and Forcible Rape.

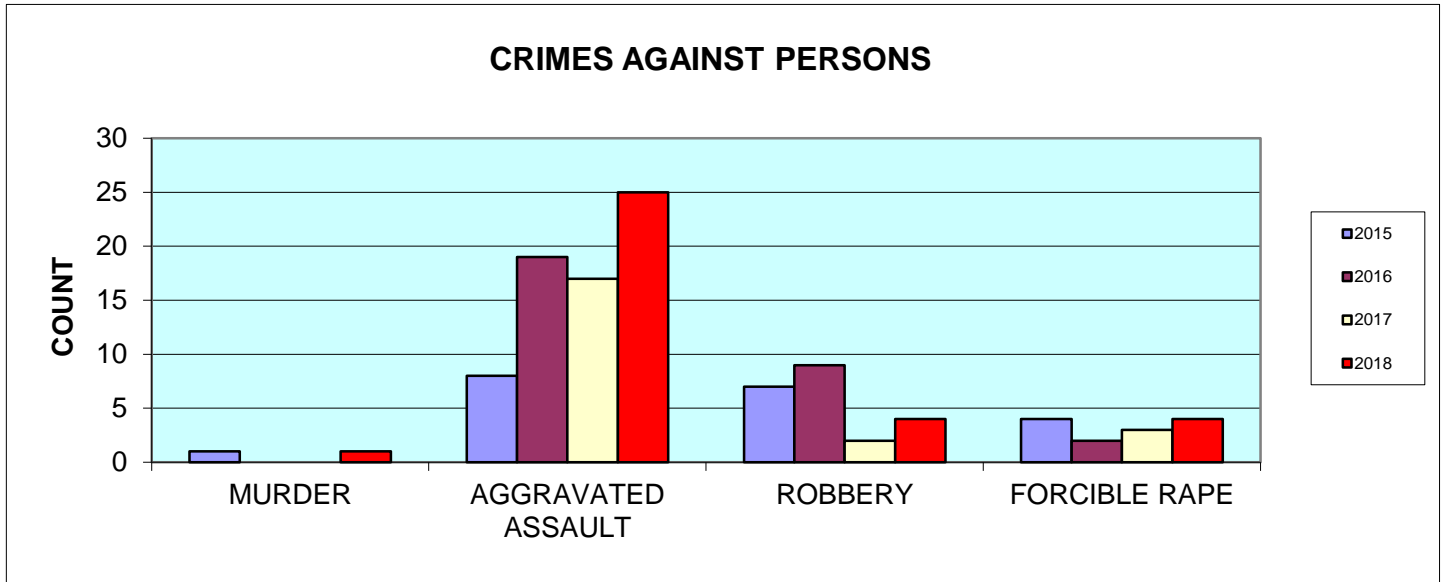
Crimes Against Property will include Burglary, Larceny and Auto Theft.  
Vehicle Collisions will remain the same as they are not reportable UCR crimes.

This report is based only on the crimes that occurred on Hilton Head Island.



# CRIMES AGAINST PERSONS

CRIMES AGAINST PERSONS	4TH QTR	4TH QTR	4TH QTR	4TH QTR
	2015	2016	2017	2018
MURDER	1	0	0	1
AGGRAVATED ASSAULT	8	19	17	25
ROBBERY	7	9	2	4
FORCIBLE RAPE	4	2	3	4
<b>TOTAL</b>	<b>20</b>	<b>30</b>	<b>22</b>	<b>34</b>



These statistics are compiled using the following Uniform Crime Reporting (UCR) criteria:

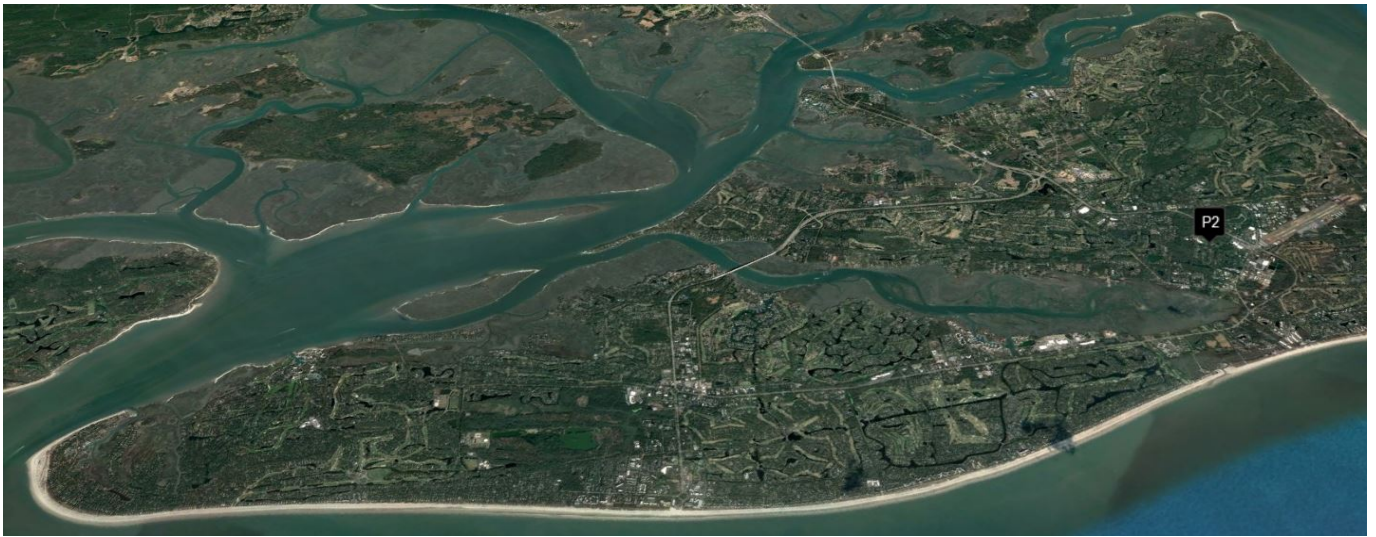
**Murder and non-negligent manslaughter:** The willful killing of one human being by another. Any death due to injuries received in a fight, quarrel, assault or commission of a crime is classified in this category.

**Aggravated Assault:** An unlawful attack by one person upon another wherein the offender uses a weapon or displays it in a threatening manner, or the victim suffers obvious severe or aggravated bodily injury (involving apparent broken bones, loss of teeth, possibly internal injury, severe laceration, loss of consciousness due to injury, etc.)

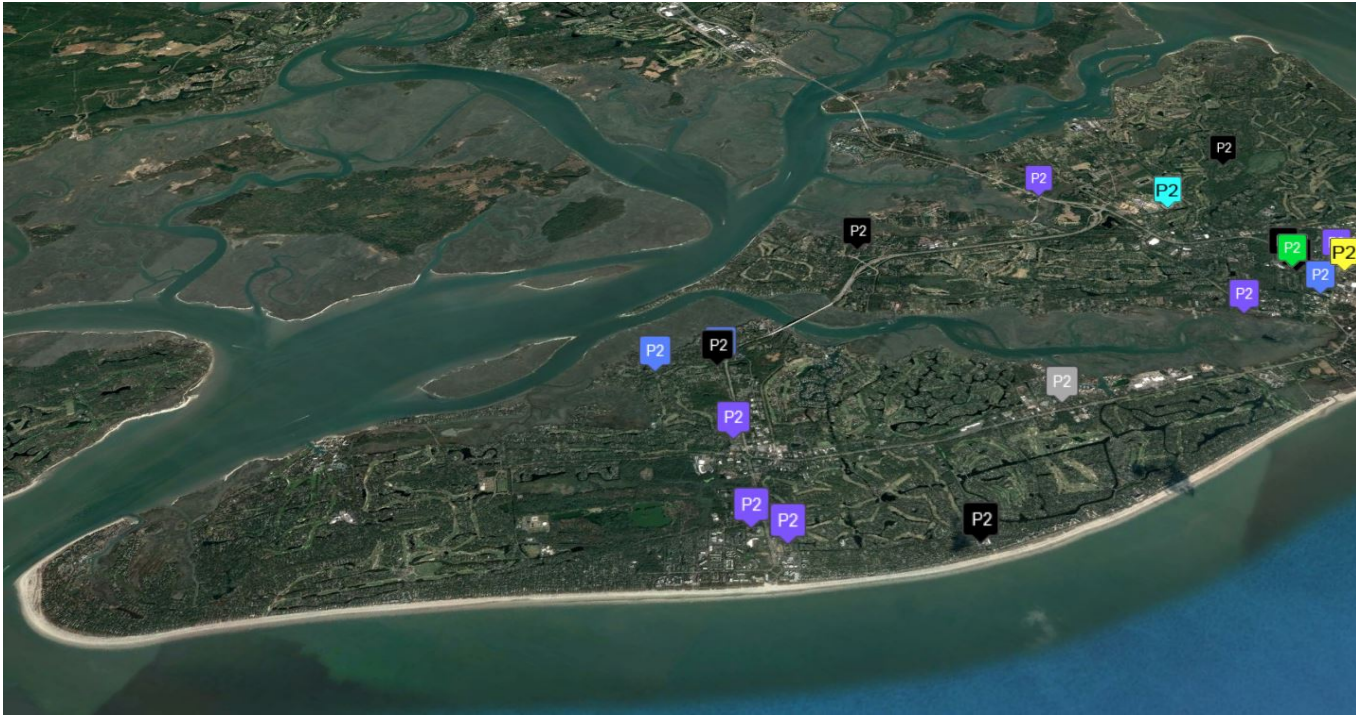
**Robbery:** Taking or attempting to take, under confrontational circumstances, anything of value from another person by force or threat of force or violence and/or by putting the victim in fear of immediate harm.

**Forcible Rape:** Any sexual act directed against another person, forcibly and/or against the persons will; or not forcibly or against the person's will where the person is unable to give consent. A person may unable to give consent due to: very young or very old, mental or physical incapacity, intoxication, the influence of drugs.

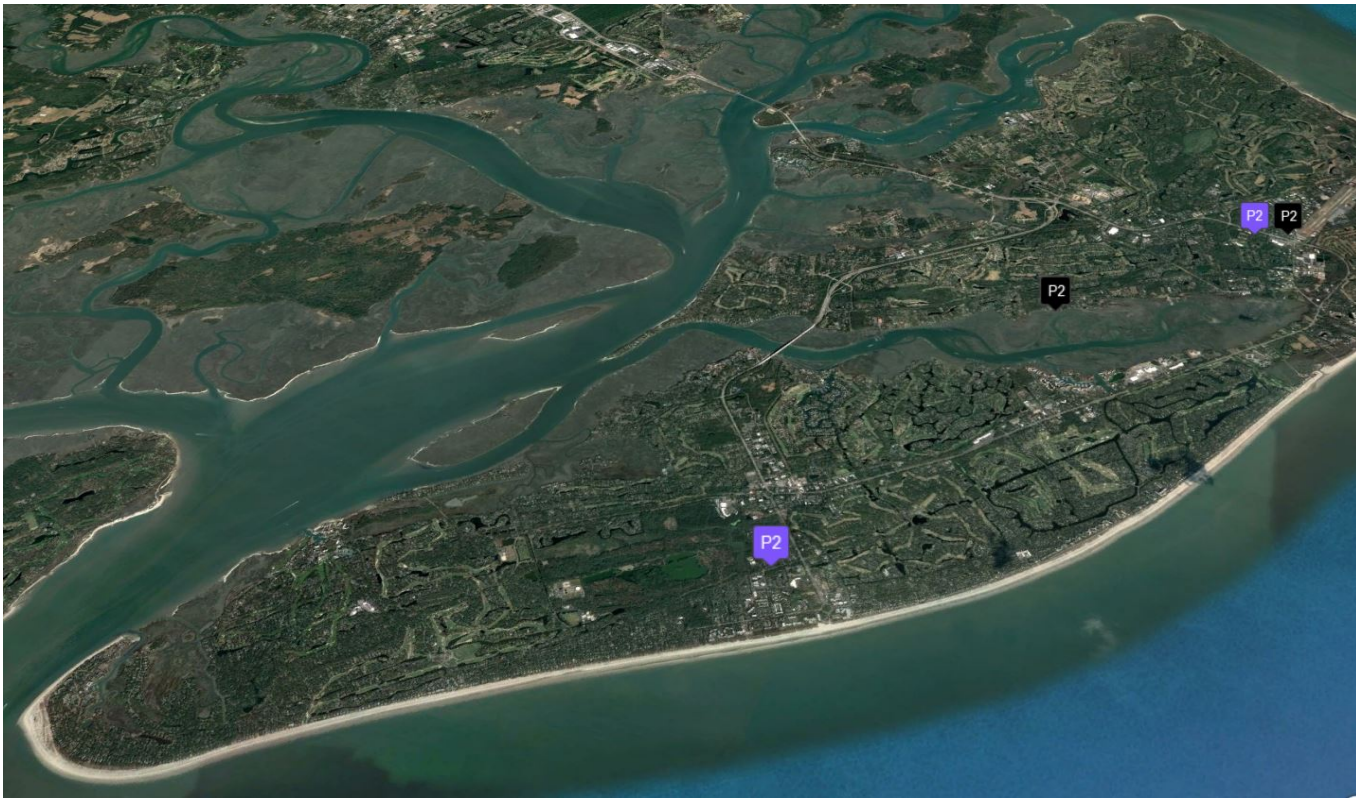
# MURDER



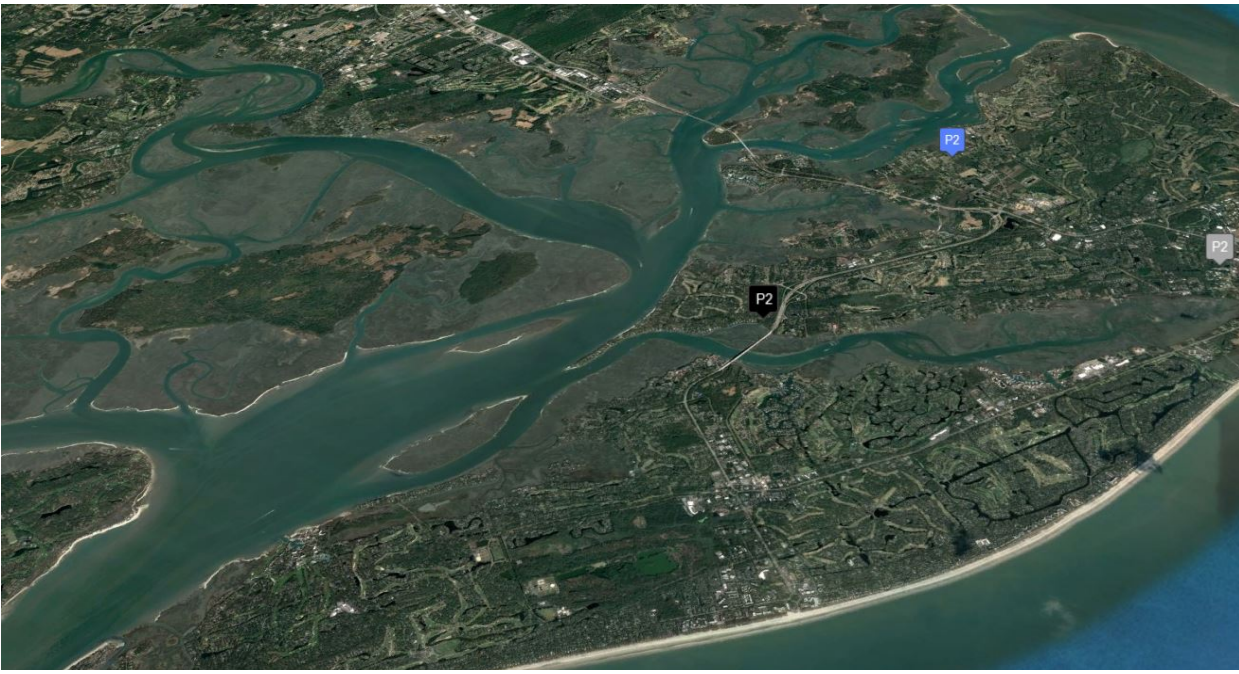
# AGGRAVATED ASSAULT



# ROBBERY

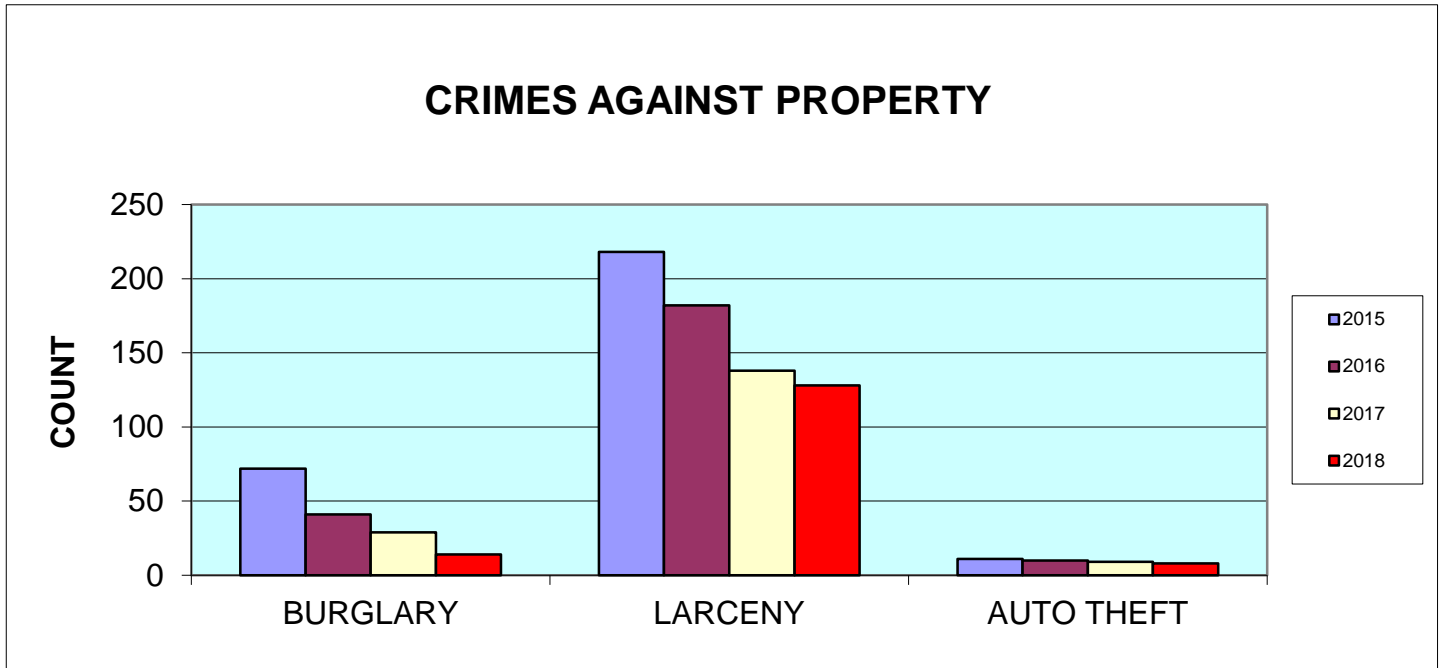


FORCIBLE RAPE



# CRIMES AGAINST PROPERTY

CRIMES AGAINST PROPERTY	4TH QTR	4TH QTR	4TH QTR	4TH QTR
	2015	2016	2017	2018
BURGLARY	72	41	29	14
LARCENY	218	182	138	128
AUTO THEFT	11	10	9	8
<b>TOTAL</b>	<b>301</b>	<b>233</b>	<b>176</b>	<b>150</b>



**Burglary/Breaking & Entering:** The UNLAWFUL ENTRY into a building or other structure with the intent to commit a serious crime or theft.

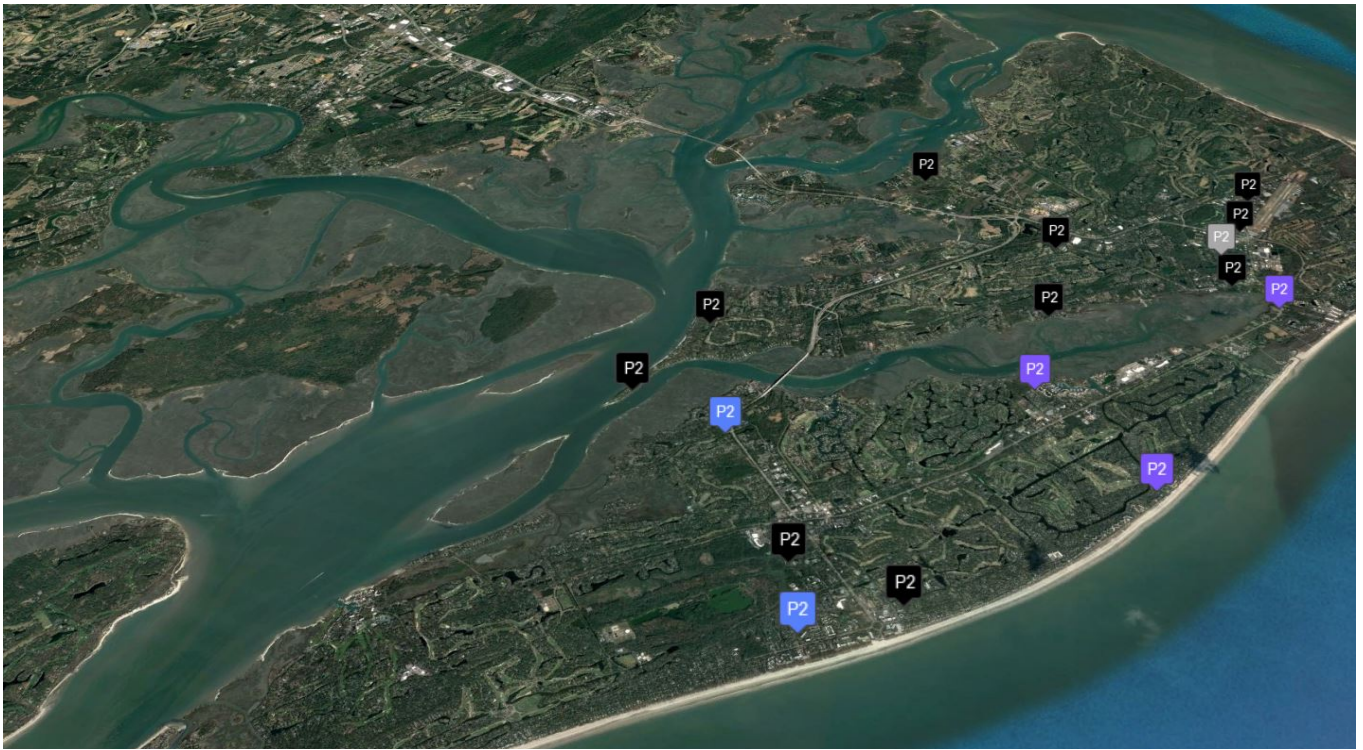
**Structure:** A structure is defined as a building or walled enclosure which can be enclosed on all sides by closing doors or windows.

Motor vehicles, motor homes, trailers and other mobile property are **NOT** structures. Some mobile property may be made immobile.

**Larceny:** The unlawful taking of property from the possession or constructive possession of another person. Types of larceny include: pocket picking, purse snatching, shoplifting, theft from a building theft from coin operated machine or device, theft from a motor vehicle, theft of motor vehicle parts and thefts from enclosures, etc, and from residences where no unlawful entry of a structure is involved.

**Motor Vehicle Theft:** Theft of a motor vehicle. This does not include using a motor vehicle without the expressed consent of the owner.

# BURGLARY

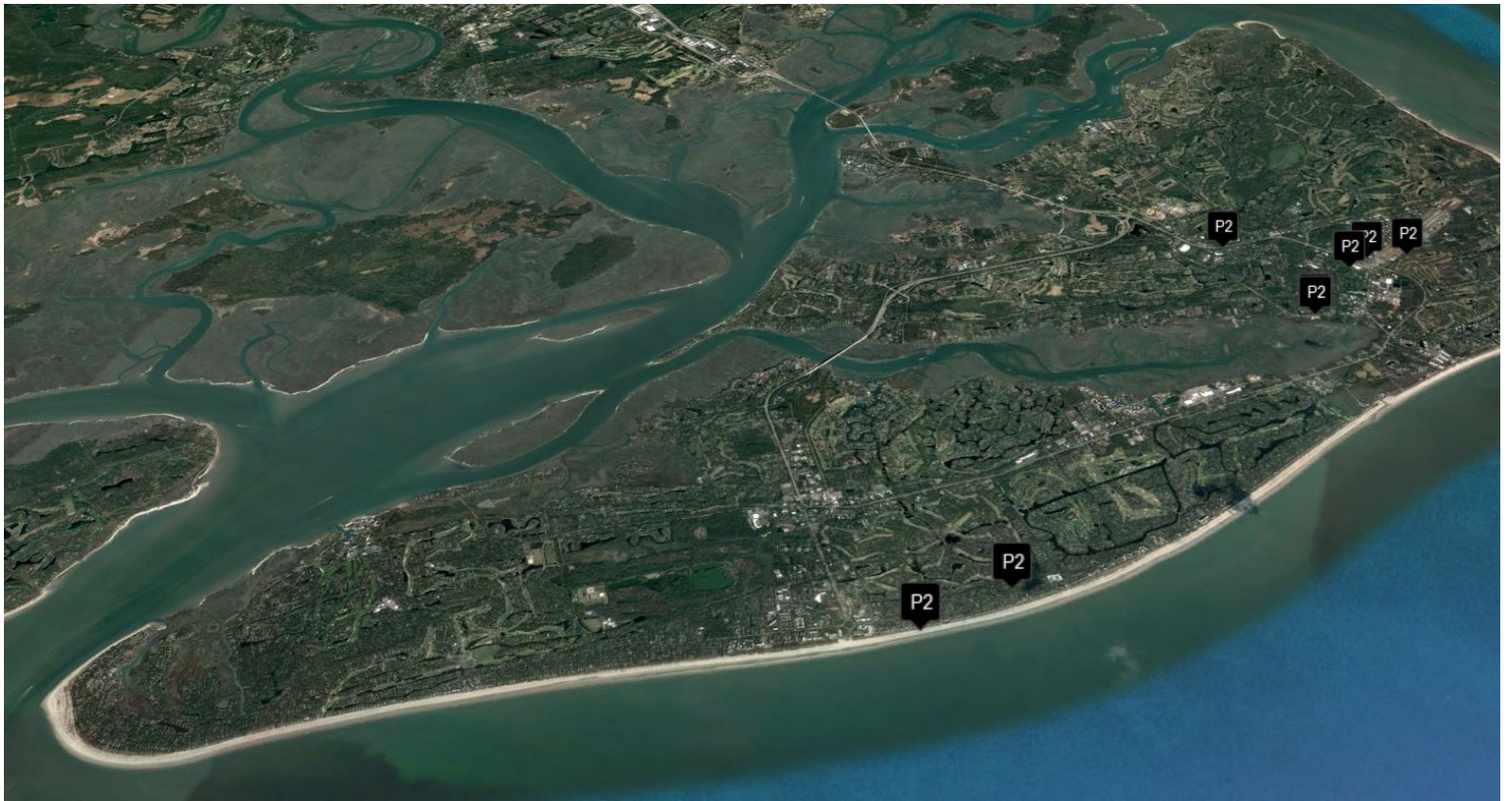


# LARCENY



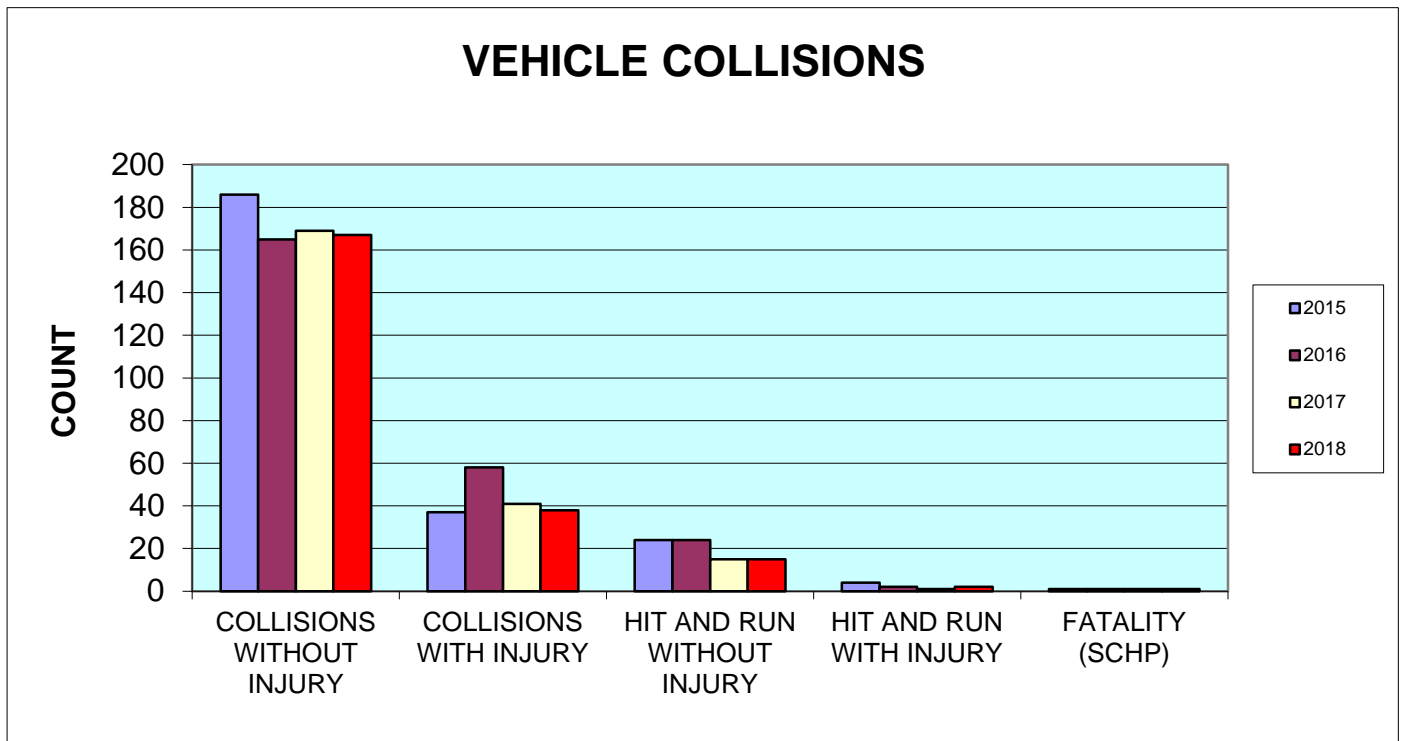


# AUTO THEFT



# VEHICLE COLLISIONS

VEHICLE COLLISIONS	4TH QTR	4TH QTR	4TH QTR	4TH QTR
	2015	2016	2017	2018
COLLISIONS WITHOUT INJURY	186	165	169	167
COLLISIONS WITH INJURY	37	58	41	38
HIT AND RUN WITHOUT INJURY	24	24	15	15
HIT AND RUN WITH INJURY	4	2	1	2
FATALITY (SCHP)	1	1	1	1
<b>TOTAL</b>	<b>252</b>	<b>250</b>	<b>227</b>	<b>223</b>



**Note:**  
 These statistics are compiled using the Offense Code.

## VEHICLE COLLISIONS ANALYSIS

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY	
<b>5Y</b>	<b>WILLIAM HILTON PARKWAY</b>					
	CHAMBERLIN DRIVE	4	2	0	0	0
	COGGINS POINT ROAD	1	0	0	0	0
	DARLING ROAD	1	0	0	0	0
	DILLON ROAD	3	2	0	0	0
	FOLLY FIELD ROAD	2	2	0	0	0
	GARDNER DRIVE	2	4	0	0	0
	GUM TREE ROAD	6	0	2	0	0
	JARVIS PARK ROAD	1	0	0	0	0
	JENKINS ROAD	2	0	0	0	0
	LONG COVE DRIVE	1	0	0	0	0
	MATHEWS DRIVE	5	0	0	0	0
	MUSEUM STREET	1	2	0	0	0
	NEW ORLEANS ROAD	0	2	0	0	0
	NORTHRIDGE DRIVE	3	0	0	1	0
	OLD WILD HORSE ROAD	0	0	1	0	0
	PALMETTO PARKWAY	2	0	0	0	0
	PEMBROKE DRIVE	1	1	0	0	0
	QUEENS FOLLY ROAD	4	0	0	0	0
	QUEENS WAY	1	0	0	0	0
	SEA PINES CIRCLE	3	1	0	0	0
	SHELTER COVE LANE	4	0	0	0	0
	SINGLETON BEACH ROAD	1	0	0	0	0
	SOL BLATT JR PARKWAY	1	0	0	0	0
	SPANISH WELLS ROAD	3	1	0	1	0
	WEXFORD DRIVE	2	1	0	0	0
	WHOOPING CRANE WAY	6	1	0	0	0
	WILBORN ROAD	1	1	0	0	1
	WILD HORSE ROAD	1	1	0	0	0
	WILLIAM HILTON PARKWAY	3	0	0	0	0
	YACHT COVE DRIVE	1	0	0	0	0
<b>TOTAL</b>		<b>66</b>	<b>21</b>	<b>3</b>	<b>2</b>	<b>1</b>
						<b>93</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY	
<b>5Z</b>	<b>POPE AVENUE/PALMETTO BAY ROAD</b>					
	ARROW ROAD	1	0	0	0	0
	EXECUTIVE PARK ROAD	1	0	0	0	0
	NEW ORLEANS ROAD	1	0	0	0	0
	OFFICE PARK ROAD	1	1	0	0	0
	POINT COMFORT ROAD	1	0	0	0	0
	SOL BLATT JR PKWY	2	1	0	0	0
	TARGET ROAD	1	0	2	0	0
<b>TOTAL</b>		<b>8</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>
						<b>12</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY	
<b>5A</b>	<b>SOUTH FOREST BEACH AREA</b>					
	CORDILLO PARKWAY	1	0	0	0	0
	DEALLYON AVE	1	0	0	0	0
	GREENWOOD DRIVE	1	0	0	0	0
	POPE AVENUE	2	0	0	0	0
	SOUTH FOREST BEACH DRIVE	3	0	1	0	0
<b>TOTAL</b>		<b>8</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
						<b>9</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY	
<b>5B</b>	<b>NORTH FOREST BEACH AREA</b>					
	NEW ORLEANS ROAD	3	0	0	0	0
	NORTH FOREST BEACH DRIVE	1	0	1	0	0
<b>TOTAL</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
						<b>5</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5C</b>	<b>POINT COMFORT ROAD AREA</b>						
	ARROW ROAD	2	0	0	0	0	
	BRITTANY PLACE DRIVE	1	0	0	0	0	
	PALMETTO BAY ROAD	0	1	1	0	0	
	PARK LANE	1	0	0	0	0	
	TIDE POINTE WAY	1	0	0	0	0	
	WILLIAM HILTON PARKWAY	10	0	0	0	0	
	<b>TOTAL</b>	<b>15</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>17</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5D</b>	<b>SINGLETON/BRADLEY BEACH AREA</b>						
	WILLIAM HILTON PARKWAY	2	0	0	0	0	
	<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5E</b>	<b>FOLLY FIELD AREA</b>						
	FOLLY FIELD ROAD	1	0	0	0	0	
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5F</b>	<b>MATHEWS DRIVE AREA</b>						
	ISLAND DRIVE	1	0	0	0	0	
	MARSHLAND ROAD	1	0	0	0	0	
	MATHEWS DRIVE	2	0	1	0	0	
	WILLIAM HILTON PARKWAY	2	0	0	0	0	
	<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>7</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5G</b>	<b>MATHEWS DRIVE/DILLON ROAD AREA</b>						
	BEACH CITY ROAD	2	1	0	0	0	
	CARDINAL ROAD	1	0	1	0	0	
	FINCH STREET	0	0	1	0	0	
	GATEWAY DRIVE	1	0	0	0	0	
	HOSPITAL CENTER BLVD	2	0	0	0	0	
	MATHEWS DRIVE	2	1	0	0	0	
	WILLIAM HILTON PARKWAY	0	0	1	0	0	
	<b>TOTAL</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>13</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5H</b>	<b>FESTIVAL CENTER AREA</b>						
	HATTON PLACE	2	1	0	0	0	
	INDIGO RUN DRIVE	0	1	0	0	0	
	PEMBROKE DRIVE	4	1	0	0	0	
	<b>TOTAL</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
<b>5I</b>	<b>SPANISH WELLS RD/MARSHLAND RD</b>						
	CHISOLM PLACE	0	1	0	0	0	
	JARVIS CREEK LANE	1	0	0	0	0	
	LEG O MUTTON ROAD	2	2	0	0	0	
	MARSHLAND ROAD	2	1	0	0	0	
	NATURES WAY	1	0	0	0	0	
	PASTEL LANE	1	0	0	0	0	
	<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5J	<b>SQUIRE POPE ROAD AREA</b>						
	COTTON POINT CIRCLE	1	0	0	0	0	
	GUM TREE ROAD	7	2	0	0	0	
	HUDSON ROAD	3	0	0	0	0	
	MAIN STREET	2	0	0	0	0	
	NORTH MAIN STREET	1	0	1	0	0	
	SQUIRE POPE ROAD	1	0	0	0	0	
	SUNDAY FORD DRIVE	1	0	0	0	0	
	WILBORN ROAD	3	0	1	0	0	
	WILD HORSE ROAD	0	1	0	0	0	
	WILLIAM HILTON PARKWAY	2	0	0	0	0	
	<b>TOTAL</b>	<b>21</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>26</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5K	<b>SEA PINES AREA</b>						
	GOVERNORS ROAD	1	0	0	0	0	
	GREENWOOD DRIVE	3	1	0	0	0	
	LIGHTHOUSE ROAD	1	0	0	0	0	
	NORTH SEA PINES DRIVE	0	0	1	0	0	
	SURF SCOOTER	1	0	0	0	0	
	<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>8</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5L	<b>SHIPYARD PLANTATION AREA</b>						
	GLOUCESTER ROAD	1	0	0	0	0	
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5N	<b>PORT ROYAL AREA</b>						
	FORT WALKER DRIVE	0	1	0	0	0	
	<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5Q	<b>PALMETTO DUNES/SHELTER COVE</b>						
	OCEAN LANE	1	0	0	0	0	
	SHELTER COVE LANE	5	0	0	0	0	
	SOUTH SHORE DRIVE	1	0	0	0	0	
	<b>TOTAL</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

VEHICLE COLLISIONS		COLLISIONS	COLLISIONS	HIT & RUN	HIT & RUN	FATALITY	
		WITHOUT INJURY	WITH INJURY	WITHOUT INJURY	WITH INJURY		
5U	<b>HILTON HEAD PLANTATION AREA</b>						
	SEABROOK DRIVE	1	0	0	0	0	
	<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**FATALITIES**  
**1 FATALITY - VEHICLE VS PEDESTRIAN IN FRONT OF WILBORN ROAD.**

**BICYCLE INVOLVED**  
**0 ACCIDENTS INVOLVING BICYCLES**

## TICKETS

TICKETS							
	TRAFFIC		CRIMINAL		WARNINGS		
	2017	2018	2017	2018	2017	2018	
JANUARY	167	223	53	32	149	210	
FEBRUARY	230	179	41	34	101	224	
MARCH	156	296	37	28	82	266	
APRIL	186	132	67	36	277	113	
MAY	149	173	59	37	178	73	
JUNE	162	199	54	28	250	105	
JULY	196	182	60	28	249	121	
AUGUST	180	227	50	33	274	114	
SEPTEMBER	204	207	40	44	256	133	
OCTOBER	163	185	50	4	192	119	
NOVEMBER	199	99	38	16	262	120	
DECEMBER	153	1	38	1	219	97	
<b>TOTAL</b>	<b>2145</b>	<b>2103</b>	<b>587</b>	<b>321</b>	<b>2489</b>	<b>1695</b>	
<b>TOTAL 2017</b>	<b>2145</b>		<b>587</b>		<b>2489</b>		
<b>TOTAL 2018</b>	<b>2103</b>		<b>321</b>		<b>1695</b>		

## MARINE PATROL

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL
<b>REPORTS</b>	1	1	1	0	3
<b>UTTS</b>	0	1	2	0	3
<b>WARNINGS</b>	0	3	3	0	6
<b>ARRESTS</b>	0	0	0	0	0
<b>BOATER ASSISTS</b>	0	0	0	0	0
<b>BOAT STOPS</b>	0	7	10	0	17
<b>DROP SITE CHECKS</b>	1	1	0	0	2
<b>BOAT LANDING CHECK</b>	1	6	6	4	17
<b>FISHING PIER CHECK</b>	0	3	0	1	4
<b>MARINA PATROL</b>	3	9	7	0	19
<b>ASSIST OTHER AGENCY</b>	0	0	0	0	0
<b>OPEN LAND TRUST CHECKS</b>	2	6	3	2	13
<b>EMERGENCY CALLOUTS</b>	1	0	0	0	1





# HILTON HEAD DRUG VIOLATIONS 2017-2018

AREAS	2017					2018				
	1ST	2ND	3RD	4TH	TOTAL	1ST	2ND	3RD	4TH	TOTAL
A-SOUTH FOREST BEACH	10	9	5	12	36	7	7	9	6	29
B-NORTH FOREST BEACH	3	2	2	2	9	1	1	2	3	7
C-POINT COMFORT	2	5	2	7	16	5	4	4	2	15
D-SINGLETON/BRADLEY BEACH	1	0	2	1	4	1	2	0	3	6
E-FOLLY FIELD	1	0	0	0	1	0	0	0	1	1
F-MATHEWS DRIVE	5	6	3	1	15	1	5	3	2	11
G-MATHEWS DRIVE/DILLON ROAD	8	15	9	2	34	11	3	7	8	29
H-INDIGO RUN/FESTIVAL/WALMART	4	3	0	0	7	2	1	0	2	5
I-SPANISH WELLS/MARSHLAND	7	8	7	3	25	2	2	7	5	16
J-SQUIRE POPE	14	12	8	11	45	10	7	9	6	32
K-SEA PINES	2	2	1	2	7	0	0	1	0	1
L-SHIPYARD PLANTATION	0	0	0	0	0	0	1	0	0	1
M-WEXFORD PLANTATION	0	0	0	0	0	0	0	0	0	0
N-PORT ROYAL	0	0	1	0	1	0	1	0	0	1
P-LONG COVE PLANTATION	0	0	0	0	0	0	0	0	0	0
Q-PALMETTO DUNES	1	1	4	2	8	0	2	3	0	5
R-PALMETTO HALL	0	0	0	0	0	0	0	0	0	0
U-HILTON HEAD PLANTATION	0	1	0	0	1	0	1	0	0	1
X-SPANISH WELLS PLANTATION	0	0	0	0	0	0	1	0	0	1
Y-WILLIAM HILTON PARKWAY (US 278)	7	5	9	5	26	5	8	7	7	27
Z-CROSS ISLAND/POPE AVE/PALMETTO BAY	5	10	2	2	19	5	3	4	10	22
TOTALS	70	79	55	50	254	50	49	56	55	210

POSSESSION OF CRACK	4	1	1	0	6	1	4	3	2	10
POSSESSION OF COCAINE	5	6	3	5	19	4	1	4	2	11
POSSESSION OF MARIJUANA (SIMPLE)	49	58	41	37	185	36	37	37	47	157
POSSESSION OF ECSTASY/MDMA	0	0	0	0	0	0	0	0	0	0
POSSESSION OF HEROIN	0	0	0	0	0	0	0	1	1	2
POSSESSION OF METH	0	0	0	1	1	0	0	0	1	1
PWTID CRACK	0	0	0	1	1	0	1	2	1	4
PWITD COCAINE	1	1	0	0	2	0	1	3	0	4
PWITD MARIJUANA	3	2	0	0	5	5	1	0	0	6
PWITD ECSTASY/MDMA	0	0	0	0	0	0	0	0	0	0
PWITD HEROIN	0	0	0	1	1	0	0	1	0	1
PWITD METH	0	0	0	0	0	0	0	0	0	0
SALE/DISTRIBUTION CRACK	0	0	0	3	3	0	0	0	0	0
SALE/DISTRIBUTION COCAINE	0	4	1	0	5	1	4	0	0	5
SALE/DISTRIBUTION MARIJUANA	0	0	0	0	0	0	0	0	0	0
SALE/DISTRIBUTION ECSTASY/MDMA	0	0	0	0	0	0	0	0	0	0
SALE/DISTRIBUTION HEROIN	0	0	0	0	0	0	0	0	0	0
SALE/DISTRIBUTION METH	0	0	1	0	1	0	0	0	0	0
TRAFFICKING CRACK	0	0	0	0	0	0	0	0	0	0
TRAFFICKING COCAINE	0	0	1	0	1	0	0	1	1	2
TRAFFICKING MARIJUANA	0	0	0	0	0	0	0	0	0	0
MANUFACTURING MARIJUANA	0	0	0	0	0	0	0	0	0	0
TRAFFICKING ECSTASY/MDMA	0	0	0	0	0	0	0	0	0	0
TRAFFICKING HEROIN	0	0	0	0	0	0	0	0	0	0
TRAFFICKING METH	0	0	0	0	0	0	0	0	0	0
PRESCRIPTION DRUG VIOLATIONS	8	7	7	2	24	3	0	4	0	7
OTHER DRUG OFFENSES	0	0	0	0	0	0	0	0	0	0
TOTAL OFFENSES	70	79	55	50	254	50	49	56	55	210

## CALLS FOR SERVICE

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL
<b>CFS 2017</b>	17,162	16,419	18,702	18,000	<b>70,283</b>
<b>CFS 2018</b>	19,897	19,720	23,761	21,792	<b>85,170</b>
<b>REPORTS 2017</b>	979	1,317	1,143	1,050	<b>4,489</b>
<b>REPORTS 2018</b>	966	1,133	1,232	953	<b>4,284</b>
<b>ARRESTS 2017</b>	160	209	186	141	<b>696</b>
<b>ARRESTS 2018</b>	115	108	144	150	<b>517</b>
<b>TR-309 2017</b>	217	247	270	214	<b>948</b>
<b>TR-309 2018</b>	173	257	264	201	<b>895</b>
<b>DOOR HANGERS 2017</b>	519	562	589	586	<b>2,256</b>
<b>DOOR HANGERS 2018</b>	522	555	577	503	<b>2,157</b>

## SEU CALLS FOR SERVICE

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	TOTAL
<b>CFS 2017</b>	490	284	303	469	<b>1,546</b>
<b>CFS 2018</b>	582	617	614	522	<b>2,335</b>
<b>REPORTS 2017</b>	70	21	15	10	<b>116</b>
<b>REPORTS 2018</b>	23	20	28	14	<b>85</b>
<b>ARRESTS 2017</b>	36	3	4	6	<b>49</b>
<b>ARRESTS 2018</b>	8	4	5	4	<b>21</b>
<b>WARRANTS 2017</b>	17	0	2	2	<b>21</b>
<b>WARRANTS 2018</b>	1	1	0	0	<b>2</b>

**CFS** - Calls for Service. Any call initiated by the officer (proactive or extra patrol) or the dispatch center.

**Reports** - Any incident documented by the officer and assigned a case number.

**Arrests** - Courtesy Summons or physical arrest made by an officer.

**TR-309** - Traffic collision form for a collision not investigated by BCSO. Not assigned a case number.

**Door Hangers** - Hang tags left by an officer for activated alarms, unsecured property etc.



# CRIMES AGAINST PERSONS BY GRID

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5A South Forest Beach Area</b>				
5A24	11/09/2018	18S280816	104 CORDILLO PKWY #A1; HEDGES	120
5A01	12/27/2018	18S324148	66 POPE AVE; CORAL SANDS NORTH	13A
<b>Total incidents for Zone 5A: 2</b>				
<b>5B North Forest Beach Area</b>				
5B01	11/13/2018	18S285385	45 WATERSIDE DR #5254B; WATERSIDE BY SPINNAKER	13A
<b>Total incidents for Zone 5B: 1</b>				
<b>5C Point Comfort Road Area</b>				
5C08	12/04/2018	18S304640	11 PALMETTO BAY RD #A; PUBLIX ON PALMETTO BAY RO/	13A
5C01	11/03/2018	18S275229	19 FOREST COVE CV; FOREST COVE	13A
5C01	12/17/2018	18S316025	6 POINT COMFORT RD #7A; POINT COMFORT CLUB	13A
5C01	12/12/2018	18S312171	6 POINT COMFORT RD; POINT COMFORT CLUB	13A
5C26	12/09/2018	18S309489	9 MARINA SIDE DR #EXERC; DAYS INN EXERCISE BLDG	13A
<b>Total incidents for Zone 5C: 5</b>				
<b>5E Folly Field Area</b>				
5E01	11/26/2018	18S297375	45 FOLLY FIELD RD; FIDDLERS COVE; unit 22K	13A
<b>Total incidents for Zone 5E: 1</b>				
<b>5F Mathews Drive Area</b>				
5F06	11/19/2018	18S290874	100 MATHEWS DR #20; LAKE HERON	11A
5F06	12/20/2018	18S319028	100 MATHEWS DR #30; LAKE HERON	13A
5F08	12/03/2018	18S303734	11 SOUTHWOOD PARK DR #105; HILTON HEAD GARDENS	13A
5F08	11/16/2018	18S288373	11 SOUTHWOOD PARK DR #112; HILTON HEAD GARDENS	13A
5F08	12/16/2018	18S315439	11 SOUTHWOOD PARK DR; HH GARDENS	09A
5F08	12/16/2018	18S315439	11 SOUTHWOOD PARK DR; HH GARDENS	13A
5F08	11/25/2018	18S296673	11 SOUTHWOOD PARK DR; HH GARDENS	13A
5F08	11/16/2018	18S288195	11 SOUTHWOOD PARK DR; HH GARDENS #APT 112	13A
5F07	12/29/2018	18S325972	8 SOUTHWOOD PARK DR #159; SANDALWOOD TERRACE;	13A
<b>Total incidents for Zone 5F: 9</b>				
<b>5G Mathews Drive / Dillon Road Area</b>				
5G08	10/27/2018	18S269779	435 WILLIAM HILTON PKWY #D; NORTHRIDGE PLAZA	13A
5G08	10/18/2018	18S261467	435 WILLIAM HILTON PKWY #D; NORTHRIDGE PLAZA	13A
5G08	10/29/2018	18S271914	435 WILLIAM HILTON PKWY #D; NORTHRIDGE PLAZA; Mick	13A
5G08	12/15/2018	18S314329	435 WILLIAM HILTON PKWY #D; MICKEY'S PUB	120
5G01	12/06/2018	18S306392	6 GREAT BARRACUDA LN	11A
5G01	10/28/2018	18S269934	71 MATHEWS DR #STORE; KANGAROO EXPRESS	13A
<b>Total incidents for Zone 5G: 6</b>				

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5I</b> <u>Spanish Wells Road / Marshland Road Area</u>				
5I11	10/01/2018	18S243947	19 MUDDY CREEK RD	13A
5I03	11/28/2018	18S298674	201 MARSHLAND RD #17; ROLLERS TRAILER PARK	120
5I10	12/20/2018	18S318563	49 OAKVIEW RD; U:25	13A
5I03	12/10/2018	18S310374	50 MARSHLAND RD; BRIDGETOWN APTS	13A
5I11	12/11/2018	18S311142	MUDDY CREEK RD	11A
<b>Total incidents for Zone 5I: 5</b>				
<b>5J</b> <u>Squire Pope Road Area</u>				
5J01	12/03/2018	18S303785	165 WILLIAM HILTON PKWY; PARKERS GAS STATION	13A
5J01	12/28/2018	18S324920	261 WILD HORSE RD	11A
<b>Total incidents for Zone 5J: 2</b>				
<b>5L</b> <u>Shipyard Plantation Area</u>				
5L02	12/29/2018	18S325968	130 SHIPYARD DR #INPOO; SONESTA; SHIPYARD; U:52	13A
<b>Total incidents for Zone 5L: 1</b>				
<b>5U</b> <u>Hilton Head Plantation Area</u>				
5U01	10/20/2018	18S263585	50 BIG WOODS DR; HILTON HEAD PLANTATION	13A
<b>Total incidents for Zone 5U: 1</b>				
<b>5Y</b> <u>William Hilton Parkway Area</u>				
5Y01	12/07/2018	18S307810	400 WILLIAM HILTON PKWY; OAKS	120
<b>Total incidents for Zone 5Y: 1</b>				
<b>Total incidents for Report: 34</b>				



# CRIMES AGAINST PROPERTY BY GRID

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5A South Forest Beach Area</b>				
5A08	12/13/2018	18S313353	10 LEMOYNE AVE #103B; OCEAN WALK VILLAS	23D
5A01	10/10/2018	18S253385	101 WOODHAVEN DR #D106; WOODHAVEN VILLAS	23H
5A24	10/18/2018	18S261988	104 CORDILLO PKWY #A8; HEDGES	23F
5A01	12/30/2018	18S326313	11 LEMOYNE AVE #OFFIC; BEST WESTERN	23F
5A01	11/01/2018	18S273805	11 LEMOYNE AVE #OFFIC; BEST WESTERN	23H
5A12	11/14/2018	18S286211	26 S FOREST BEACH DR #52; SURF COURT	23D
5A01	10/30/2018	18S272045	26 S FOREST BEACH DR; SURF COURT	23H
5A01	12/03/2018	18S303472	300 WOODHAVEN DR #2202; SEABROOK OF HH/BERKLEY/	220
<b>Total incidents for Zone 5A: 8</b>				
<b>5B North Forest Beach Area</b>				
5B03	11/26/2018	18S297335	1 N FOREST BEACH DR #K; COLIGNY PLAZA; ISLAND GIRL	23C
5B02	12/28/2018	18S325024	1031 WILLIAM HILTON PKWY #GPUMP; SPEEDWAY	23D
5B02	12/26/2018	18S323117	12 NEW ORLEANS RD; JOHNSON DULANEY BUILDERS INC	23F
5B05	10/23/2018	18S265888	2 N FOREST BEACH DR #101; FLAT BREAD; BEACH MARKE	23H
5B05	12/30/2018	18S326039	2 N FOREST BEACH DR #108; BEACH MARKET	23F
5B08	10/15/2018	18S258789	37 NEW ORLEANS RD #I; ORLEANS PLAZA	23F
5B01	11/24/2018	18S295647	39 DUNE LN; U:36	240
5B09	10/13/2018	18S256497	4 N FOREST BEACH DR #104; BREAKERS	23F
5B01	10/13/2018	18S256451	40 N FOREST BEACH DR	23H
5B01	11/03/2018	18S275374	45 WATERSIDE DR #5824; WATERSIDE BY SPINNAKER	23F
5B01	10/24/2018	18S266783	7 SANDPIPER ST; U:41	23H
5B01	10/24/2018	18S266783	7 SANDPIPER ST; U:41	240
5B01	11/25/2018	18S296709	71 POPE AVE #A; PEDALS	23H
5B18	10/18/2018	18S261962	85 POPE AVE; KANGAROO EXPRESS BP	23C
<b>Total incidents for Zone 5B: 14</b>				
<b>5C Point Comfort Road Area</b>				
5C21	11/03/2018	18S275699	1 DUNNAGANS ALY; CENTERFOLDS OF HILTOH HEAD	23F
5C02	10/01/2018	18S243570	10 PARK LN	23H
5C08	11/08/2018	18S280207	11 PALMETTO BAY RD; STAPLES	23D
5C01	11/15/2018	18S287290	115 ARROW RD #A; ISLAND TATTOO	23H
5C01	12/30/2018	18S326169	39 BOW CIR; BEACH PROPERTIES	23F
5C01	12/17/2018	18S316025	6 POINT COMFORT RD #7A; POINT COMFORT CLUB	220
5C01	12/12/2018	18S312171	6 POINT COMFORT RD; POINT COMFORT CLUB	23D
5C01	12/28/2018	18S324854	66 POINT COMFORT RD; ASHTON COVE	23D
5C11	12/05/2018	18S305534	841 WILLIAM HILTON PKWY #L; TEQUILLA SUNRISE	23H
<b>Total incidents for Zone 5C: 9</b>				
<b>5D Singleton / Bradley Beach Area</b>				

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5D Singleton / Bradley Beach Area</b>				
5D01	12/17/2018	18S315836	578 WILLIAM HILTON PKWY; HILTON HEAD RENTALS & GO	220
5D01	12/18/2018	18S317029	592 WILLIAM HILTON PKWY	23D
5D01	12/29/2018	18S325851	6 BURKES BEACH RD #PICNI; CHAPLIN COMMUNITY PARK	23F
5D01	12/29/2018	18S325868	60 BURKES BEACH RD; BURKES BEACH ACCESS GATE	23D
5D01	12/29/2018	18S325868	60 BURKES BEACH RD; BURKES BEACH ACCESS GATE	23F
5D01	12/29/2018	18S325853	9 CASTNET DR; CHAPLIN COMMUNITY PARK	23F
5D01	12/29/2018	18S325838	9 CASTNET DR; CHAPLIN COMMUNITY PARK; U:32	23D
5D01	12/29/2018	18S325838	9 CASTNET DR; CHAPLIN COMMUNITY PARK; U:32	23F
<b>Total incidents for Zone 5D: 8</b>				
<b>5E Folly Field Area</b>				
5E02	11/23/2018	18S294682	40 FOLLY FIELD RD #CO218; HILTON HEAD BEACH AND TE	23D
<b>Total incidents for Zone 5E: 1</b>				
<b>5F Mathews Drive Area</b>				
5F08	10/09/2018	18S252709	11 SOUTHWOOD PARK DR #112; HILTON HEAD GARDENS	23H
5F08	11/10/2018	18S282038	11 SOUTHWOOD PARK DR #112; HILTON HEAD GARDENS;	23D
5F08	10/08/2018	18S251236	11 SOUTHWOOD PARK DR #LAUND; HILTON HEAD GARDE	23H
5F01	11/19/2018	18S290619	117 MATHEWS DR #E; MID ISLAND PLAZA	23F
5F01	11/19/2018	18S290572	117 MATHEWS DR #E; MID ISLAND PLAZA; U:12	23F
5F01	11/25/2018	18S296453	26 INDIAN TRL; OLD WOODLANDS	23F
5F01	11/10/2018	18S281993	430 WILLIAM HILTON PKWY ; PET SMART	23H
5F01	11/08/2018	18S280327	430 WILLIAM HILTON PKWY ; PETSMA	23F
5F01	11/08/2018	18S280327	430 WILLIAM HILTON PKWY ; PETSMA	240
5F01	12/21/2018	18S319396	5 GREENS RD	23F
5F07	12/12/2018	18S312190	8 SOUTHWOOD PARK DR #106; SANDALWOOD TERRACE	23D
5F07	12/06/2018	18S306457	8 SOUTHWOOD PARK DR #153; SANDALWOOD TERRACE	23H
5F05	11/28/2018	18S299399	96 MATHEWS DR #83; WOODLAKE VILLAS; U:246	220
<b>Total incidents for Zone 5F: 13</b>				
<b>5G Mathews Drive / Dillon Road Area</b>				
5G02	11/06/2018	18S278532	11 BEACH CITY RD; HILTON HEAD LIBRARY	23D
5G02	10/30/2018	18S271827	11 BEACH CITY RD; HILTON HEAD LIBRARY	23F
5G01	11/01/2018	18S273529	115 UNION CEMETERY RD #3226; LEGENDS ON THE GREE	23F
5G01	11/13/2018	18S285211	120 BEACH CITY RD; HILTON HEAD AIRPORT	23D
5G02	11/07/2018	18S279516	25 HOSPITAL CENTER BLVD; HH HOSPITAL	23D
5G01	10/29/2018	18S270790	31 HUNTER RD #K; CBS PLAZA	220
5G01	11/08/2018	18S280038	35 DILLON RD; GREEN THUMB; U:149	23H
5G01	12/11/2018	18S311148	35 DILLON RD; GREEN THUMB; U:41	240
5G08	11/02/2018	18S274657	435 WILLIAM HILTON PKWY #A; NORTHRIDGE PLAZA	23D
5G08	12/08/2018	18S308071	435 WILLIAM HILTON PKWY #D; MIKEYS PUB	220
5G08	10/30/2018	18S272039	435 WILLIAM HILTON PKWY #D; NORTHRIDGE PLAZA	240
5G01	10/04/2018	18S246615	71 MATHEWS DR #STORE; KANGAROO EXPRESS	23C
5G01	12/31/2018	18S326615	76 BEACH CITY RD #A; EAC AIR/WINDOW TREATMENTS	23F
5G07	11/12/2018	18S284186	95 MATHEWS DR #BILO; BI-LO	23C
5G07	11/13/2018	18S285495	95 MATHEWS DR #C1; OKKO	23F

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5G Mathews Drive / Dillon Road Area</b>				
5G07	11/13/2018	18S285521	95 MATHEWS DR #D3	23F
<b>Total incidents for Zone 5G: 16</b>				
<b>5H Festival Center Area</b>				
5H02	10/30/2018	18S273524	110 GARDNER DR #225; INDIGO PINES	23D
5H02	10/07/2018	18S249766	110 GARDNER DR #225; INDIGO PINES	23H
5H05	10/02/2018	18S245073	20 HATTON PL #100; WALGREENS	23C
5H05	10/02/2018	18S245066	20 HATTON PL #100; WALGREENS	23C
5H04	12/20/2018	18S319164	25 PEMBROKE DR #WMART; WALMART	23C
5H04	11/30/2018	18S301117	25 PEMBROKE DR #WMART; WALMART	23G
5H04	11/19/2018	18S290665	25 PEMBROKE DR #WMART; WALMART	23C
5H04	11/06/2018	18S278541	25 PEMBROKE DR #WMART; WALMART	23C
5H04	10/23/2018	18S266226	25 PEMBROKE DR #WMART; WALMART	23F
5H04	10/12/2018	18S255777	25 PEMBROKE DR #WMART; WALMART	23C
5H04	10/11/2018	18S254771	25 PEMBROKE DR #WMART; WALMART	23C
5H06	11/20/2018	18S292136	4 INDIGO RUN DR; PRESERVE AT INDIGO RUN	23H
5H03	11/28/2018	18S299273	45 PEMBROKE DR #105; NYC PIZZA	23H
<b>Total incidents for Zone 5H: 13</b>				
<b>5I Spanish Wells Road / Marshland Road Area</b>				
5I03	10/11/2018	18S254851	10 PINE FIELD RD	220
5I04	10/11/2018	18S254390	12 CAPITAL DR; CELEBRATION EVENTS	240
5I01	12/16/2018	18S315044	17 NAMON RD	23F
5I04	10/16/2018	18S259421	18 MARSHLAND RD	220
5I04	12/03/2018	18S303012	20 CAPITAL DR #A; APPLE APPLIANCE; U:110	23H
5I04	12/03/2018	18S303012	20 CAPITAL DR #A; APPLE APPLIANCE; U:110	240
5I02	12/21/2018	18S319569	23 MANATEE WAY	220
5I01	10/23/2018	18S265680	3 NICHOLS CT; OAK MARSH	23F
5I01	12/30/2018	18S326336	30 W MORGAN CT; MIDDLETON PLACE; INDIGO RUN	23F
5I01	10/26/2018	18S268501	34 W MORGAN CT; MIDDLETON PLACE; INDIGO RUN	23F
5I01	10/02/2018	18S244717	374 SPANISH WELLS RD #L; SPANISH WELLS BUSINESS C	23F
5I10	11/14/2018	18S286207	46 GOLD OAK DR; STERLING POINT	23H
5I03	10/11/2018	18S254653	50 MARSHLAND RD; BRIDGETOWN APTS	23H
5I01	10/26/2018	18S268391	50 VERBENA LN #2304; EDGEWATER ON BROAD CREEK	23F
5I01	10/26/2018	18S268482	50 VERBENA LN #2404; EDGEWATER ON BROAD CREEK	23F
5I01	10/26/2018	18S268476	50 VERBENA LN #2404; EDGEWATER ON BROAD CREEK	23F
5I01	10/26/2018	18S268352	50 VERBENA LN #2404; EDGEWATER ON BROAD CREEK	23F
5I01	10/26/2018	18S268375	50 VERBENA LN #2404; EDGEWATER ON BROAD CREEK	23F
5I11	10/18/2018	18S261647	54 MUDDY CREEK RD	23H
5I04	11/19/2018	18S290888	75 CAPITAL DR #A; MY SISTER'S LLC	23F
5I03	10/21/2018	18S264266	8 MOSSY OAKS LN; CROSSWINDS	23F
5I01	12/18/2018	18S317115	9 SIMMONS RD	23F
<b>Total incidents for Zone 5I: 22</b>				
<b>5J Squire Pope Road Area</b>				
5J15	11/06/2018	18S278306	1 GUM TREE RD #STORE; KANGAROO EXPRESS	23C

GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5J Squire Pope Road Area</b>				
5J15	10/03/2018	18S245991	1 GUM TREE RD #STORE; KANGAROO EXPRESS	23H
5J01	11/16/2018	18S288260	16 MURRAY AVE	220
5J01	11/14/2018	18S286330	16 MURRAY AVE	220
5J01	10/04/2018	18S247399	16 MURRAY AVE	23F
5J01	12/17/2018	18S316361	2 HUDSON RD; DOCKSIDE	23D
5J08	12/21/2018	18S319969	200 MERCHANT ST; MELROSE/MULLEN WYLIE; HILTON HE	240
5J14	11/15/2018	18S287602	200 MUSEUM ST #OFFIC; SIMPLE REWARDS INN; HILTON H	23H
5J02	10/03/2018	18S246087	201 MUSEUM ST; BURGER KING ON MUSEUM STREET	23H
5J01	12/26/2018	18S323335	229 GUM TREE RD; GRAPHICS CORPORATION	23F
5J04	12/08/2018	18S308675	30 SCHOOL RD #RED; HH ELEMENTARY SCHOOL IB BLDG	23G
5J07	11/30/2018	18S301013	46 OLD WILD HORSE RD #5; LITTERBOX THRIFT	23C
5J06	11/02/2018	18S274566	55 WILBORN RD; HH MIDDLE SCHOOL; GYM	23D
5J01	11/27/2018	18S298096	58 OLD WILD HORSE RD #1C; HB LANDSCAPING SERVC	23H
5J18	11/23/2018	18S294871	69 CHINABERRY DR; CHINABERRY RIDGE	23F
5J01	11/04/2018	18S276064	93 SQUIRE POPE RD	23F
<b>Total incidents for Zone 5J: 16</b>				
<b>5K Sea Pines Area</b>				
5K01	10/08/2018	18S250834	1 BEACH LAGOON RD #1001; TURTLE LANE CLUB SEA HOI	23G
5K01	10/01/2018	18S243540	175 GREENWOOD DR; SEA PINES CSA; SEA PINES	23H
5K01	10/14/2018	18S257461	18 LIGHTHOUSE LN #1033; CARAVEL COURT; SEA PINES	23H
5K01	11/08/2018	18S280413	18 LIGHTHOUSE RD #482; PLANTATION CLUB VILLAS; SEA	23D
<b>Total incidents for Zone 5K: 4</b>				
<b>5M Wexford Plantation Area</b>				
5M01	10/14/2018	18S257165	111 WEXFORD CLUB DR #ADMIN; WEXFORD CLUB HOUSE	23H
<b>Total incidents for Zone 5M: 1</b>				
<b>5Q Palmetto Dunes / Shelter Cove Area</b>				
5Q01	11/02/2018	18S274453	1 MASTERS CT; PALMETTO DUNES	23D
5Q03	12/22/2018	18S320443	13 HARBOURSIDE LN #7138; HARBOURSIDE II; PALMETTO	23F
5Q02	11/13/2018	18S285314	14 SHELTER COVE LN; ARTS CENTER OF COASTAL CAROI	23D
5Q01	11/02/2018	18S274705	21 HAUL AWAY; WATER OAK VILLAS APT 39	23D
5Q04	10/08/2018	18S251252	24 SHELTER COVE LN #51; PALMETTO DUNES; BELKS	23C
5Q04	12/15/2018	18S314871	28 SHELTER COVE LN; BELK	23C
5Q04	11/25/2018	18S296602	28 SHELTER COVE LN; BELK	23C
5Q04	11/07/2018	18S279625	28 SHELTER COVE LN; BELK	23C
5Q04	12/23/2018	18S321006	28 SHELTER COVE LN; TALBOTS/FABRIC/SPARTINA	23C
5Q04	11/13/2018	18S285394	28 SHELTER COVE LN; TALBOTS/FABRIC/SPARTINA; BELK	23C
5Q04	11/13/2018	18S285394	28 SHELTER COVE LN; TALBOTS/FABRIC/SPARTINA; BELK	23C
5Q04	12/22/2018	18S320472	28 SHELTER COVE LN; TALBOTS/FABRIC/SPARTINA; BELK	23C
5Q01	11/01/2018	18S273582	36 HEATH DR; PALMETTO DUNES	23H
5Q02	11/25/2018	18S296422	4 SHELTER COVE LN; GREENERY LANDSCAPING	220
5Q04	11/11/2018	18S283141	42 SHELTER COVE LN; KROGER; PALMETTO DUNES	23C
5Q04	10/26/2018	18S268360	42 SHELTER COVE LN; KROGER; PALMETTO DUNES	23C
5Q02	12/11/2018	18S311149	50 SHELTER COVE LN #H; OUTSIDE HILTON HEAD	23H



GRID	DATE	NUMBER	STREET ADDRESS	UCR
<b>5Q</b> <u>Palmetto Dunes / Shelter Cove Area</u>				
5Q02	12/22/2018	18S320386	50 SHELTER COVE LN; SHELTER COVE ATM; TJ MAXX	23C
5Q01	11/20/2018	18S291946	59 CARNOUSTIE RD #205; TURNBERRY VILLAGE; PALMET	23H
5Q01	12/10/2018	18S310019	60 CARNOUSTIE RD #901; INVERNESS VILLAGE; PALMETT	23H
<b>Total incidents for Zone 5Q: 20</b>				
<b>5R</b> <u>*****UNDEFINED!!! Call IT 441-6650</u>				
5R01	10/31/2018	18S272842	337 FORT HOWELL DR; PALMETTO HALL	23H
<b>Total incidents for Zone 5R: 1</b>				
<b>5U</b> <u>Hilton Head Plantation Area</u>				
5U02	12/28/2018	18S325103	87 BIRDSONG WAY #17; PRESTON HEALTH CENTER; HILT	23H
<b>Total incidents for Zone 5U: 1</b>				
<b>5X</b> <u>*****UNDEFINED!!! Call IT 441-6650</u>				
5X01	11/05/2018	18S277241	74 BRAMS POINT RD; SPANISH WELLS PLANTATION	220
5X01	11/25/2018	18S296680	9 BRAMS POINT RD; SPANISH WELLS PLANTATION	220
<b>Total incidents for Zone 5X: 2</b>				
<b>5Z</b> <u>*****UNDEFINED!!! Call IT 441-6650</u>				
5Z01	10/27/2018	18S269500	545 SOL BLATT JR PKWY; MM3E	23H
<b>Total incidents for Zone 5Z: 1</b>				
<b>Total incidents for Report: 150</b>				

**Public Protection Classification  
(PPC™)  
Summary Report**

**Hilton Head Island**

**SOUTH CAROLINA**

**Prepared by**

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**Report Created November 2018  
Effective March 1, 2019**

## Background Information

### Introduction

ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using our Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC™) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

The FSRS recognizes fire protection features only as they relate to suppression of first alarm structure fires. In many communities, fire suppression may be only a small part of the fire department's overall responsibility. ISO recognizes the dynamic and comprehensive duties of a community's fire service, and understands the complex decisions a community must make in planning and delivering emergency services. However, in developing a community's PPC grade, only features related to reducing property losses from structural fires are evaluated. Multiple alarms, simultaneous incidents and life safety are not considered in this evaluation. The PPC program evaluates the fire protection for small to average size buildings. Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual PPC grade.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection – as measured by the PPC program – and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish fair premiums for homeowners and commercial fire insurance. In general, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade, assuming all other factors are equal.

ISO is an independent company that serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a PPC grade – a number from 1 to 10. Class 1 represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

- **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- **Water Supply**, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires up to 3,500 gpm.

## Data Collection and Analysis

ISO has evaluated and classified over 46,000 fire protection areas across the United States using its FSRS. A combination of meetings between trained ISO field representatives and the dispatch center coordinator, community fire official, and water superintendent is used in conjunction with a comprehensive questionnaire to collect the data necessary to determine the PPC grade. In order for a community to obtain a grade better than a Class 9, three elements of fire suppression features are reviewed. These three elements are Emergency Communications, Fire Department, and Water Supply.

A review of the **Emergency Communications** accounts for 10% of the total classification. This section is weighted at **10 points**, as follows:

- Emergency Reporting 3 points
- Telecommunicators 4 points
- Dispatch Circuits 3 points

A review of the **Fire Department** accounts for 50% of the total classification. ISO focuses on a fire department's first alarm response and initial attack to minimize potential loss. The fire department section is weighted at **50 points**, as follows:

- Engine Companies 6 points
- Reserve Pumpers 0.5 points
- Pump Capacity 3 points
- Ladder/Service Companies 4 points
- Reserve Ladder/Service Trucks 0.5 points
- Deployment Analysis 10 points
- Company Personnel 15 points
- Training 9 points
- Operational considerations 2 points
- Community Risk Reduction 5.5 points (in addition to the 50 points above)

A review of the **Water Supply** system accounts for 40% of the total classification. ISO reviews the water supply a community uses to determine the adequacy for fire suppression purposes. The water supply system is weighted at **40 points**, as follows:

- Credit for Supply System 30 points
- Hydrant Size, Type & Installation 3 points
- Inspection & Flow Testing of Hydrants 7 points

There is one additional factor considered in calculating the final score – **Divergence**.

Even the best fire department will be less than fully effective if it has an inadequate water supply. Similarly, even a superior water supply will be less than fully effective if the fire department lacks the equipment or personnel to use the water. The FSRS score is subject to modification by a divergence factor, which recognizes disparity between the effectiveness of the fire department and the water supply.

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

## **PPC Grade**

The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

<b>PPC</b>	<b>Points</b>
1	90.00 or more
2	80.00 to 89.99
3	70.00 to 79.99
4	60.00 to 69.99
5	50.00 to 59.99
6	40.00 to 49.99
7	30.00 to 39.99
8	20.00 to 29.99
9	10.00 to 19.99
10	0.00 to 9.99

The classification numbers are interpreted as follows:

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.
- Class 8B is a special classification that recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRS fire flow criteria of 250 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRS creditable water supply.
- Class 10 does not meet minimum FSRS criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

## New PPC program changes effective July 1, 2014

We have revised the PPC program to capture the effects of enhanced fire protection capabilities that reduce fire loss and fire severity in Split Class 9 and Split Class 8B areas (as outlined below). This new structure benefits the fire service, community, and property owner.

### New classifications

Through ongoing research and loss experience analysis, we identified additional differentiation in fire loss experience within our PPC program, which resulted in the revised classifications. We based the differing fire loss experience on the fire suppression capabilities of each community. The new PPC classes will improve the predictive value for insurers while benefiting both commercial and residential property owners. Here are the new classifications and what they mean.

### Split classifications

When we develop a split classification for a community — for example 5/9 — the first number is the class that applies to properties within 5 road miles of the responding fire station and 1,000 feet of a creditable water supply, such as a fire hydrant, suction point, or dry hydrant. The second number is the class that applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply. We have revised the classification to reflect more precisely the risk of loss in a community, replacing Class 9 and 8B in the second part of a split classification with revised designations.

### What's changed with the new classifications?

We've published the new classifications as "X" and "Y" — formerly the "9" and "8B" portion of the split classification, respectively. For example:

- A community currently displayed as a split 6/9 classification will now be a split 6/6X classification; with the "6X" denoting what was formerly classified as "9".
- Similarly, a community currently graded as a split 6/8B classification will now be a split 6/6Y classification, the "6Y" denoting what was formerly classified as "8B".
- Communities graded with single "9" or "8B" classifications will remain intact.

Prior Classification	New Classification
1/9	1/1X
2/9	2/2X
3/9	3/3X
4/9	4/4X
5/9	5/5X
6/9	6/6X
7/9	7/7X
8/9	8/8X
9	9

Prior Classification	New Classification
1/8B	1/1Y
2/8B	2/2Y
3/8B	3/3Y
4/8B	4/4Y
5/8B	5/5Y
6/8B	6/6Y
7/8B	7/7Y
8/8B	8/8Y
8B	8B

### **What's changed?**

As you can see, we're still maintaining split classes, but it's how we represent them to insurers that's changed. The new designations reflect a reduction in fire severity and loss and have the potential to reduce property insurance premiums.

### **Benefits of the revised split class designations**

- To the fire service, the revised designations identify enhanced fire suppression capabilities used throughout the fire protection area
- To the community, the new classes reward a community's fire suppression efforts by showing a more reflective designation
- To the individual property owner, the revisions offer the potential for decreased property insurance premiums

### **New water class**

Our data also shows that risks located more than 5 but less than 7 road miles from a responding fire station with a creditable water source within 1,000 feet had better loss experience than those farther than 5 road miles from a responding fire station with no creditable water source. We've introduced a new classification —10W— to recognize the reduced loss potential of such properties.

### **What's changed with Class 10W?**

Class 10W is property-specific. Not all properties in the 5-to-7-mile area around the responding fire station will qualify. The difference between Class 10 and 10W is that the 10W-graded risk or property is within 1,000 feet of a creditable water supply. Creditable water supplies include fire protection systems using hauled water in any of the split classification areas.

### **What's the benefit of Class 10W?**

10W gives credit to risks within 5 to 7 road miles of the responding fire station and within 1,000 feet of a creditable water supply. That's reflective of the potential for reduced property insurance premiums.

### **What does the fire chief have to do?**

Fire chiefs don't have to do anything at all. The revised classifications went in place automatically effective July 1, 2014 (July 1, 2015 for Texas).

### **What if I have additional questions?**

Feel free to contact ISO at 800.444.4554 or email us at [PPC-Cust-Serv@iso.com](mailto:PPC-Cust-Serv@iso.com).

## Distribution of PPC Grades

The 2017 published countrywide distribution of communities by the PPC grade is as follows:



## Assistance

The PPC program offers help to communities, fire departments, and other public officials as they plan for, budget, and justify improvements. ISO is also available to assist in the understanding of the details of this evaluation.

The PPC program representatives can be reached by telephone at (800) 444-4554. The technical specialists at this telephone number have access to the details of this evaluation and can effectively speak with you about your questions regarding the PPC program. What's more, we can be reached via the internet at [www.isomitigation.com/talk/](http://www.isomitigation.com/talk/).

We also have a website dedicated to our Community Hazard Mitigation Classification programs at [www.isomitigation.com](http://www.isomitigation.com). Here, fire chiefs, building code officials, community leaders and other interested citizens can access a wealth of data describing the criteria used in evaluating how cities and towns are protecting residents from fire and other natural hazards. This website will allow you to learn more about the PPC program. The website provides important background information, insights about the PPC grading processes and technical documents. ISO is also pleased to offer Fire Chiefs Online — a special, secured website with information and features that can help improve your PPC grade, including a list of the Needed Fire Flows for all the commercial occupancies ISO has on file for your community. Visitors to the site can download information, see statistical results and also contact ISO for assistance.

In addition, on-line access to the FSRs and its commentaries is available to registered customers for a fee. However, fire chiefs and community chief administrative officials are given access privileges to this information without charge.

To become a registered fire chief or community chief administrative official, register at [www.isomitigation.com](http://www.isomitigation.com).

## PPC Review



ISO concluded its review of the fire suppression features being provided for Hilton Head Island. The resulting community classification is **Class 02**.

If the classification is a single class, the classification applies to properties with a Needed Fire Flow of 3,500 gpm or less in the community. If the classification is a split class (e.g., 6/XX):

- The first class (e.g., "6" in a 6/XX) applies to properties within 5 road miles of a recognized fire station and within 1,000 feet of a fire hydrant or alternate water supply.
- The second class (XX or XY) applies to properties beyond 1,000 feet of a fire hydrant but within 5 road miles of a recognized fire station.
- Alternative Water Supply: The first class (e.g., "6" in a 6/10) applies to properties within 5 road miles of a recognized fire station with no hydrant distance requirement.
- Class 10 applies to properties over 5 road miles of a recognized fire station.
- Class 10W applies to properties within 5 to 7 road miles of a recognized fire station with a recognized water supply within 1,000 feet.
- Specific properties with a Needed Fire Flow in excess of 3,500 gpm are evaluated separately and assigned an individual classification.

<b>FRS Feature</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<b>Emergency Communications</b>		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
<b>440. Credit for Emergency Communications</b>	<b>10.00</b>	<b>10</b>
<b>Fire Department</b>		
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.50	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	1.33	4
553. Credit for Reserve Ladder and Service Trucks	0.50	0.50
561. Credit for Deployment Analysis	6.39	10
571. Credit for Company Personnel	10.07	15
581. Credit for Training	8.83	9
730. Credit for Operational Considerations	2.00	2
<b>590. Credit for Fire Department</b>	<b>38.62</b>	<b>50</b>
<b>Water Supply</b>		
616. Credit for Supply System	24.55	30
621. Credit for Hydrants	3.00	3
631. Credit for Inspection and Flow Testing	7.00	7
<b>640. Credit for Water Supply</b>	<b>34.55</b>	<b>40</b>
<b>Divergence</b>		
1050. Community Risk Reduction	-1.83	--
	5.14	5.50
<b>Total Credit</b>	<b>86.48</b>	<b>105.50</b>

## **Emergency Communications**

Ten percent of a community's overall score is based on how well the communications center receives and dispatches fire alarms. Our field representative evaluated:

- Communications facilities provided for the general public to report structure fires
- Enhanced 9-1-1 Telephone Service including wireless
- Computer-aided dispatch (CAD) facilities
- Alarm receipt and processing at the communication center
- Training and certification of telecommunicators
- Facilities used to dispatch fire department companies to reported structure fires

	<b>Earned Credit</b>	<b>Credit Available</b>
414. Credit Emergency Reporting	<b>3.00</b>	3
422. Credit for Telecommunicators	<b>4.00</b>	4
432. Credit for Dispatch Circuits	<b>3.00</b>	3
<b>Item 440. Credit for Emergency Communications:</b>	<b>10.00</b>	<b>10</b>

### **Item 414 - Credit for Emergency Reporting (3 points)**

The first item reviewed is Item 414 "Credit for Emergency Reporting (CER)". This item reviews the emergency communication center facilities provided for the public to report fires including 911 systems (Basic or Enhanced), Wireless Phase I and Phase II, Voice over Internet Protocol, Computer Aided Dispatch and Geographic Information Systems for automatic vehicle location. ISO uses National Fire Protection Association (NFPA) 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* as the reference for this section.

<b>Item 410. Emergency Reporting (CER)</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<p><b>A./B. Basic 9-1-1, Enhanced 9-1-1 or No 9-1-1</b></p> <p>For maximum credit, there should be an Enhanced 9-1-1 system, Basic 9-1-1 and No 9-1-1 will receive partial credit.</p>	<b>20.00</b>	<b>20</b>
<p><b>1. E9-1-1 Wireless</b></p> <p>Wireless Phase I using Static ALI (automatic location identification) Functionality (10 points); Wireless Phase II using Dynamic ALI Functionality (15 points); Both available will be 25 points</p>	<b>25.00</b>	<b>25</b>
<p><b>2. E9-1-1 Voice over Internet Protocol (VoIP)</b></p> <p>Static VoIP using Static ALI Functionality (10 points); Nomadic VoIP using Dynamic ALI Functionality (15 points); Both available will be 25 points</p>	<b>25.00</b>	<b>25</b>
<p><b>3. Computer Aided Dispatch</b></p> <p>Basic CAD (5 points); CAD with Management Information System (5 points); CAD with Interoperability (5 points)</p>	<b>15.00</b>	<b>15</b>
<p><b>4. Geographic Information System (GIS/AVL)</b></p> <p>The PSAP uses a fully integrated CAD/GIS management system with automatic vehicle location (AVL) integrated with a CAD system providing dispatch assignments.</p> <p>The individual fire departments being dispatched <u>do not</u> need GIS/AVL capability to obtain this credit.</p>	<b>15.00</b>	<b>15</b>
<b>Review of Emergency Reporting total:</b>	<b>100.00</b>	<b>100</b>

**Item 422- Credit for Telecommunicators (4 points)**

The second item reviewed is Item 422 "Credit for Telecommunicators (TC)". This item reviews the number of Telecommunicators on duty at the center to handle fire calls and other emergencies. All emergency calls including those calls that do not require fire department action are reviewed to determine the proper staffing to answer emergency calls and dispatch the appropriate emergency response. The 2013 Edition of NFPA 1221, *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems*, recommends that ninety-five percent of emergency calls shall be answered within 15 seconds and ninety-nine percent of emergency calls shall be answered within 40 seconds. In addition, NFPA recommends that eighty percent of emergency alarm processing shall be completed within 60 seconds and ninety-five percent of alarm processing shall be completed within 106 seconds of answering the call.

To receive full credit for operators on duty, ISO must review documentation to show that the communication center meets NFPA 1221 call answering and dispatch time performance measurement standards. This documentation may be in the form of performance statistics or other performance measurements compiled by the 9-1-1 software or other software programs that are currently in use such as Computer Aided Dispatch (CAD) or Management Information System (MIS).

<b>Item 420. Telecommunicators (CTC)</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<p><b>A1. Alarm Receipt (AR)</b> Receipt of alarms shall meet the requirements in accordance with the criteria of NFPA 1221</p>	20.00	20
<p><b>A2. Alarm Processing (AP)</b> Processing of alarms shall meet the requirements in accordance with the criteria of NFPA 1221</p>	20.00	20
<p><b>B. Emergency Dispatch Protocols (EDP)</b> Telecommunicators have emergency dispatch protocols (EDP) containing questions and a decision-support process to facilitate correct call categorization and prioritization.</p>	20.00	20
<p><b>C. Telecommunicator Training and Certification (TTC)</b> Telecommunicators meet the qualification requirements referenced in NFPA 1061, <i>Standard for Professional Qualifications for Public Safety Telecommunicator</i>, and/or the Association of Public-Safety Communications Officials - International (APCO) <i>Project 33</i>. Telecommunicators are certified in the knowledge, skills, and abilities corresponding to their job functions.</p>	20.00	20
<p><b>D. Telecommunicator Continuing Education and Quality Assurance (TQA)</b> Telecommunicators participate in continuing education and/or in-service training and quality-assurance programs as appropriate for their positions</p>	20.00	20
<p><b>Review of Telecommunicators total:</b></p>	100.00	100

### **Item 432 - Credit for Dispatch Circuits (3 points)**

The third item reviewed is Item 432 "Credit for Dispatch Circuits (CDC)". This item reviews the dispatch circuit facilities used to transmit alarms to fire department members. A "Dispatch Circuit" is defined in NFPA 1221 as "A circuit over which an alarm is transmitted from the communications center to an emergency response facility (ERF) or emergency response units (ERUs) to notify ERUs to respond to an emergency". All fire departments (except single fire station departments with full-time firefighter personnel receiving alarms directly at the fire station) need adequate means of notifying all firefighter personnel of the location of reported structure fires. The dispatch circuit facilities should be in accordance with the general criteria of NFPA 1221. "Alarms" are defined in this Standard as "A signal or message from a person or device indicating the existence of an emergency or other situation that requires action by an emergency response agency".

There are two different levels of dispatch circuit facilities provided for in the Standard – a primary dispatch circuit and a secondary dispatch circuit. In jurisdictions that receive 730 alarms or more per year (average of two alarms per 24-hour period), two separate and dedicated dispatch circuits, a primary and a secondary, are needed. In jurisdictions receiving fewer than 730 alarms per year, a second dedicated dispatch circuit is not needed. Dispatch circuit facilities installed but not used or tested (in accordance with the NFPA Standard) receive no credit.

The score for Credit for Dispatch Circuits (CDC) is influenced by monitoring for integrity of the primary dispatch circuit. There are up to 0.90 points available for this Item. Monitoring for integrity involves installing automatic systems that will detect faults and failures and send visual and audible indications to appropriate communications center (or dispatch center) personnel. ISO uses NFPA 1221 to guide the evaluation of this item. ISO's evaluation also includes a review of the communication system's emergency power supplies.

**Item 432 "Credit for Dispatch Circuits (CDC)" = 3.00 points**

## **Fire Department**

Fifty percent of a community's overall score is based upon the fire department's structure fire suppression system. ISO's field representative evaluated:

- Engine and ladder/service vehicles including reserve apparatus
- Equipment carried
- Response to reported structure fires
- Deployment analysis of companies
- Available and/or responding firefighters
- Training

	<b>Earned Credit</b>	<b>Credit Available</b>
513. Credit for Engine Companies	<b>6.00</b>	6
523. Credit for Reserve Pumpers	<b>0.50</b>	0.5
532. Credit for Pumper Capacity	<b>3.00</b>	3
549. Credit for Ladder Service	<b>1.33</b>	4
553. Credit for Reserve Ladder and Service Trucks	<b>0.50</b>	0.5
561. Credit for Deployment Analysis	<b>6.39</b>	10
571. Credit for Company Personnel	<b>10.07</b>	15
581. Credit for Training	<b>8.83</b>	9
730. Credit for Operational Considerations	<b>2.00</b>	2
<b>Item 590. Credit for Fire Department:</b>	<b>38.62</b>	<b>50</b>

## **Basic Fire Flow**

The Basic Fire Flow for the community is determined by the review of the Needed Fire Flows for selected buildings in the community. The fifth largest Needed Fire Flow is determined to be the Basic Fire Flow. The Basic Fire Flow has been determined to be 3500 gpm.

### **Item 513 - Credit for Engine Companies (6 points)**

The first item reviewed is Item 513 "Credit for Engine Companies (CEC)". This item reviews the number of engine companies, their pump capacity, hose testing, pump testing and the equipment carried on the in-service pumpers. To be recognized, pumper apparatus must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* which include a minimum 250 gpm pump, an emergency warning system, a 300 gallon water tank, and hose. At least 1 apparatus must have a permanently mounted pump rated at 750 gpm or more at 150 psi.

The review of the number of needed pumpers considers the response distance to built-upon areas; the Basic Fire Flow; and the method of operation. Multiple alarms, simultaneous incidents, and life safety are not considered.

The greatest value of A, B, or C below is needed in the fire district to suppress fires in structures with a Needed Fire Flow of 3,500 gpm or less: **7 engine companies**

- a) **7 engine companies** to provide fire suppression services to areas to meet NFPA 1710 criteria or within 1½ miles.
- b) **3 engine companies** to support a Basic Fire Flow of 3500 gpm.
- c) **7 engine companies** based upon the fire department's method of operation to provide a minimum two engine response to all first alarm structure fires.

The FSRs recognize that there are **7 engine companies** in service.

The FSRs also reviews Automatic Aid. Automatic Aid is considered in the review as assistance dispatched automatically by contractual agreement between two communities or fire districts. That differs from mutual aid or assistance arranged case by case. ISO will recognize an Automatic Aid plan under the following conditions:

- It must be prearranged for first alarm response according to a definite plan. It is preferable to have a written agreement, but ISO may recognize demonstrated performance.
- The aid must be dispatched to all reported structure fires on the initial alarm.
- The aid must be provided 24 hours a day, 365 days a year.

FSRS Item 512.D "Automatic Aid Engine Companies" responding on first alarm and meeting the needs of the city for basic fire flow and/or distribution of companies are factored based upon the value of the Automatic Aid plan (up to 1.00 can be used as the factor). The Automatic Aid factor is determined by a review of the Automatic Aid provider's communication facilities, how they receive alarms from the graded area, inter-department training between fire departments, and the fire ground communications capability between departments.

For each engine company, the credited Pump Capacity (PC), the Hose Carried (HC), the Equipment Carried (EC) all contribute to the calculation for the percent of credit the FSRs provides to that engine company.

**Item 513 "Credit for Engine Companies (CEC)" = 6.00 points**

#### **Item 523 - Credit for Reserve Pumpers (0.50 points)**

The item is Item 523 "Credit for Reserve Pumpers (CRP)". This item reviews the number and adequacy of the pumpers and their equipment. The number of needed reserve pumpers is 1 for each 8 needed engine companies determined in Item 513, or any fraction thereof.

**Item 523 "Credit for Reserve Pumpers (CRP)" = 0.50 points**

#### **Item 532 – Credit for Pumper Capacity (3 points)**

The next item reviewed is Item 532 "Credit for Pumper Capacity (CPC)". The total pump capacity available should be sufficient for the Basic Fire Flow of 3500 gpm. The maximum needed pump capacity credited is the Basic Fire Flow of the community.

**Item 532 "Credit for Pumper Capacity (CPC)" = 3.00 points**

#### **Item 549 – Credit for Ladder Service (4 points)**

The next item reviewed is Item 549 "Credit for Ladder Service (CLS)". This item reviews the number of response areas within the city with 5 buildings that are 3 or more stories or 35 feet or more in height, or with 5 buildings that have a Needed Fire Flow greater than 3,500 gpm, or any combination of these criteria. The height of all buildings in the city, including those protected by automatic sprinklers, is considered when determining the number of needed ladder companies. Response areas not needing a ladder company should have a service company. Ladders, tools and equipment normally carried on ladder trucks are needed not only for ladder operations but also for forcible entry, ventilation, salvage, overhaul, lighting and utility control.

The number of ladder or service companies, the height of the aerial ladder, aerial ladder testing and the equipment carried on the in-service ladder trucks and service trucks is compared with the number of needed ladder trucks and service trucks and an FSRS equipment list. Ladder trucks must meet the general criteria of NFPA 1901, *Standard for Automotive Fire Apparatus* to be recognized.

The number of needed ladder-service trucks is dependent upon the number of buildings 3 stories or 35 feet or more in height, buildings with a Needed Fire Flow greater than 3,500 gpm, and the method of operation.

The FSRS recognizes that there are **1 ladder companies** in service. These companies are needed to provide fire suppression services to areas to meet NFPA 1710 criteria or within 2½ miles and the number of buildings with a Needed Fire Flow over 3,500 gpm or 3 stories or more in height, or the method of operation.

The FSRS recognizes that there are **0 service companies** in service.

**Item 549 "Credit for Ladder Service (CLS)" = 1.33 points**



### **Item 553 – Credit for Reserve Ladder and Service Trucks (0.50 points)**

The next item reviewed is Item 553 “Credit for Reserve Ladder and Service Trucks (CRLS)”. This item considers the adequacy of ladder and service apparatus when one (or more in larger communities) of these apparatus are out of service. The number of needed reserve ladder and service trucks is 1 for each 8 needed ladder and service companies that were determined to be needed in Item 540, or any fraction thereof.

### **Item 553 “Credit for Reserve Ladder and Service Trucks (CRLS)” = 0.50 points**

### **Item 561 – Deployment Analysis (10 points)**

Next, Item 561 “Deployment Analysis (DA)” is reviewed. This Item examines the number and adequacy of existing engine and ladder-service companies to cover built-upon areas of the city.

To determine the Credit for Distribution, first the Existing Engine Company (EC) points and the Existing Engine Companies (EE) determined in Item 513 are considered along with Ladder Company Equipment (LCE) points, Service Company Equipment (SCE) points, Engine-Ladder Company Equipment (ELCE) points, and Engine-Service Company Equipment (ESCE) points determined in Item 549.

Secondly, as an alternative to determining the number of needed engine and ladder/service companies through the road-mile analysis, a fire protection area may use the results of a systematic performance evaluation. This type of evaluation analyzes computer-aided dispatch (CAD) history to demonstrate that, with its current deployment of companies, the fire department meets the time constraints for initial arriving engine and initial full alarm assignment in accordance with the general criteria of in NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

A determination is made of the percentage of built upon area within 1½ miles of a first-due engine company and within 2½ miles of a first-due ladder-service company.

### **Item 561 “Credit Deployment Analysis (DA)” = 6.39 points**

**Item 571 – Credit for Company Personnel (15 points)**

Item 571 "Credit for Company Personnel (CCP)" reviews the average number of existing firefighters and company officers available to respond to reported first alarm structure fires in the city.

The on-duty strength is determined by the yearly average of total firefighters and company officers on-duty considering vacations, sick leave, holidays, "Kelley" days and other absences. When a fire department operates under a minimum staffing policy, this may be used in lieu of determining the yearly average of on-duty company personnel.

Firefighters on apparatus not credited under Items 513 and 549 that regularly respond to reported first alarms to aid engine, ladder, and service companies are included in this item as increasing the total company strength.

Firefighters staffing ambulances or other units serving the general public are credited if they participate in fire-fighting operations, the number depending upon the extent to which they are available and are used for response to first alarms of fire.

On-Call members are credited on the basis of the average number staffing apparatus on first alarms. Off-shift career firefighters and company officers responding on first alarms are considered on the same basis as on-call personnel. For personnel not normally at the fire station, the number of responding firefighters and company officers is divided by 3 to reflect the time needed to assemble at the fire scene and the reduced ability to act as a team due to the various arrival times at the fire location when compared to the personnel on-duty at the fire station during the receipt of an alarm.

The number of Public Safety Officers who are positioned in emergency vehicles within the jurisdiction boundaries may be credited based on availability to respond to first alarm structure fires. In recognition of this increased response capability the number of responding Public Safety Officers is divided by 2.

The average number of firefighters and company officers responding with those companies credited as Automatic Aid under Items 513 and 549 are considered for either on-duty or on-call company personnel as is appropriate. The actual number is calculated as the average number of company personnel responding multiplied by the value of AA Plan determined in Item 512.D.

The maximum creditable response of on-duty and on-call firefighters is 12, including company officers, for each existing engine and ladder company and 6 for each existing service company.

Chief Officers are not creditable except when more than one chief officer responds to alarms; then extra chief officers may be credited as firefighters if they perform company duties.

The FSRS recognizes **32.23 on-duty personnel** and an average of **0.00 on-call personnel** responding on first alarm structure fires.

**Item 571 "Credit for Company Personnel (CCP)" = 10.07 points**

**Item 581 – Credit for Training (9 points)**

<b>Training</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<p><b>A. Facilities, and Use</b> For maximum credit, each firefighter should receive 18 hours per year in structure fire related subjects as outlined in NFPA 1001.</p>	<b>35.00</b>	<b>35</b>
<p><b>B. Company Training</b> For maximum credit, each firefighter should receive 16 hours per month in structure fire related subjects as outlined in NFPA 1001.</p>	<b>24.84</b>	<b>25</b>
<p><b>C. Classes for Officers</b> For maximum credit, each officer should be certified in accordance with the general criteria of NFPA 1021. Additionally, each officer should receive 12 hours of continuing education on or off site.</p>	<b>12.00</b>	<b>12</b>
<p><b>D. New Driver and Operator Training</b> For maximum credit, each new driver and operator should receive 60 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	<b>5.00</b>	<b>5</b>
<p><b>E. Existing Driver and Operator Training</b> For maximum credit, each existing driver and operator should receive 12 hours of driver/operator training per year in accordance with NFPA 1002 and NFPA 1451.</p>	<b>5.00</b>	<b>5</b>
<p><b>F. Training on Hazardous Materials</b> For maximum credit, each firefighter should receive 6 hours of training for incidents involving hazardous materials in accordance with NFPA 472.</p>	<b>1.00</b>	<b>1</b>
<p><b>G. Recruit Training</b> For maximum credit, each firefighter should receive 240 hours of structure fire related training in accordance with NFPA 1001 within the first year of employment or tenure.</p>	<b>5.00</b>	<b>5</b>
<p><b>H. Pre-Fire Planning Inspections</b> For maximum credit, pre-fire planning inspections of each commercial, industrial, institutional, and other similar type building (all buildings except 1-4 family dwellings) should be made annually by company members. Records of inspections should include up-to date notes and sketches.</p>	<b>10.30</b>	<b>12</b>

**Item 580 “Credit for Training (CT)” = 8.83 points**

**Item 730 – Operational Considerations (2 points)**

Item 730 "Credit for Operational Considerations (COC)" evaluates fire department standard operating procedures and incident management systems for emergency operations involving structure fires.

<b>Operational Considerations</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<b>Standard Operating Procedures</b> The department should have established SOPs for fire department general emergency operations	<b>50</b>	<b>50</b>
<b>Incident Management Systems</b> The department should use an established incident management system (IMS)	<b>50</b>	<b>50</b>
<b>Operational Considerations total:</b>	<b>100</b>	<b>100</b>

**Item 730 "Credit for Operational Considerations (COC)" = 2.00 points**

**Water Supply**

Forty percent of a community's overall score is based on the adequacy of the water supply system. The ISO field representative evaluated:

- the capability of the water distribution system to meet the Needed Fire Flows at selected locations up to 3,500 gpm.
- size, type and installation of fire hydrants.
- inspection and flow testing of fire hydrants.

	<b>Earned Credit</b>	<b>Credit Available</b>
616. Credit for Supply System	<b>24.55</b>	<b>30</b>
621. Credit for Hydrants	<b>3.00</b>	<b>3</b>
631. Credit for Inspection and Flow Testing	<b>7.00</b>	<b>7</b>
<b>Item 640. Credit for Water Supply:</b>	<b>34.55</b>	<b>40</b>

### **Item 616 – Credit for Supply System (30 points)**

The first item reviewed is Item 616 “Credit for Supply System (CSS)”. This item reviews the rate of flow that can be credited at each of the Needed Fire Flow test locations considering the supply works capacity, the main capacity and the hydrant distribution. The lowest flow rate of these items is credited for each representative location. A water system capable of delivering 250 gpm or more for a period of two hours plus consumption at the maximum daily rate at the fire location is considered minimum in the ISO review.

Where there are 2 or more systems or services distributing water at the same location, credit is given on the basis of the joint protection provided by all systems and services available.

The supply works capacity is calculated for each representative Needed Fire Flow test location, considering a variety of water supply sources. These include public water supplies, emergency supplies (usually accessed from neighboring water systems), suction supplies (usually evidenced by dry hydrant installations near a river, lake or other body of water), and supplies developed by a fire department using large diameter hose or vehicles to shuttle water from a source of supply to a fire site. The result is expressed in gallons per minute (gpm).

The normal ability of the distribution system to deliver Needed Fire Flows at the selected building locations is reviewed. The results of a flow test at a representative test location will indicate the ability of the water mains (or fire department in the case of fire department supplies) to carry water to that location.

The hydrant distribution is reviewed within 1,000 feet of representative test locations measured as hose can be laid by apparatus.

For maximum credit, the Needed Fire Flows should be available at each location in the district. Needed Fire Flows of 2,500 gpm or less should be available for 2 hours; and Needed Fire Flows of 3,000 and 3,500 gpm should be obtainable for 3 hours.

**Item 616 “Credit for Supply System (CSS)” = 24.55 points**

**Item 621 – Credit for Hydrants (3 points)**

The second item reviewed is Item 621 “Credit for Hydrants (CH)”. This item reviews the number of fire hydrants of each type compared with the total number of hydrants.

There are a total of 4451 hydrants in the graded area.

620. Hydrants, - Size, Type and Installation	Number of Hydrants
A. With a 6 -inch or larger branch and a pumper outlet with or without 2½ - inch outlets	4451
B. With a 6 -inch or larger branch and no pumper outlet but two or more 2½ -inch outlets, or with a small foot valve, or with a small barrel	0
C./D. With only a 2½ -inch outlet or with less than a 6 -inch branch	0
E./F. Flush Type, Cistern, or Suction Point	0

Item 621 “Credit for Hydrants (CH)” = 3.00 points

**Item 630 – Credit for Inspection and Flow Testing (7 points)**

The third item reviewed is Item 630 “Credit for Inspection and Flow Testing (CIT)”. This item reviews the fire hydrant inspection frequency, and the completeness of the inspections. Inspection of hydrants should be in accordance with AWWA M-17, *Installation, Field Testing and Maintenance of Fire Hydrants*.

**Frequency of Inspection (FI):** Average interval between the 3 most recent inspections.

Frequency	Points
1 year	30
2 years	20
3 years	10
4 years	5
5 years or more	No Credit

**Note:** The points for inspection frequency are reduced by 10 points if the inspections are incomplete or do not include a flushing program. An additional reduction of 10 points are made if hydrants are not subjected to full system pressure during inspections. If the inspection of cisterns or suction points does not include actual drafting with a pumper, or back-flushing for dry hydrants, 20 points are deducted.

**Total points for Inspections = 4.00 points**

**Frequency of Fire Flow Testing (FF):** Average interval between the 3 most recent inspections.

<b>Frequency</b>	<b>Points</b>
5 years	40
6 years	30
7 years	20
8 years	10
9 years	5
10 years or more	No Credit

**Total points for Fire Flow Testing = 3.00 points**

**Item 631 “Credit for Inspection and Fire Flow Testing (CIT)” = 7.00 points**

**Divergence = -1.83**

The Divergence factor mathematically reduces the score based upon the relative difference between the fire department and water supply scores. The factor is introduced in the final equation.

**Community Risk Reduction**

	<b>Earned Credit</b>	<b>Credit Available</b>
1025. Credit for Fire Prevention and Code Enforcement (CPCE)	<b>1.86</b>	2.2
1033. Credit for Public Fire Safety Education (CFSE)	<b>2.20</b>	2.2
1044. Credit for Fire Investigation Programs (CIP)	<b>1.08</b>	1.1
<b>Item 1050. Credit for Community Risk Reduction</b>	<b>5.14</b>	<b>5.50</b>

<b>Item 1025 – Credit for Fire Prevention Code Adoption and Enforcement (2.2 points)</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<b>Fire Prevention Code Regulations (PCR)</b> Evaluation of fire prevention code regulations in effect.	10.00	10
<b>Fire Prevention Staffing (PS)</b> Evaluation of staffing for fire prevention activities.	1.76	8
<b>Fire Prevention Certification and Training (PCT)</b> Evaluation of the certification and training of fire prevention code enforcement personnel.	6.00	6
<b>Fire Prevention Programs (PCP)</b> Evaluation of fire prevention programs.	16.00	16
<b>Review of Fire Prevention Code and Enforcement (CPCE) subtotal:</b>	<b>33.76</b>	<b>40</b>

<b>Item 1033 – Credit for Public Fire Safety Education (2.2 points)</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<b>Public Fire Safety Educators Qualifications and Training (FSQT)</b> Evaluation of public fire safety education personnel training and qualification as specified by the authority having jurisdiction.	10.00	10
<b>Public Fire Safety Education Programs (FSP)</b> Evaluation of programs for public fire safety education.	30.00	30
<b>Review of Public Safety Education Programs (CFSE) subtotal:</b>	<b>40.00</b>	<b>40</b>

<b>Item 1044 – Credit for Fire Investigation Programs (1.1 points)</b>	<b>Earned Credit</b>	<b>Credit Available</b>
<b>Fire Investigation Organization and Staffing (IOS)</b> Evaluation of organization and staffing for fire investigations.	8.00	8
<b>Fire Investigator Certification and Training (IQT)</b> Evaluation of fire investigator certification and training.	5.55	6
<b>Use of National Fire Incident Reporting System (IRS)</b> Evaluation of the use of the National Fire Incident Reporting System (NFIRS) for the 3 years before the evaluation.	6.00	6
<b>Review of Fire Investigation Programs (CIP) subtotal:</b>	<b>19.55</b>	<b>20</b>



**Summary of PPC Review**  
**for**  
**Hilton Head Island**

FSRS Item	Earned Credit	Credit Available
<b>Emergency Communications</b>		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	3.00	3
<b>440. Credit for Emergency Communications</b>	<b>10.00</b>	<b>10</b>
<b>Fire Department</b>		
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.50	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.33	4
553. Credit for Reserve Ladder and Service Trucks	0.50	0.5
561. Credit for Deployment Analysis	6.39	10
571. Credit for Company Personnel	10.07	15
581. Credit for Training	8.83	9
730. Credit for Operational Considerations	2.00	2
<b>590. Credit for Fire Department</b>	<b>38.62</b>	<b>50</b>
<b>Water Supply</b>		
616. Credit for Supply System	24.55	30
621. Credit for Hydrants	3.00	3
631. Credit for Inspection and Flow Testing	7.00	7
<b>640. Credit for Water Supply</b>	<b>34.55</b>	<b>40</b>
<b>Divergence</b>	<b>-1.83</b>	<b>—</b>
<b>1050. Community Risk Reduction</b>	<b>5.14</b>	<b>5.50</b>
<b>Total Credit</b>	<b>86.48</b>	<b>105.5</b>

**Final Community Classification = 02**

# HILTON HEAD ISLAND FIRE RESCUE 2018-2023 STRATEGIC PLAN



Facilitated by



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Public Safety  
Excellence

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## Introduction

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

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

**HILTON HEAD ISLAND FIRE RESCUE**  
**STRATEGIC PLAN**  
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# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Organizational Background

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

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

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



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

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



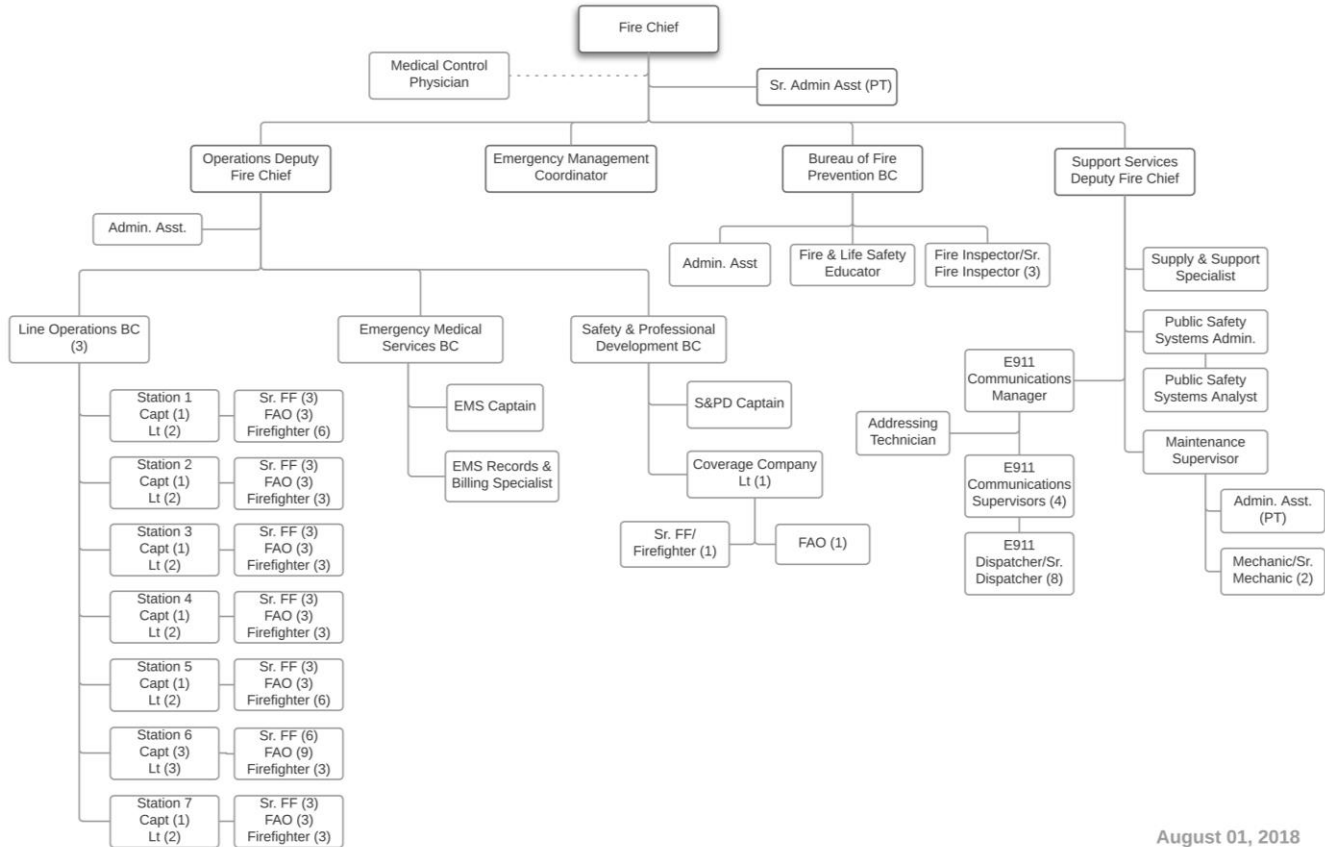


# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Organizational Structure



### HILTON HEAD ISLAND FIRE RESCUE



August 01, 2018





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community-Driven Strategic Planning

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

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

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



Community Stakeholders Work Session

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







# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## The Community–Driven Strategic Planning Process Outline

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

## Process and Acknowledgements

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Hilton Head Island Fire Rescue Community Stakeholders

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



**Community Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community Group Findings

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



Community Stakeholders Work Session





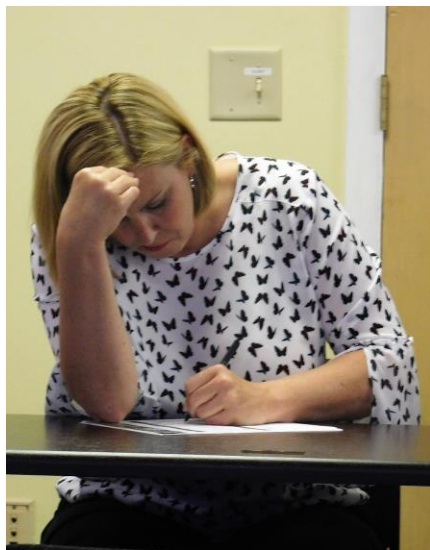
# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Community Priorities

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

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

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



Community Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Department Stakeholder Group Findings

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN



Department Stakeholders

## Mission

The purpose of the mission is to answer the questions:

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

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

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



Department Stakeholders Work Session





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Values

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

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

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

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

## Vision

Fire Rescue's current vision is:

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

## Programs and Services

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

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## S.W.O.T. Analysis

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

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

## Critical Issues and Service Gaps

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



Department Stakeholders Work Session

## Strategic Initiatives

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

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







# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Goals and Objectives

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

**Timeframe**

**Assigned to:**

**Critical Tasks**

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

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:

**Objective 2E**

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

**Timeframe**

**Assigned to:**

**Critical Tasks**

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

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

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

**Timeframe** Assigned to:

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

**Critical Tasks**

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

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

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

**Timeframe** Assigned to:

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

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

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

**Timeframe** Assigned to:

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

**Timeframe**

**Assigned to:**

**Critical Tasks**

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

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

**Timeframe**

**Assigned to:**

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

**Critical Tasks**

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

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:



**Department Stakeholders Work Session**







# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

**Timeframe**

**Assigned to:**

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

**Critical Tasks**

**Funding**

Capital Costs:

Consumable Costs:

**Estimate**

Personnel Costs:

Contract Services Costs:





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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

**Timeframe**

**Assigned to:**

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

**Critical Tasks**

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

**Funding Estimate**

Capital Costs:

Personnel Costs:

Consumable Costs:

Contract Services Costs:



**Department Stakeholders Work Session**





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Strategic Plan Vision

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

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

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

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

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

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

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Performance Measurement

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

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

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

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

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

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

Reinventing Government

David Osborn and Ted Gaebler

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## The Success of the Strategic Plan

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

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

Good to Great and the Social Sectors  
Jim Collins

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

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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Glossary of Terms, Acronyms, and Initialisms

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







# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

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





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





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## Appendix 1

### Community Expectations

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

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

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

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





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





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





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





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## Areas of Community Concern

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

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

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

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







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





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





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





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## Positive Community Feedback

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

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

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





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





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





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





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







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





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## Other Thoughts and Comments

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

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

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





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





# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 2

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



Department Stakeholders Work Session





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## Appendix 3

### Strengths

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

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

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





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## Weaknesses

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

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





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## Opportunities

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

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



Department Stakeholders Work Session





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## Threats

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

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







# HILTON HEAD ISLAND 2018-2023 FIRE RESCUE STRATEGIC PLAN

## Appendix 4

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





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

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

