



Town of Hilton Head Island

Town Council Meeting

Tuesday, November 7, 2023, 3:00 PM

**1 Town Center Court, Hilton Head Island, SC
Benjamin M. Racusin Council Chambers**

The meeting can be viewed on the [Town's YouTube Channel](#), the [Beaufort County Channel](#), and Spectrum Channel 1304.

- 1. Call to Order**
- 2. Pledge to the Flag**
- 3. Invocation – Pastor June Wilkins, Christ Lutheran Church**
- 4. Adoption of the Agenda**
- 5. Approval of the Minutes**
 - a. Regular Meeting Minutes of October 17, 2023
- 6. Presentations and Recognitions**
 - a. Report of the Town Manager
 - b. Hilton Head Island Oyster Month Proclamation - Mayor Alan Perry
 - c. Marketing & Communications Quarterly Update - Andrew Davis, Director of Marketing and Communications
 - d. Community Development Update - Shawn Colin, Assistant Town Manager, Community Development
- 7. Reports from Members of Town Council**
 - a. General Reports from Town Council
 - b. Report of the Lowcountry Area Transportation Study – Glenn Stanford
 - c. Report of the Lowcountry Council of Governments – Tammy Becker
 - d. Report of the Beaufort County Airports Board – David Ames

- e. Report of the Southern Lowcountry Regional Board – Glenn Stanford
 - f. Report of the Island Recreation Association Board – Alex Brown
 - g. Report of the Community Services and Public Safety Committee – Tammy Becker
 - h. Report of the Public Planning Committee – David Ames
 - i. Report of the Finance and Administrative Committee – Alex Brown
- 8. Appearance by Citizens:** Citizens who wish to speak on the matters being discussed during the meeting may do so by submitting the [Request to Speak form](#) no later than 12 PM the day of the meeting.
- 9. Workshop Items**
- a. Receipt and Discussion of a Recommendation from the Town of Hilton Head Island Accommodations Tax Committee for 2024 Grants - Jim Fluker, Chair of Accommodations Tax Advisory Committee
- 10. New Business**
- a. Consideration of a Resolution to Approve the Fire Rescue Strategic Plan - Chris Blankenship, Fire Chief
 - b. Consideration of 2024 Meeting Schedules for Town Council, Community Services and Public Services Committee, Finance and Administrative Committee, and Public Planning Committee - Josh Gruber, Deputy Town Manager
- 11. Executive Session**
- a. Discussion of Negotiations Incident to Proposed Contractual Arrangements and Discussions for the Proposed Sale or Purchase of Property (Pursuant to the South Carolina Freedom of Information Act Section 30-4-70 [a]) related to:
 - 1. Jonesville Road Area
 - 2. Main Street Area
 - 3. Muddy Creek Road Area
 - 4. Sandalwood Food Pantry
 - b. Discussion of Legal Advice from Town Attorney on Matters Covered Under the Attorney - Client Privilege Related to Active and Pending Litigation (Pursuant to The South Carolina Freedom of Information Act Section 30-4-70 [a]) related to:
 - 1. Town of Hilton Head Island v. Beaufort County re: Law Enforcement Fee
 - 2. State of South Carolina v. Calvin Coral Hoagland
 - 3. Hilton Head Island Motor Coach Resort, et.al. v. Town of Hilton Head Island et.al.
 - 4. Transcon Industries, LLC et.al. v. Town of Hilton Head Island

5. McAvoy v. Town of Hilton Head Island

- c. Discussion of Personnel Matters Relating to Town Manager Performance Evaluation (Pursuant to South Carolina Freedom of Information Act 30-4-70 [a])

12. Action from Executive Session

13. Adjournment

FOIA Compliance: Public notification of this meeting has been published, posted, and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the Town of Hilton Head Island will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities. Auditory accommodations are available. Any person requiring further accommodation should contact the Town of Hilton Head Island ADA Coordinator as soon as possible but no later than 48 hours before the scheduled event.

Municipal Association of South Carolina (MASC) Civility Pledge:

"I pledge to build a stronger and more prosperous community by advocating for civil engagement, respecting others and their viewpoints, and finding solutions for the betterment of my city or town."



Town of Hilton Head Island TOWN COUNCIL MEETING Tuesday, October 17, 2023 – 3:00 p.m. MINUTES

Call to Order

Mayor Perry called the meeting to order at 3:00 p.m.

Invocation – Rev. General Hay, First Historic African Baptist Church

Reverend General Hay delivered the invocation.

Adoption of the Agenda

Ames moved to approve, Stanford seconded. Motion carried 6-0-1. (Alfred absent)

Approval of the Minutes

Regular Meeting Minutes of August 15, 2023

Regular Meeting Minutes of September 19, 2023

Regular Meeting Minutes of October 3, 2023

Ames moved to approve the above referenced minutes. Stanford seconded. Motion carried 6-0-1. (Alfred absent)

Report of the Town Manager

Orlando reported Angie Stone, Assistant Town Manager, recently graduated from the Local Government Leadership Institute. He stated it is professional manager certification program in which the South Carolina City Managers Association and the Lake City Partnership work with Francis Marion University, Coastal Carolina University and the College of Charleston to make it an immersive and comprehensive program. He congratulated Angie on her accomplishment and thanked her for her efforts.

Orlando announced John Troyer's' retirement will take place this week. He thanked him for his contributions to the Town of Hilton Head Island on behalf of the Senior Team and the Town.

Recognition of Breast Cancer Awareness Month

Davis explained the Town of Hilton Head Island is committed to making sure its

Town of Hilton Head Island Town Council
Meeting Minutes
10/17/2023

residents have access to the best health care. That's why it has partnered with Beaufort Memorial Hospital to help fight the growing medical issue of breast cancer in our community with a complimentary public event. In honor of October as Breast Cancer Awareness Month, Beaufort Memorial's mobile wellness unit will be at Shelter Cove Towne Centre, 28 Shelter Cove Lane, on Monday, October 30, from 9 am to 1 pm. He introduced Ashton Viterbo, Community and Corporate Health Programs of Beaufort Memorial Hospital to provide details regarding the event.

Presentation of Joint Hilton Head Island and Beaufort County William Hilton Parkway Gateway Corridor Independent Review by CBB Transportation Engineers and Planners - Shawn Colin, Assistant Town Manager

Colin introduced Shawn Leight of CBB Transportation to conduct a presentation regarding the review. Leight reviewed the SCDOT project area in detail along with the study questions which were: 1) Is widening US 278 to six lanes in the SCDOT project area necessary? 2) What are the downstream traffic impacts of the SCDOT project? 3) Are SCDOT's future year forecasts reasonable? 4) Can other strategies address congestion without widening US 278 to six lanes in the SCDOT project area (e.g., public transportation systems, adaptive traffic signals, and/or Intelligent Transportation Systems) and 5) How will the SCDOT project impact non-motorized users? He explained the study methods used and noted they expanded the traffic analysis to include Business US 278 to Indigo Run and Cross Island Parkway to the Sea Pines Circle.

Leight noted the widening of US 278 in the SCDOY proposed project limits to six-lanes is necessary to accommodate existing and future traffic accessing Hilton Head Island. US 278 is already operating at capacity during both the morning and evening peak levels.

64% of Hilton Head Island workers commute from the mainland. 50% of the jobs on Hilton Head Island are related to job sectors in accommodation, food service, retail trade, construction, and health care. The morning congestion largely impacts Hilton Head Island workers and the evening congestion impacts Hilton Head Island workers and visitors as well.

There is a limit to how much future traffic growth can be accommodated by the proposed project. Slowing the future growth of traffic on US 278 will extend the road's long-term functionality. The Hilton Head Island community can proactively slow future traffic growth through Travel Demand Management (TDM) strategies. Hilton Head Island already has the foundation elements for these types of systems to build upon. Challenges and opportunities regarding those items were reviewed along with TDM recommendations and the results if implemented.

Following discussion, comments and questions from Council, it was noted that the project may not be the perfect solution to the traffic on US 278 but it is a solution that is bringing forth benefits and is a stepping stone towards a long-term solution and long-term funding mechanism for continued improvement over the next 25 years.

General Reports from Town Council

None.

Report of the Lowcountry Area Transportation Study – Glenn Stanford

Stanford reported there was a meeting held on October 6 and discussion was held regarding various projects in place and plans for upcoming projects.

Report of the Lowcountry Council of Governments – Tammy Becker

No report.

Report of the Beaufort County Airports Board – David Ames

Ames stated the Board will be meeting Thursday, October 19 at 1:30 in Beaufort County Council Chambers.

Report of the Southern Lowcountry Regional Board – Glenn Stanford

The Board is in the process of reviewing existing funding and additional opportunities for upcoming projects.

Report of the Island Recreation Association Board – Alex Brown

No report.

Report of the Community Services and Public Safety Committee – Tammy Becker

Becker reported the Committee met on October 15 and reviewed the Fire Rescue Strategic Plan and voted to move the plan to the full Town Council for consideration of approval.

Report of the Public Planning Committee – David Ames

Ames reported the Committee met on October 13 and no action was taken.

Report of the Finance and Administrative Committee – Alex Brown

Brown reported the Committee met earlier in the day to review a request from RBC Heritage for an increase in sponsorship funds from the Town and will be receiving further information regarding the request at the next scheduled meeting. He added the Committee also received a presentation regarding Act 57 of the 2023 South Carolina General Assembly Legislation Session regarding use of funds for the development of workforce housing. Review and discussion will continue at the next scheduled meeting

Appearance by Citizens

Frank Babel addressed Council and voiced his appreciation for funding the parks. He offered suggestions regarding signage and safety tips for pathways.

Nancy Ross addressed Council regarding her support of breast cancer awareness and her concerns about funding.

Meg James, Executive Officer, Hilton Head Area Homebuilders Association, addressed Council offering to serve as a liaison between Council, staff and the Association and create a task force to address the issues regarding Floor Area Ratio (FAR).

Daniel Anthony addressed Council thanking the Public Planning committee for postponing FAR and stated that a moratorium regarding development is needed.

Skip Hoagland addressed Council regarding funding to the Hilton Head Island Bluffton Chamber of Commerce and his opinion of the need for a forensic audit.

Consent Agenda

Ames moved to approve the Consent Agenda as presented. Stanford seconded. Motion carried 6-0-1 (Alfred absent).

Consideration of an Ordinance Amending the Business License Ordinance of the Town of Hilton Head Island to Update the Class Schedule as Required by Act 176 of 2020, South Carolina Business License Tax Standardization Act § 6-1-400 -420 – Second and Final Reading– John Troyer, Director of Finance

Consideration of an Ordinance of the Town of Hilton Head Island Authorizing the Execution and Delivery of Easements Encumbering Real Estate Owned by the Town of Hilton Head Island to the Hilton Head Island PSD, Under the Authority of South Carolina Code § 5-7-40 and § 2-7-20, Municipal Code of the Town of Hilton Head Island, and Providing for Severability and an Effective Date – Second and Final Reading – Josh Gruber, Deputy Town Manager

Adjournment

The meeting was adjourned at 4:05 p.m.

Approved:

Kimberly Gammon, Town Clerk

Alan R. Perry, Mayor

The recording of this Meeting can be found on the Town's website at www.hiltonheadislandsc.gov

The Town of Hilton Head Island



Proclamation

WHEREAS, South Carolina is renowned for its valuable and productive coastal ecosystem which provides important marine and marshland environments with food, environmental sustainability, water filtering capacity, and fish habitat among many other important attributes; and each oyster can filter approximately 50 gallons of water per day thereby helping to clean 14,676,753,020 gallons of water each year; and

WHEREAS, South Carolina's coastline is home to intricate waterways, including 20% of all salt marshes on the East Coast and when salt and fresh water come together in these estuaries, they create an optimal natural environment for the growth of oysters, the foundation of this complex coastal ecosystem; and

WHEREAS, the importance of oysters to our community dates back several thousand years when some of North America's earliest inhabitants constructed shell rings using oyster shells from Florida to North Carolina with over a dozen of these shell rings being located here on Hilton Head Island; and

WHEREAS, it is estimated that oyster production in South Carolina generates \$8.7 million dollars annually in economic impacts and creates 130 jobs across the state; and due to its importance from an environmental, agricultural, and economic standpoint, the oyster should be celebrated for its significant contributions to the overall health and enjoyment of the Hilton Head Island community; and

WHEREAS, the Town would like to join in celebration with many of our local oyster growers and harvesters, seafood restaurants, seafood retail markets, recreational outfitters, conservation organizations, education organizations, seafood festivals, and many others in recognizing these significant contributions by declaring the month of November to be Hilton Head Island's Oyster Month and commend its observance to all residents, visitors, and tourists.

NOW. THEREFORE, I Alan R. Perry, Mayor of the Town of Hilton Head Island, South Carolina, do hereby proclaim the Month of November to be **Hilton Head Island's Oyster Month**.

IN, TESTIMONY WHEREOF, I have hereunto set my hand and caused this seal of the Town of Hilton Head Island to be affixed on this 7th day of November, in the year of our Lord, Two Thousand and Twenty-Three.



Alan R. Perry, Mayor

Attest:

Kimberly Gammon, Town Clerk



TOWN OF HILTON HEAD ISLAND

Staff Report Memo

TO: Town Council
FROM: Jeff Herriman, *Interim Director of Finance*
VIA: Marc Orlando, *ICMA-CM, Town Manager*
CC: Josh Gruber, *Deputy Town Manager*
DATE: November 1, 2023
SUBJECT: CY 2024 State Accommodations Tax Grant Recommendations

RECOMMENDATION:

Staff recommends that Town Council review and discuss the attached Accommodations Tax Advisory Committee (ATAC) recommendations for grant applications submitted for the Calendar Year 2024 Accommodations Tax Grants at a Workshop during its meeting on November 7, 2023. Also provided for your review on the Town's website are the applications at the following link on the Town's website. <https://hiltonheadislandsc.gov/atax/applications/2024/>

BACKGROUND:

The Town collects 3% State Accommodations Taxes each year. State law prescribes how those funds must be spent. State law guidance in section 6-5-10(see attached) includes:

- (1) The first \$25,000 to the General Fund
- (2) 5% of the remaining balance to the General Fund
- (3) 30% of the balance to a special fund for advertising and promotion of tourism to develop and increase tourist attendance through the generation of publicity as managed and directed by the Town's designated marketing organization.
- (4) (a) The remaining balance for tourism-related expenditures. This sections specifically includes, "This section does not prohibit a municipality or county from using accommodations tax general fund revenues for tourism-related expenditures."
(b) The funds received by a county or municipality which has a high concentration of tourism activity may be used to provide additional county and municipal services including, but not limited to, law enforcement, traffic control, public facilities, and highway and street maintenance, as well as the continual promotion of tourism. The funds must not be used as an additional source of revenue to provide services normally provided by the county or municipality but to promote tourism and enlarge its economic benefits through advertising, promotion, and providing those facilities and services which enhance the ability of the county or municipality to attract and provide for tourists.

"Tourism-related expenditures" include:

- (i) advertising and promotion of tourism so as to develop and increase tourist attendance through the generation of publicity;
- (ii) promotion of the arts and cultural events;
- (iii) construction, maintenance, and operation of facilities for civic and cultural activities including construction and maintenance of access and other nearby roads and utilities for the facilities;
- (iv) the criminal justice system, law enforcement, fire protection, solid waste collection, and health facilities when required to serve tourists and tourist facilities. This is based on the estimated percentage of costs directly attributed to tourists;
- (v) public facilities such as restrooms, dressing rooms, parks, and parking lots;
- (vi) tourist shuttle transportation;
- (vii) control and repair of waterfront erosion, including beach renourishment;
- (viii) operating visitor information centers.

SUMMARY:

The Accommodations Tax Committee (ATAC) received 41 applications for grant funding totaling \$4,767,693. The funding requests were reviewed by the Committee and by staff. The Committee held hearings to review the applications with each requestor. Based on the reviews, ATAC has recommended the attached list totaling \$4,267,368. The Chairman's letter is attached which describes the applicants' requests, deliberations, and the Committee's recommendations.

Town Council will consider the ATAC recommendations again and award grant funding at its December 5, 2023 meeting.

Town Council has the authority to approve expenditure of ATAX funds by the Town to provide for tourist-related expenditures in accordance with state law SC Code 6-5-10 et al.

Please refer to attachments:

- 1) Recommendation letter from Jim Fluker, ATAC Chair
- 2) South Carolina State law excerpt relating to ATAX 6-5-10 et al.
- 3) Chart of Town Council's ATAX grants from 2019 to 2023 and 2024 recommendations

**THE TOWN OF HILTON HEAD ISLAND
ACCOMMODATION TAX ADVISORY COMMITTEE**

To: Mayor Alan Perry, Town of Hilton Head Island
Town Council Members, Town of Hilton Head Island

Cc: Marc Orlando, *ICMA-CM, Town Manager*
Josh Gruber, *Deputy Town Manager*

From: James Fluker, Chairman, Accommodations Tax Advisory Committee

Date: November 1, 2023

Subject: Calendar Year 2024 Accommodations Tax Advisory Grants Recommendations

On October 30, 2023, the Accommodations Tax Advisory Committee (ATAC) met to make grant funding recommendations for 41 ATAC grant applications that were solicited from our traditional 2024 grant cycle. As a result, the ATAC was pleased to make funding recommendations on 38 of the submitted ATAC grant applications.

Total Applicant Funding Requests	\$4,767,693
Total Available Funding for Grants (after required \$50,000 reserve)	\$4,767,693
ATAC Funding Recommendations for Grants	\$4,267,368

As with past practice, the ATAC has worked to establish a consistent philosophy in how applications are reviewed and prioritized. Over the past five years, the review and recommendation approach of the ATAC has evolved through continuous improvement into the following guiding principles:

Economic Growth Through Tourism - Does the applicant organization drive overnight visitors to Hilton Head Island?

Creation of Sustainable Visitor Traffic - Does the applicant organization enhance or improve the visitor experience on Hilton Head Island creating opportunities that would encourage visitors to return to Hilton Head Island?

Collaboration Amongst Organizations - How well does the applicant organization collaborate with other local organizations, especially fellow grant applicants? Where possible, do applicants cross-promote each other to further enhance the visitor experience?

Organization Viability and Return on Investment - Does the organization possess a clear vision and an achievable direction? Does the organization have other sources of public and private support available? What is the organization's long-term dependency on ATAX funding going to be? Do established applicant organizations have the financial means to support themselves without an ATAX award for the upcoming year and/or beyond? Do organizations with a strong balance sheet have a strategic plan for their cash reserves?

Operational Confidence - How well do the applicant organizations understand their operations? Do they track and report metrics, do they provide sufficient transparency and are they accountable for their results?

The Committee also strives to enhance the grant review process as it is important to evolve our thinking to the strategic focuses of the Town, the best practices of other ATAX municipalities and evaluate feedback solicited through the past year.

To provide an additional layer of summary with our recommendation, each application has been broken out into sections categorizing, at the highest level, the type of recommendation each application received from the Committee this year. These three categories will group applications together based on whether they received recommendations for full, partial, or no funding. A spreadsheet was displayed during the meeting listing all applicants along with the amount each applicant requested. The Committee Members discussed each individual application and ultimately, the Accommodations Tax Advisory Committee decided upon the following for funding:

Applicants Receiving Recommendations of Full Funding

The Committee was in a fortunate position to make several full-funding recommendations again this year. The Committee felt that the twenty-seven organizations that fell into this category were thoughtful with their grant requests, demonstrated a reasonable financial need, and were able to show a strong Return on Investment (ROI) with how they chose to invest their financial resources to drive and enhance tourism on Hilton Head Island. Furthermore, the Committee is cautious in recommending increases year over year funding to ensure that a new benchmark would not be created that could adversely impact the applicant in upcoming years if the same funding levels were not available in the future.

	<u>Request</u>	<u>Committee</u>	<u>Variance</u>
Art League of Hilton Head	\$ 75,000	\$ 75,000	
Arts Center of Costal Carolina	\$ 430,000	\$ 430,000	
David M. Carmines Memorial Foundation	\$ 181,000	\$ 181,000	
Gullah Museum of Hilton Head Island	\$ 150,000	\$ 150,000	
Harbour Town Merchants	\$ 29,000	\$ 29,000	
Hilton Head Audubon Society	\$ 20,100	\$ 20,100	
Hilton Head Choral Society	\$ 15,000	\$ 15,000	
Hilton Head Concours d'Elegance	\$ 362,000	\$ 362,000	
Hilton Head Dance Theater	\$ 20,000	\$ 20,000	
Hilton Head Island Airport	\$ 150,000	\$ 150,000	
Hilton Head Island Bridge Assoc.	\$ 15,000	\$ 15,000	
Hilton Head Island Recreation Assoc.	\$ 60,000	\$ 60,000	
Hilton Head Symphony Orchestra	\$ 330,000	\$ 330,000	
Lean Ensemble Theater	\$ 50,000	\$ 50,000	
Lowcountry Golf Course Owners Assoc.	\$ 100,000	\$ 100,000	
Lowcountry Gullah	\$ 100,000	\$ 100,000	
Mitchellville Preservation Project	\$ 190,000	\$ 190,000	
Native Island Business & Community Assoc.	\$ 225,000	\$ 225,000	
Palmetto Quilt Guild	\$ 7,500	\$ 7,500	
Sea Pines Forest Preserve	\$ 40,000	\$ 40,000	
Shelter Cove Harbour Company	\$ 244,600	\$ 244,600	
TEDx Hilton Head	\$ 45,000	\$ 45,000	
The Boys & Girls Club of Hilton Head	\$ 40,000	\$ 40,000	
The Coastal Discovery Museum (Operations)	\$ 375,000	\$ 375,000	
The Coastal Discovery Museum (Honey Horn)	\$ 300,000	\$ 300,000	
The First Tee of the Lowcountry	\$ 40,000	\$ 40,000	
The Heritage Library	\$ 135,000	\$ 135,000	
The Outside Foundation	\$ 72,000	\$ 72,000	
The Sandbox	\$ 60,765	\$ 60,765	
Wine & Food Inc. (Rhythm & Brews Fest.)	\$ 30,000	\$ 30,000	
Wine & Food Inc. (Wine & Food Fest.)	\$ 130,000	\$ 130,000	
Total Full Funding	\$4,021,965	\$4,021,965	

Applicants Receiving Recommendations of Partial Funding

Seven organizations were not recommended for full funding, despite otherwise being eligible. Six organizations were not recommended for full funding due to TERC based funding caps. The ATAC's approach has been to evaluate the individual merit of each application irrespective of total available funding. The ATAC feels strongly that partial funding should not be considered as a negative reflection on the organization. The final determination fell within Staffs guidelines for partial funding for budgetary reasonings. Furthermore, the Committee was cautious in recommending increased year over year funding to ensure that a new benchmark would not be created that could adversely impact the applicant in upcoming years if the same funding levels were not available in the future. A variance of \$145,325 resulted between what the applicant requested and what the Committee recommended. The Committee believes in making recommendations that represent the highest and best use of the available funds and felt comfortable making these specific partial-funding recommendations for this year's grant requests.

	Request	Committee Recommends	Variance
Hilton Head Land Trust	\$ 37,300	\$ 36,632	(\$ 668) TERC Based
Hilton Head Island St. Patrick's Day Parade	\$ 86,000	\$ 74,065	(\$ 11,935) TERC Based
Hilton Head MLK Committee for Justice	\$ 5,000	\$ 4,513	(\$ 487) TERC Based
Long Cove Club	\$ 59,240	\$ 56,653	(\$ 2,587) TERC Based
Paul Miller Fund	\$ 50,000	\$ 16,500	(\$ 33,500) TERC Based
Sea Turtle Patrol HHI	\$ 70,000	\$ 55,040	(\$ 14,960) TERC Based
University of South Carolina	\$ 83,188	\$ 2,000	(\$ 81,188)
Total Partial Funding	\$ 390,728	\$ 245,403	(\$145,325)

Applicants Receiving Recommendations of No Funding

Unfortunately, there were three applications that were submitted this year that did not receive a recommendation of funding. These applications were thoughtful and well-presented by worthy organizations; however, these applications either did not meet the requirements of the State Accommodations Tax law at this time, or funding the request did not represent the highest and best use of ATAX funds in the Committee's option.

	Request	Committee Recommends	Variance
Gullah Roots Historical Foundation	\$ 200,000	\$ 0	(\$ 200,000)
Habitat for Humanity of the Lowcountry	\$ 150,000	\$ 0	(\$ 150,000)
World Affairs Council of HH	\$ 5,000	\$ 0	(\$ 5,000)
Total No Funding	\$ 355,000	\$ 0	(\$ 355,000)

Summary

Full Funding	\$ 4,021,965
Partial Funding	\$ 245,403
Total CY 2024 Grant Funding	\$ 4,267,368

This memo is not meant to encompass all the applicant data or information, as this can be further referenced within each individual grant application that was submitted for the 2024 grant cycle.

At the conclusion of the meeting, Mr. Schlegel made a motion to approve the recommendations as assigned and displayed on the projected spreadsheet (summarized above). Mr. Arnold seconded the motion. All Committee members voted unanimously to approve, (except for individual line items where individual members recused themselves-during the meeting). The final vote made by roll call was 7-0.

Respectfully submitted on behalf of the Accommodations Tax Advisory Committee,

James Fluker, Chairman

2024 Accommodations Tax Advisory Committee Members:

James Fluker, Chairman

Stephen Arnold, Vice Chairman

John Farrell

Margaret Johnson

Cecile Eck

Martin Lesch

Keith Schlegel

SECTION 6-4-5. Definitions.

As used in this chapter:

- (1) "County area" means a county and municipalities within the geographical boundaries of the county.
- (2) "Cultural", as it applies to members of advisory committees in Section 6-4-25, means persons actively involved and familiar with the cultural community of the area including, but not limited to, the arts, historical preservation, museums, and festivals.
- (3) "Hospitality", as it applies to members of the committees in item (2), means persons directly involved in the service segment of the travel and tourism industry including, but not limited to, businesses that primarily serve visitors such as lodging facilities, restaurants, attractions, recreational amenities, transportation facilities and services, and travel information and promotion entities.
- (4) "Travel" and "tourism" mean the action and activities of people taking trips outside their home communities for any purpose, except daily commuting to and from work.

HISTORY: 1991 Act No. 147, Section 1; 2001 Act No. 74, Section 2; 2002 Act No. 312, Section 2.

SECTION 6-4-10. Allocation to general fund; special fund for tourism; management and use of special fund.

The funds received by a municipality or a county in county areas collecting more than fifty thousand dollars from the local accommodations tax provided in Section 12-36-2630(3) must be allocated in the following manner:

- (1) The first twenty-five thousand dollars must be allocated to the general fund of the municipality or county and is exempt from all other requirements of this chapter.
- (2) Five percent of the balance must be allocated to the general fund of the municipality or county and is exempt from all other requirements of this chapter.
- (3) Thirty percent of the balance must be allocated to a special fund and used only for advertising and promotion of tourism to develop and increase tourist attendance through the generation of publicity. To manage and direct the expenditure of these tourism promotion funds, the municipality or county shall select one or more organizations, such as a chamber of commerce, visitor and convention bureau, or regional tourism commission, which has an existing, ongoing tourist promotion program. If no organization exists, the municipality or county shall create an organization with the same membership standard in Section 6-4-25. To be eligible for selection the organization must be organized as a nonprofit organization and shall demonstrate to the municipality or county that it has an existing, ongoing tourism promotion program or that it can develop an effective tourism promotion program. Immediately upon an allocation to the special fund, a municipality or county shall distribute the tourism promotion funds to the organizations selected or created to receive them. Before the beginning of each fiscal year, an organization receiving funds from the accommodations tax from a municipality or county shall submit for approval a budget of planned expenditures. At the end of each fiscal year, an organization receiving funds shall render an accounting of the expenditure to the municipality or county which distributed them. Fees allocated pursuant to this subsection must not be used to pledge as security for bonds and to retire bonds. Also, fees allocated pursuant to this subsection must be allocated to a special fund and used only for advertising and promotion of tourism to develop and increase tourist attendance through the generation of publicity, and not used to pledge as security for bonds and to retire bonds.
- (4)(a) The remaining balance plus earned interest received by a municipality or county must be allocated to a special fund and used for tourism-related expenditures. This section does not prohibit a municipality or county from using accommodations tax general fund revenues for tourism-related expenditures.
- (b) The funds received by a county or municipality which has a high concentration of tourism activity may be used to provide additional county and municipal services including, but not limited to, law enforcement, traffic control, public facilities, and highway and street maintenance, as well as the continual promotion of tourism. The funds must not be used as an additional source of revenue to provide services normally provided by the county or municipality but to

promote tourism and enlarge its economic benefits through advertising, promotion, and providing those facilities and services which enhance the ability of the county or municipality to attract and provide for tourists.

"Tourism-related expenditures" include:

(i) advertising and promotion of tourism so as to develop and increase tourist attendance through the generation of publicity;

(ii) promotion of the arts and cultural events;

(iii) construction, maintenance, and operation of facilities for civic and cultural activities including construction and maintenance of access and other nearby roads and utilities for the facilities;

(iv) the criminal justice system, law enforcement, fire protection, solid waste collection, and health facilities when required to serve tourists and tourist facilities. This is based on the estimated percentage of costs directly attributed to tourists;

(v) public facilities such as restrooms, dressing rooms, parks, and parking lots;

(vi) tourist shuttle transportation;

(vii) control and repair of waterfront erosion, including beach renourishment;

(viii) operating visitor information centers.

(c)(i) Allocations to the special fund must be spent by the municipality or county within two years of receipt. However, the time limit may be extended upon the recommendation of the local governing body of the county or municipality and approval of the oversight committee established pursuant to Section 6-4-35. An extension must include provisions that funds be committed for a specific project or program.

(ii) Notwithstanding the provisions of subsubitem (i), upon a two-thirds affirmative vote of the membership of the appropriate local governing body, a county or municipality may carry forward unexpended allocations to the special fund beyond two years provided that the county or municipality commits use of the funds exclusively to the control and repair of waterfront erosion, including beach renourishment. The county or municipality annually shall notify the oversight committee, established pursuant to Section 6-4-35, of the basic activity of the committed funds, including beginning balance, deposits, expenditures, and ending balance.

(d) In the expenditure of these funds, counties and municipalities are required to promote tourism and make tourism-related expenditures primarily in the geographical areas of the county or municipality in which the proceeds of the tax are collected where it is practical.

HISTORY: 1990 Act No. 612, Part II, Section 74B; 1991 Act No. 147, Section 1; 2010 Act No. 284, Section 2, eff upon approval (became law without the Governor's signature on June 28, 2010); 2014 Act No. 184 (S.294), Sections 1, 2, eff June 2, 2014.

Effect of Amendment

The 2010 amendment, in item (3), inserted "only" preceding "for advertising" in the first sentence and added the last two sentences.

2014 Act No. 184, Section 1, in subsection (4)(b), changed the paragraph designators from arabic to roman numbers"; and in subsection (4)(b)(vii), inserted ", including beach renourishment".

2014 Act No. 184, Section 2, rewrote subsection (4)(c).

SECTION 6-4-15. Use of revenues to finance bonds.

A municipality or county may issue bonds, enter into other financial obligations, or create reserves to secure

obligations to finance all or a portion of the cost of constructing facilities for civic activities, the arts, and cultural events which fulfill the purpose of this chapter. The annual debt service of indebtedness incurred to finance the facilities or lease payments for the use of the facilities may be provided from the funds received by a municipality or county from the accommodations tax in an amount not to exceed the amount received by the municipality or county after deduction of the accommodations tax funds dedicated to the general fund and the advertising and promotion fund. However, none of the revenue received by a municipality or county from the accommodations tax may be used to retire outstanding bonded indebtedness unless accommodations tax revenue was obligated for that purpose when the debt was incurred.

HISTORY: 1991 Act No. 147, Section 1.

SECTION 6-4-20. Administration account established; State Treasurer's duties; distribution of account revenues; exceptions to tourism spending mandate.

(A) An accommodations tax account is created to be administered by the State Treasurer.

(B) At the end of each fiscal year and before August first a percentage, to be determined by the State Treasurer, must be withheld from those county areas collecting four hundred thousand dollars or more from that amount which exceeds four hundred thousand dollars from the tax authorized by Section 12-36-2630(3), and that amount must be distributed to assure that each county area receives a minimum of fifty thousand dollars. The amount withheld from those county areas collecting four hundred thousand dollars or more must be apportioned among the municipalities and the county in the same proportion as those units received quarterly remittances in Section 12-36-2630(3). If the total statewide collections from the local accommodations tax exceeds the statewide collections for the preceding fiscal year then this fifty thousand dollar figure must be increased by a percentage equal to seventy-five percent of the statewide percentage increase in statewide collections for the preceding fiscal year. The difference between the fifty thousand dollars minimum and the actual collections within a county area must be distributed to the eligible units within the county area based on population as determined by the most recent United States census.

(C) At the end of each fiscal year and before August first, the State Treasurer shall distribute to each county area collecting more than fifty thousand dollars but less than four hundred thousand dollars an additional fifteen thousand dollars. If the total statewide collections from the local accommodations tax exceed the statewide collections for the preceding fiscal year, this fifteen thousand dollar figure must be increased by a percentage equal to seventy-five percent of the statewide percentage increase in statewide collections for the preceding fiscal year. This amount must be distributed in the same manner as the fifty thousand dollars in subsection (B). The amount paid those qualified county areas under this subsection must be paid from the account created under this section.

(D) The amount withheld in excess must be distributed to the county areas whose collections exceed four hundred thousand dollars based on the ratio of the funds available to the collections by each county area.

(E) The accommodations tax funds received by a municipality or county in county areas collecting fifty thousand dollars or less are not subject to the tourism-related provisions of this chapter.

(F) Two percent of the local accommodations tax levied pursuant to Section 12-36-2630(3) must be remitted quarterly and equally to the eleven agencies designated by law and regional organizations to administer multi-county tourism programs in the state tourism regions as identified in the promotional publications of the South Carolina Department of Parks, Recreation and Tourism. This remittance is in addition to other funds that may be allocated to the agencies by local governments.

(G) The State Treasurer may correct misallocations to counties and municipalities from accommodations tax revenues by adjusting subsequent allocations, but these adjustments may be made only in allocations made in the same fiscal year as the misallocation.

HISTORY: 1990 Act No. 612, Part II, Section 74B; 1991 Act No. 147, Section 1; 1991 Act No. 168, Section 2.

Code Commissioner's Note

1991 Act No. 168, Section 2, originally amended this section by adding item "(5)." By direction of the Code Commissioner, the added text was redesignated as subsection "(G)" to conform to the designations in the earlier

amendment of this section by 1991 Act No. 147, Section 1.

SECTION 6-4-25. Advisory Committee; guidelines for expenditures; annual reports; reports to Accommodations Tax Oversight Committee.

(A) A municipality or county receiving more than fifty thousand dollars in revenue from the accommodations tax in county areas collecting more than fifty thousand dollars shall appoint an advisory committee to make recommendations on the expenditure of revenue generated from the accommodations tax. The advisory committee consists of seven members with a majority being selected from the hospitality industry of the municipality or county receiving the revenue. At least two of the hospitality industry members must be from the lodging industry where applicable. One member shall represent the cultural organizations of the municipality or county receiving the revenue. For county advisory committees, members shall represent the geographic area where the majority of the revenue is derived. However, if a county which receives more in distributions of accommodations taxes than it collects in accommodations taxes, the membership of its advisory committee must be representative of all areas of the county with a majority of the membership coming from no one area.

(B) A municipality or county and its advisory committee shall adopt guidelines to fit the needs and time schedules of the area. The guidelines must include the requirements for applications for funds from the special fund used for tourism-related expenditures. A recipient's application must be reviewed by an advisory committee before it receives funds from a county or municipality.

(C) Advisory committees shall submit written recommendations to a municipality or county at least once annually. The recommendations must be considered by the municipality or county in conjunction with the requirements of this chapter.

(D) Municipalities and counties annually shall submit to the South Carolina Accommodations Tax Oversight Committee:

(1) end-of-the-year report detailing advisory committee accommodations tax recommendations;

(2) municipality's or county's action following the recommendations;

(3) list of how funds from the accommodations tax are spent, except for the first twenty-five thousand dollars and five percent of the balance in Section 6-4-10(2) allocated to the general fund. The list is due before October first and must include funds received and dispersed during the previous fiscal year;

(4) list of advisory committee members noting the chairman, business address if applicable, and representation of the hospitality industry including the lodging industry and cultural interests.

(E) The regional tourism agencies in Section 6-4-20 annually shall submit reports on their budgets and annual expenditure of accommodations tax funds pursuant to this chapter to the Accommodations Tax Oversight Committee.

HISTORY: 1991 Act No. 147, Section 1; 2002 Act No. 312, Section 3.

SECTION 6-4-30. Repealed by 2003 Act No. 69, Section 3.MM, eff June 18, 2003.

Editor's Note

Former section was entitled "Department of Revenue's duties regarding accommodations taxes" and was derived from 1991 Act No. 147, Section 1; 1997 Act No. 87, Section 1; 2001 Act No. 74, Section 3.B.

SECTION 6-4-35. Tourism Expenditure Review Committee.

(A) There is established the Tourism Expenditure Review Committee consisting of eleven members as follows:

(1) one member appointed by the Speaker of the House;

(2) one member appointed by the President of the Senate;

(3) the Director of the South Carolina Department of Parks, Recreation and Tourism, or his designee, ex officio;

(4) eight members appointed by the Governor as follows:

(a) one member on the recommendation of the South Carolina Association of Tourism Regions;

(b) one member on the recommendation of the South Carolina Association of Convention and Visitors Bureaus;

(c) one member on the recommendation of the South Carolina Travel and Tourism Coalition;

(d) one member on the recommendation of the Municipal Association of South Carolina;

(e) one member on the recommendation of the South Carolina Association of Counties;

(f) one member on the recommendation of the Hospitality Association of South Carolina;

(g) one member on the recommendation of the South Carolina Arts Commission; and

(h) one member at large.

Appointed members shall serve for terms of four years and until their successors are appointed and qualify, except that of those first appointed by the Governor, four shall serve for a term of two years and the term must be noted on the appointment. Regardless of the date of appointment, all terms expire July first of the applicable year. Members shall serve without compensation but may receive the mileage, subsistence, and per diem allowed by law for members of state boards, committees, and commissions. Vacancies must be filled in the manner of original appointment for the unexpired portion of the term.

(B)(1)(a) The Tourism Expenditure Review Committee shall serve as the oversight authority on all questionable tourism-related expenditures and to that end, all reports filed pursuant to Section 6-4-25(D)(3) must be forwarded to the committee for review to determine if they are in compliance with this chapter. The municipality or county must be notified if an expenditure is questioned, and the committee may consider any further supporting information the municipality or county may provide. If the committee finds an expenditure to be in noncompliance, it shall certify the noncompliance to the State Treasurer, who shall withhold the amount of the expenditure found in noncompliance from subsequent distributions in accommodations tax revenue otherwise due the municipality or county. An appeal from an action of the committee under this subitem lies with the Administrative Law Judge Division.

(b) If the committee determines that a municipality or county has failed to file the reports required pursuant to Section 6-4-25(D)(3), it may impose a fee of five hundred dollars a month or part of a month for each month the report is not filed, but not more than five thousand dollars. The committee shall certify the penalty to the State Treasurer, who shall withhold the amount of the penalty from subsequent distributions otherwise due the municipality or county. An appeal from an action of the committee under this subitem lies with the Administrative Law Judge Division.

(c) Allocations withheld must be reallocated proportionately to all other recipients.

(2) The committee has jurisdiction to investigate and research facts on written complaints submitted to it with regard to the appropriate tourism-related expenditures and resolve these complaints as provided in item (1) of this subsection.

(3) The committee shall forward copies of information submitted by the local governments and regional tourism agencies pursuant to Section 6-4-25 arising under the tourism provisions of this chapter to the Department of Parks, Recreation and Tourism, which shall publish an annual report on the information submitted.

HISTORY: 2001 Act No. 74, Section 3.A; 2003 Act No. 38, Section 1, eff June 2, 2003; 2019 Act No. 1 (S.2), Section 31, eff January 31, 2019.

Editor's Note

2004 Act No. 202, Section 3, provides as follows:

"Wherever the term 'Administrative Law Judge Division' appears in any provision of law, regulation, or other document, it must be construed to mean the Administrative Law Court established by this act."

Effect of Amendment

The 2003 amendment, in subsection (A) substituted "eleven" for "nine" in the introductory paragraph, substituted "eight" for "six" in paragraph (4), added paragraphs (4)(g) and (4)(h), and made nonsubstantive changes.

2019 Act No. 1, Section 31, in (A)(2), substituted "President of the Senate" for "President Pro Tempore of the Senate".

Town of Hilton Head Island
Accommodations Tax Grants 2019 to 2024
by Calendar Year

Grantee Agency	2019	2020	2021	2021	2022	2023	2024 GRANTS		
	Town Council Award	Town Council Award	Town Council Award	Out-of-Cycle Town Council Award	Town Council Award	Town Council Award	2024 Applicant Request	ATAC Recom-	Town Council Award
Art League of Hilton Head	65,000	65,000	65,000	-	95,000	75,000	75,000	75,000	
Arts Center of Coastal Carolina	400,000	406,000	325,000	-	405,000	420,000	430,000	430,000	
David M. Carmines Memorial Foundation	100,000	115,000	115,000	-	19,600	181,000	181,000	181,000	
Gullah Museum of Hilton Head Island	55,000	55,000	17,000	-	125,000	139,700	150,000	150,000	
Gullah Roots Historical Foundation	-	-	-	-	-	-	200,000	-	
Habitat for Humanity of the Lowcountry	-	-	-	-	-	-	150,000	-	
Harbour Town Merchants Association	21,000	21,000	-	-	23,000	29,000	29,000	29,000	
HHI Audubon Society	-	3,600	-	-	-	17,588	20,100	20,100	
HHI Choral Society	40,000	40,000	16,000	-	50,000	10,000	15,000	15,000	
HHI Concours d'Elegance	250,000	282,000	88,000	-	307,000	385,000	362,000	362,000	
HHI Dance Theater	15,000	15,000	19,000	-	19,000	20,000	20,000	20,000	
Hilton Head Disc Golf	-	20,000	-	-	-	-	-	-	
Hilton Head Island Airport	40,000	90,000	165,000	-	160,000	155,000	150,000	150,000	
Hilton Head Island Bridge Association	20,000	25,000	-	-	-	15,000	15,000	15,000	
Hilton Head Island Land Trust	-	15,000	28,684	-	41,000	-	37,300	36,632	
HHI Rec Assoc.(Wingfest & Other Festivals)	25,000	25,000	10,000	-	35,000	60,000	60,000	60,000	
HHI St. Patrick's Day Parade	20,000	22,000	-	-	41,235	71,704	86,000	74,065	
HH MLK Committee for Justice	-	-	-	-	-	-	5,000	4,513	
HHI Wine & Food,Inc (Rhythm and Brews)	130,000	125,000	88,000	-	-	25,000	30,000	30,000	
HHI Wine and Food Fest)	-	-	-	-	130,000	130,000	130,000	130,000	
HHI Symphony Orchestra	250,000	260,000	270,000	29,813	270,000	300,000	330,000	330,000	
Lean Ensemble Theatre	30,000	35,000	40,000	25,000	40,000	50,000	50,000	50,000	
Lowcountry Golf Course Owners Assoc.	50,000	50,000	50,000	-	50,000	50,000	100,000	100,000	
Long Cove Club	-	-	-	-	30,000	51,442	59,240	56,653	
Lowcountry Gullah	-	-	75,000	-	75,000	95,889	100,000	100,000	
Main Street Youth Theater	15,000	17,000	25,000	-	-	-	-	-	
Mitchelville Preservation Project	172,500	185,000	185,000	-	185,000	185,000	190,000	190,000	
Native Island Business & Community	120,000	125,000	225,000	-	205,000	235,000	225,000	225,000	
Operation R & R	-	-	2,000	-	-	-	-	-	
Palmetto Quilt Guild	-	-	-	4,110	-	-	7,500	7,500	
Paul Miller Fund		-	-	-	-	-	50,000	16,500	
Sea Pines Forest Preserve	-	-	-	-	35,000	-	40,000	40,000	
Sea Turtle Patrol HHI	-	-	-	26,988	47,900	64,500	70,000	55,040	
Shelter Cove Harbour Company	80,000	80,000	-	-	150,000	195,000	244,600	244,600	
Skull Creek July 4th Celebration	17,737	21,000	-	-	-	-	-	-	
TEDx Hilton Head	-	-	-	-	16,000	25,000	45,000	45,000	
The Boys & Girls Club of Hilton Head	20,000	22,000	-	-	30,000	35,000	40,000	40,000	
The Coastal Discovery Museum	285,000	297,500	310,000	64,319	325,000	325,000	375,000	375,000	
Coastal Discovery Museum- Disc Golf	25,000	-	-	-	-	-	-	-	
Coastal Disc. Museum-Lowcountry Fair	-	5,000		-	-	-	-	-	
Coastal Disc. Museum(Honey Horn)	-		350,000	-	-	695,350	300,000	300,000	
The First Tee of the Lowcountry	25,000	25,000	25,000	30,000	40,000	40,000	40,000	40,000	
First Tee of the Lowcountry-(Disc Golf)	-	-	-	-	-	-	-	-	
The Heritage Library	58,000	115,000	110,000	-	120,000	118,000	135,000	135,000	
The Heritage Library- History Day	6,946	-	-	-	-	-	-	-	
The Heritage Library-Zion History Park	55,000	-	-	-	-	-	-	-	
The Outside Foundation	8,500	-	10,367	20,000	34,400	59,480	72,000	72,000	
The Sandbox	45,895	54,500	17,875	135,000	44,400	59,895	60,765	60,765	
Town of HH Island-(Lantern Parade)	10,000	-	-	-	-	-	-	-	
University of South Carolina	-	-	-	-	-	-	83,188	2,000	
World Affairs Council of HHI	-	-	8,984	-	5,000	5,000	5,000	-	
Subtotal	2,455,578	2,616,600	2,640,910	335,230	3,153,535	4,323,548	4,767,693	4,267,368	
DMO Supplemental Grant	535,000	575,000	350,000	-	530,000	350,000			
Total Grants	2,990,578	3,191,600	2,990,910	335,230	3,683,535	4,673,548	4,767,693	4,267,368	-
			3,326,140						



TOWN OF HILTON HEAD ISLAND

Town Council

TO: Mayor and Town Council
FROM: Chris Blankenship, Fire Chief
VIA: Marc Orlando, ICMA-CM, Town Manager

DATE: 10/16/2023
SUBJECT: Consideration of a resolution of the Town of Hilton Head Island
Adopting the 2024-2026 Fire Rescue Strategic Plan

RECOMMENDATION:

Staff recommends Town Council consider approval of a Resolution adopting the 2024-2026 Fire Rescue Strategic Plan.

BACKGROUND:

Fire Rescue is responsible for providing quality emergency services to our residents and visitors. As risk and service demand is ever-changing within our community, it is vital we identify and plan for challenges ahead. Providing the community with efficient service is the driving force to continue to exceed their expectations. The Goals set forth in this document will guide Fire Rescue's continuous improvement in Staffing, Personnel Development, and Community Outreach over the next three years. Our objectives and tasks specify how Fire Rescue will enhance our processes using feedback provided by internal and external stakeholders.

SUMMARY:

The 2024-2026 Fire Rescue Strategic Plan will give direction to Fire Rescue and guide the use of resources. Staff recommends the adoption of the 2024-2026 Fire Rescue Strategic Plan via the attached resolution.

ATTACHMENTS:

1. Resolution adopting the 2024-2026 Fire Rescue Strategic Plan
2. 2024-2026 Fire Rescue Strategic Plan
3. 2024-2026 Fire Rescue Strategic Plan PowerPoint Presentation

TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

RESOLUTION No. _____

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA, ADOPTING THE 2024-2026 FIRE RESCUE STRATEGIC PLAN

WHEREAS, the Town of Hilton Head Island Town Council (the "Town Council") believes that the development of specific goals and objectives is vital to planning for the future of the community; and

WHEREAS, a defined strategic plan for Fire Rescue needs will identify the priorities of the Town of Hilton Head Island to guide the budget process and ensure that the Town Council clearly communicates its priorities; and

WHEREAS, with input and collaboration from community stakeholders, partners, and Fire Rescue staff, the 2024-2026 Fire Rescue Strategic Plan was crafted to identify those goals, priorities, and actions that will be pursued through calendar year 2026 and identifies the indicators needed to measure progress towards achieving these priorities; and

WHEREAS, the Town Council desires to adopt the 2024-2026 Fire Rescue Strategic Plan.

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA AS FOLLOWS:

The 2024-2026 Fire Rescue Strategic Plan is hereby adopted and attached to this Resolution as Exhibit A and incorporated herein by reference.

The Fire Rescue Strategic Plan shall be used as the guiding principles for making decisions on Town matters and Town staff shall follow and implement elements of the Strategic Plan as identified within the Plan document.

MOVED, APPROVED, AND ADOPTED ON THIS DAY ____ OF _____ 2023.

TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

Alan R. Perry, Mayor

ATTEST:

Kimberly Gammon, Town Clerk

APPROVED AS TO FORM:

Curtis L. Coltrane, Town Attorney



2024-2026

STRATEGIC PLAN

HILTON HEAD ISLAND
FIRE RESCUE



TABLE OF CONTENTS

- 1 MESSAGE FROM THE FIRE CHIEF
- 3 ORGANIZATIONAL BACKGROUND
- 3 MISSION, VISION, VALUES
- 5 COMMUNITY DRIVEN STRATEGIC PLANNING
- 6 STRATEGIC PLANNING PROCESS
- 8 COMMUNITY PRIORITIES
- 10 SWOT ANALYSIS
- 10 STRATEGIC INITIATIVES
- 11 GOALS AND OBJECTIVES
- 14 PERFORMANCE MEASUREMENT
- 16 APPENDIX 1: COMMUNITY FEEDBACK
- 23 APPENDIX 2: SWOT ANALYSIS
- 25 APPENDIX 3: SERVICE GAP ISSUES



Message from the Fire Chief



I am pleased to present the Hilton Head Island Fire Rescue three (3) year Strategic Plan. Fire Rescue is committed to providing the best service to our community in the upcoming years.

To provide quality emergency services to our residents and visitors, Fire Rescue must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop realistic solutions. To accomplish this goal our organization developed the following Strategic Planning document. This Plan is designed to provide the organization, citizens of the community, our visitors, and Town Council with a living, breathing three (3) year planning document that can be evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

This Strategic Plan outlines the challenges and opportunities of our organization, as well as the strengths and weaknesses we anticipate facing in the next few years. This Plan serves as a template for how we intend to focus our energy on growth, outreach, and improvement. This Plan considers many views by collecting input from both the community and staff. I am humbled by the commitment to success displayed by both the community and our members who contributed to the development and implementation of this plan. Together we recognize the commitment we make to our community and ultimately the core values of our organization.

Over the next three years, Fire Rescue members will strive to accomplish the goals outlined in this plan and celebrate our successes and growth as a result. In the end, we will be stronger, more professional, more dynamic, and more effective in providing services to our community.

Chris Blankenship, Fire Chief



INTRODUCTION

Hilton Head Island Fire Rescue (Fire Rescue) provides emergency medical services, fire suppression, emergency communications, technical rescue response, hazardous materials response, emergency management, community risk reduction, public education, and fire investigations to the residents, visitors, and businesses of Hilton Head Island, South Carolina. Fire Rescue consistently strives towards continuous improvement, the highest level of professionalism, and efficiency on behalf of those it serves.

This strategic plan was developed in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) Fire & Emergency Services Self-Assessment Manual 10th Ed. This plan is intended to guide the organization within parameters established by the Town of Hilton Head Island.

Fire Rescue utilized the community-driven strategic planning process to ensure a whole community approach in the development of this plan. This process challenged Fire Rescue personnel to critically examine their mission, values, beliefs, and desires, and challenged the team to work in the best interest of the department and the community they serve. It further provided Fire Rescue with an opportunity to collaborate in the development of the department's direction and focus.



Organizational Background

Fire Rescue is responsible for emergency services and emergency management within the Town of Hilton Head Island, a 54-square-mile barrier island community with 13 miles of pristine beachfront in the very southeastern corner of South Carolina. The resort town was officially incorporated in 1983 but has a rich history tracing back thousands of years.

Hilton Head Island Fire Rescue began operations on July 1, 1993, as a consolidation of the Hilton Head Island Fire District, Sea Pines – Forest Beach Fire Department, and the Hilton Head Island Rescue Squad. Before becoming a formally organized and structured fire department, fire protection on the island was provided by volunteers, combination staffing, and eventually a fully staffed department.

Today, Fire Rescue is committed to the service of our citizens, visitors, and businesses by preserving life, protecting property, and conserving the environment. Fire Rescue provides service from seven fire stations, strategically located throughout Hilton Head Island, staffed with 151 well-trained, progressive uniformed, and civilian personnel. Fire Rescue has been internationally accredited by the Commission on Fire Accreditation International (CFAI) since 2002.

Mission, Vision and Values

MISSION

We are committed to serving our citizens and visitors by preserving life, protecting property, and conserving the environment.

VISION

To strive for excellence in all that we do!

VALUES

To serve our community through:

Compassion

Integrity

Professionalism

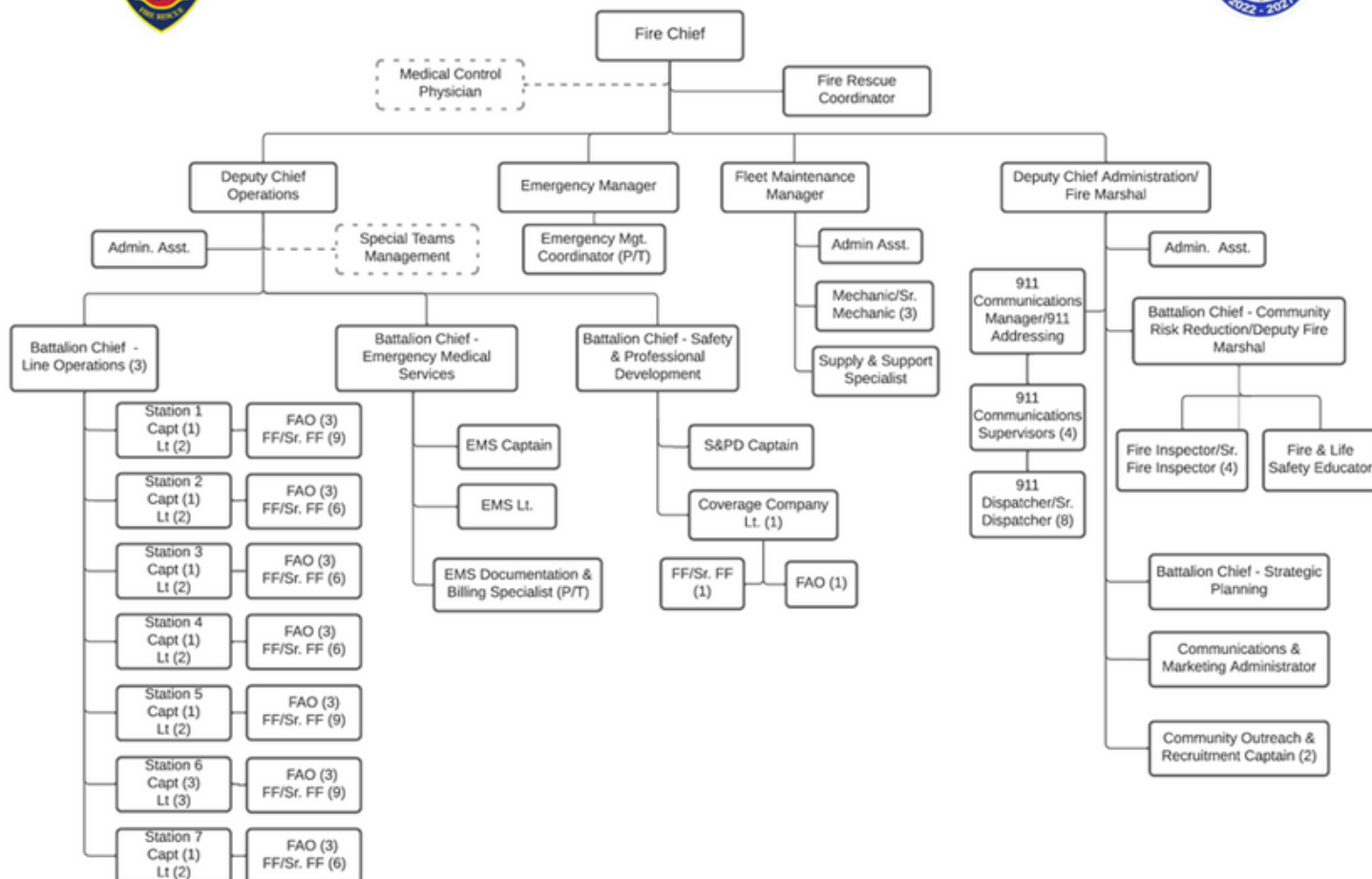
Diversity



Organizational Structure



HILTON HEAD ISLAND FIRE RESCUE



Community-Driven Strategic Planning

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. For many successful organizations, the voice of the community drives their operations and establishes a course for the future. As a community-driven emergency service organization, Fire Rescue 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 were a focus of this planning process, the community-driven strategic planning process was used to develop this strategic plan.

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a process, not a document. While plans are developed regularly, it is the process that is important, not the final document alone. Planning has no clear beginning and no clear end. The most important element of the strategic plan is the opportunity to unify personnel and stakeholders through a common understanding of where the organization is going, how everyone can work to achieve common goals, and how progress will be measured as we work towards success.



Community Stakeholder Meeting

Community-Driven Strategic Planning Process

- Define the programs provided to the community.
- Establish the community's service program priorities and expectations of the organization.
- Identify any concerns the community may have about the organization, along with aspects of the organization the community views positively.
- Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
- Revisit the Values of the organization.
- Identify the internal Strengths and Weaknesses of the organization.
- Identify areas of Opportunity or potential Threats to the organization.
- Identify the organization's critical issues and service gaps.
- Determine strategic initiatives for organizational improvement.
- Establish a realistic goal and objectives for each initiative.
- Identify implementation of tasks for the accomplishment of each objective
- Determine the vision of the future.
- Develop organizational and community commitment to accomplishing the plan.



Process and Acknowledgements

Hilton Head Island Fire Rescue acknowledges and thanks the community, the Town, and Fire Rescue's personnel for their participation and input in this community-driven strategic planning process. The development of this plan took place from April to July of 2023, beginning with a joint announcement from the Town and Fire Rescue requesting the support of the community to develop the plan.

For the first time in Fire Rescue's history, an online survey was implemented in conjunction with traditional efforts to increase the buy-in of residents, visitors, and businesses. Two in-person community stakeholder meetings were hosted by Fire Rescue to welcome the community into Town facilities, explain the services provided by Fire Rescue, and allow for critical feedback related to this plan. Community stakeholders were comprised of residents, business owners, public utilities, PUD representatives, and fellow service providers within the Town of Hilton Head Island. This process provided input from a broad representation of the community. The input was analyzed during the department's stakeholder workshop.

Community Stakeholder Findings

Fire Rescue strives to deliver exceptional service to the public through a variety of services. To maintain this high level of commitment, Fire Rescue relies on feedback from the community and their satisfaction with the services provided. As part of this planning process, participants were asked to provide a prioritized perspective of the services provided by Fire Rescue. In addition, respondents provided input focused on prioritized expectations and concerns, along with comments related to the department, listed in the appendix of the document. Department stakeholders utilized the feedback from the community to identify current challenges encountered within the organization, as well as to ensure alignment with the organization's mission, vision, values, and goals for improvement.

Community Priorities

To ensure an effective service delivery model for the community, Fire Rescue needed to understand what the community considered to be their priorities. The results were as follows:

Program	Ranking	Score
Emergency Medical Services	1	749
911 Communications	2	586
Fire Suppression	3	562
Rescue - Basic and Technical	4	491
Emergency Management	5	484
Community Risk Reduction	6	333
Public Fire and Life Safety	7	264
Hazardous Materials Mitigation	8	246
Fire Investigation	9	231

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

Department Stakeholder Findings

Department stakeholder work sessions were held over the course of three days. These sessions served to discuss Fire Rescue's approach to community-driven strategic planning with a focus on Mission, Vision, Values, and core programs, as well as perceived Strengths, Weaknesses, Opportunities, and Threats. A broad organizational range participated in the sessions, as named in the below table.

Sebastian Arango <i>Captain</i>	Aaron Aumick <i>Lieutenant</i>	Dave Bell <i>Battalion Chief</i>
Jonathan Bills <i>Captain</i>	Chris Blankenship <i>Fire Chief</i>	Justin Cunningham <i>Deputy Fire Chief</i>
Tom Dunn <i>Emergency Manager</i>	Colin Fanning <i>Battalion Chief</i>	BJ Ferguson <i>Captain</i>
Joheida Fister <i>Deputy Fire Chief</i>	Zachary Greppi <i>Firefighter</i>	Andrew Groff <i>Senior Firefighter</i>
Ryan Hardy <i>Fire Apparatus Operator</i>	Jeff Hartberger <i>Battalion Chief</i>	Kenzie Hrobar <i>Senior Public Safety Telecommunicator</i>
Tim Huser <i>Lieutenant</i>	Peter Janura <i>Battalion Chief</i>	Lee Jenkins <i>Captain</i>
Tim Lawrence <i>Lieutenant</i>	Shane Marstiller <i>Lieutenant</i>	Christopher Osterman <i>Battalion Chief</i>
Russell Rogers <i>Battalion Chief</i>	Chris Savage <i>Captain</i>	Bryan Scharver <i>Captain</i>
CJ Steedley <i>Fire Apparatus Operator</i>	Kathleen Litchfield <i>Communications Manager</i>	Danielle Tison <i>Senior Fire Inspector</i>
Jason Walters <i>Battalion Chief</i>	Ashur Willbur <i>Senior Firefighter</i>	Joe Zoffoli <i>Captain</i>



SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization identify positive and less-than-desirable qualities. Department stakeholders participated in this activity to record Fire Rescue's strengths and weaknesses, as well as possible opportunities and potential threats. Information gathered through the analysis provides guidance toward the larger issues and gaps that exist within Fire Rescue. The information served as the foundation for Fire Rescue to determine its broader critical issues and service gaps.

Appendix 2 consists of the data collected through the SWOT analysis.



Department Stakeholder Workshop

Critical Issues and Service Gaps

Upon completion of the SWOT analysis, department stakeholders identified themes as primary critical issues and service gaps (found in Appendix 3). The critical issues and service gaps identified by the stakeholders provided guidance toward identifying the strategic initiatives, which provide the foundation for the development of goals, objectives, and tasks.

Strategic Initiatives

Critical issues and service gaps identified through group analysis were utilized to develop the following strategic initiatives, which served as the basis for the department's new goals and objectives.

Staffing

Development

**Community
Outreach**



Goals and Objectives

Staffing

Goal 1: Create the appropriate staffing model to fulfill the needs of Fire Rescue and best serve the community.

Objective 1A: Evaluate current staffing model based on community risk and historical data.

Timeframe: 6 - 8 Months

Critical Tasks:

- Analyze historical data compared to staffing.
- Identify issues and gaps in present staffing model.
- Compare analysis to industry standards and similar-structured organizations.

Objective 1B: Identify recruitment and retention challenges.

Timeframe: 6 - 8 Months

Critical Tasks:

- Engage employees on current recruitment and retention programs.
- Analyze staffing to determine trends around retention.
- Evaluate effectiveness of current Town and Fire Rescue recruitment and retention efforts.
- Propose recruitment and retention improvement plan.

Objective 1C: Develop an appropriate staffing model.

Timeframe: 8 - 12 Months

Critical Tasks:

- Review analysis completed for Objectives 1A and 1B.
- Evaluate workload across all divisions.
- Develop an implementation plan for an increase in paramedics within Fire Rescue.
- Ensure proposed staffing plan is designed for longevity to continue to meet the needs of the community.
- Present proposed staffing model to Fire Rescue Senior Staff.

Objective 1D: Implement and evaluate new staffing model to ensure needs of Fire Rescue and the community are met.

Timeframe: 12+ Months

Critical Tasks:

- Implement new staffing model based on objectives 1A-C.
- Obtain feedback from divisions involved in the new staffing model.
- Measure the effectiveness of the outcomes using collected data and feedback.
- Plan for a re-evaluation of the staffing model on an annual basis.
- Report all findings related to the new staffing model to the Fire Chief.

Goals and Objectives

Development

Goal 2: Enhance personal growth and professional development to improve service delivery to the community.

Objective 2A: Analyze the effectiveness of developmental programs and strategies.

Timeframe: 6 Months

Critical Tasks:

- Evaluate current programs and strategies
- Determine effectiveness of specific programs in the areas of leadership, coaching, mentoring, wellness, and project management.
- Draft an action plan to enhance existing and develop new programs based on findings.

Objective 2B: Develop and enhance programs to meet identified needs.

Timeframe: 12 - 18 Months

Critical Tasks:

- Enhance content to be industry-leading in areas identified within Objective 2A.
- Conduct pilot courses of new and enhanced programs to ensure the message is well received.
- Reassess and enhance curricula to institutionalize best practices.

Objective 2C: Implement and evaluate programs to foster growth and development within Fire Rescue.

Timeframe: 12 Months

Critical Tasks:

- Develop a communications plan to deliver a common message of enhanced development programs.
- Begin implementation of new and enhanced programs.
- Present enhanced programs to identified personnel based on career path and need.
- Develop feedback mechanisms to ensure program delivery is well received and address any findings.
- Present findings and any needed improvements to Fire Rescue Senior Staff.



Goals and Objectives

Community Outreach

Goal 3: Maximize community outreach through the enhancement of programs and partnerships.

Objective 3A: Analyze current community outreach programs and partnerships for effectiveness.

Timeframe: 6 Months

Critical Tasks:

- Evaluate current programs and partnerships' ability to support the community and assist Fire Rescue.
- Review programs of similar communities for opportunities, successful partnerships and programs relevant to our community's needs.
- Draft proposal to enhance and create partnerships and programs for Fire Rescue Senior Staff.

Objective 3B: Develop new partnerships to enhance capabilities of reaching our community.

Timeframe: 12 - 18 Months

Critical Tasks:

- Begin open communication with program-specific partnerships based on identified needs of the community and Fire Rescue.
- Explore new and/or enhance partnerships to understand support and buy-in to proposed programs.
- Cultivate relationships with identified partners to build specific programs.
- Develop a common message to share with the community to announce new/enhanced partnerships and programs.

Objective 3C: Implement new programs and evaluate those programs and partnerships.

Timeframe: 12 - 24 Months

Critical Tasks:

- Implement new programs within the community.
- Present new partnerships and programs to the community through an established communications plan.
- Obtain feedback and outcome data to support improvements within new/enhanced programs.
- Analyze results and plan for re-evaluation of programs based on changing needs and demands from the community.
- Report findings of new and enhanced programs to Fire Rescue Senior Staff.



Performance Measurement

To ensure Fire Rescue is accomplishing the strategic initiatives identified by the organization and the community, performance measurement data will be integrated as part of the plan. Performance measurement will be based upon:

- The identification of goals and objectives;
- Determination of resources required to achieve them;
- Analysis and evaluation of performance data; and
- The use of performance data to drive continuous improvement within the organization.

Resiliency Planning

To strive for continuous improvement, it is critical to identify potential roadblocks and possible risks that will prevent achievement. This helps Fire Rescue understand potential issues early to take a more proactive approach to resolve or reduce risks to the strategic initiatives. With each strategic initiative, project managers and participants must address the following key issues:

1. What could get in our way during the project or prevent us from achieving success?
2. What are the potential risks or impacts to the work and outcomes?
3. How can we stop or minimize potential risks?
4. How will we measure results or impacts to ensure the plan is working?
5. Are there any strategic shifts we need to make?

Roadblocks	Risks	Mitigation Strategies
• Time • Lack of buy-in • Budget • Disasters • Poor planning or execution • Lack of focus • Lack of teamwork • Assigning the correct people • Lack of communication • Not asking the tough questions	• Loss of momentum or morale • Loss of personnel • Loss of funding • Loss of confidence • Liability • Loss of respect	• Incorporate plan in all decisions and activities • Regular updates • Remain flexible • Establish checkpoints • Remain committed • Process over project • Establish a baseline and measure results • Celebrate all successes.



Success of the Strategic Plan

By adopting this Strategic Plan, Fire Rescue expresses a desire to implement a plan created through recommendations and input from the community and members of the organization. Leadership and active participation from all participants unifies the department and the community through a joint understanding of the department and its direction in order to achieve the mission, vision, and values. The success of the plan depends upon the implementation of goals and objectives, as well as support received from the community, members of the department, and the Town.



Department Stakeholder Workgroup

Appendix 1

Understanding what our community expects is critically important to the development of long-range perspective and planning. Based on knowledge obtained through community feedback, internal direction may need to shift to fulfill the needs the community identified.

Survey participants were asked to list, in priority order, up to five community expectations and concerns directly related to Fire Rescue's service delivery. Responses were reviewed and similar responses were identified and placed into groups. The overall weight of the community's expectations was based on the frequency of responses, gradually reducing as responses were less frequent and uncommon.

Even as the themes below are prioritized in order, all responses obtained were important and reviewed as part of the planning process. The following are the prioritized responses of Fire Rescue's community stakeholders:

Community Expectations (In Priority Order)

1. Response time. Quick response. Quick response to 911 calls anywhere on HHI. Quick response time to all calls. Prompt arrival for emergency medical. Prompt response. Timely response. Timely, quick response to 911 calls. Adequate response time. Respond appropriately within a reasonable time. Prompt arrival for rescue. Response within 5-10 minutes; shorter if possible. Arrive at site with necessary equipment and trained personnel. Fast. Fast response. Fast response time. Fast and appropriate response when needed. Get there quickly. Efficient, effective response. Respond to fires. Respond quickly to notification of fire. Respond to Accidents. Respond to safety issue. Respond to medical emergency. Respond to rescue. Appropriate responses to all emergency situations. Emergency quick response. Rapid response. 911 access. Immediate quick response from 911 call. Immediate and quick responses to all medical, accident and fire emergencies. That the department will continue to maintain timely response to fire emergencies. Competent response. GPS for areas that may be limited to responses for location. Response time to emergencies. Helping the police with 911 calls. To arrive quickly. On time response. Providing services in a timely and safe way. Safe and timely response to fire emergency. Safe and timely response to emergency situations – disaster, chemical spills, accidents. (62)

2. Prepared. Training. Trained. Provide skilled, competent services. Effective rescue and 911 protocols. Emergency process in place & flex tested. Educated people that can analyze quickly how to put a fire out or best medical response. That the department provides the best training available for its staff. Knowledgeable. Knowledge/training. Knowledgeable and skilled EMS staff. Professionals who are trained in EMS, fire prevention/suppression and emergency rescue. Professionally trained staff. Training for health emergencies. Training for putting out fire with the least amount of damage to house. Gas leak training. Updated equipment and education as the world becomes more challenging. Work as a team. To be well trained. Strong judgment and performance. Updated emergencies skills. Increased training for commercial flights into the airport. Highly trained professionals. Mental health response training. Continuing education for fire and rescue employees. Prepared for all emergencies. Efficient. Experienced. Fit. To be proactive. (47)



Appendix 1

3. Fire Safety – Inspections. Fire issues with the home. Life Safety. Fire and Life Safety. Community Risk Reduction. Public education – what to do in case of emergencies. Educate the population on high risks in our area. Safety is both environmental and building code. Keeping citizens safe from fire. Educating students/immigrants on safety protocol. Promotion of citizen CPR. Helping to educate and interact with communities. Regular occurring fire prevention education to public and in schools. Disaster scenarios to public, children and young adults. Continue fire explorer programs. Outreach programs that build continuous buy in. Visits to lower socioeconomic areas to offer free fire extinguishers and fire detectors. First aid education. Awareness and outreach. To offer education. Resident safety. (33)
4. Caring. High level of service. Courteous and polite manners when interacting with community. Overseeing safety of citizens during public emergencies. Polite staff hired. Be kind and courteous. Friendly. Concern for victim. Treat everyone with respect. Compassionate response. Provide services to all people regardless of race, gender, age, living situation, etc. Prompt, courteous response. Positive presence in the community. To be one of us and not above us – citizen friendly. (18)
5. Emergency Medical Services. EMT service. Medical. Basic CPR knowledge. EMS response. Respond to medical emergencies. Coordination/cooperation with medical partners. Improve resuscitation rates. Advanced training/certifications. Medical education in Fire Rescue. (17)
6. Emergency preparedness – taking steps to ensure safe return, proper infrastructure. Comprehensive planning for all hazards. Strategic planning for emergencies. Disaster preparedness planning and response. Hurricane warning & response. Community engagement in emergency situations. (13)
7. Have the tools readily available to help. The best and latest equipment well maintained. Up to date equipment. Excellent equipment. Best equipment. Proper equipment. Appropriate equipment. Dependable equipment. Firefighters will have the best equipment vehicle-wise to be able to reach all locations in need of help. (13)
8. Professional. Professional service. Professionalism. Professional performance at all times. (8)
9. Communication. Be able to communicate effectively. The department will maintain its open communication with the public. Available to answer questions regarding safety needs or concerns. Communications with those involved. Answering the phone and having knowledge. Timely communications regarding dangers in the community or negation of perceived dangers. (8)
10. Superb recruitment, retention, and promotions. The department takes whatever steps are necessary to recruit qualified personnel to meet desired staffing levels. Benefits to retain good employees. Continue to recruit staff. Properly paid. (8)
11. Fully staffed. Properly staffed to respond to emergencies. Sufficient staff and equipment to service growing population. Dedicated unit staffing 2 for ALS, 3 for Engine, 4 for Quint and Truck. Fully staffed apparatus, no jump trucks. All-ALS staffing, why not? (7)



Appendix 1

12. Incident stabilization. Property conservation. Protect human and animal life. Save people and property. Minimize property loss. Protect the environment. (7)
13. Fire suppression. Fire. Extinguish fires. (7)
14. 911 Communications. State of the art communication system. 911 call goes through & is responded to ASAP. (4)
15. Safety. Safety for firefighters and others. Safe operations. (3)
16. Fire investigation. Fire cause and determination. Advanced investigation methods. (3)
17. Rescue. (3)
18. Adequate budgeting and cost effectiveness. Capital investment in vehicular equipment is completed as scheduled. Limit/reduce spending. (3)
19. Having support from the community leaders. (1)
20. Continued excellent service to the community. (1)

Community Concerns (In Priority Order)

1. Response time. Too much traffic will impair response. Timeliness of response time. Effectiveness of response. Efficiency of response. Time to get to the rescue. Can they arrive at the beach situation fast enough to save someone in serious trouble. Speed of rescue vehicles in large developments. They won't make it in time. Time of response to fire. Time of response to medical emergency. Availability during the busy season. Ability to handle increase in population during summer months. Access to my neighborhood on Jonesville Rd. Ability to access my home in a cul-de-sac. Accessibility to locations. Lack of EMS coverage or additional units during peak surge times and season. (23)
2. Staffing. Fully staffed. Will we be staffed properly. Adequate staffing as call volume increases. Do they have enough staff, are they overworked. Minimum staffing per station, each station should have to respond to an EMS incident and keep the fire apparatus in service. Insufficient resources – staff, equipment, budget. Lack of staff. Insufficient number of local fire responders. That there are not enough staff to meet out needs. Pay for EMTs & Firemen, are we competitive. Impact of lack of affordable housing. Availability of personnel. Sufficient manpower. Enough staff. Fully staffed with stability of personnel. Manpower shortages. Jump trucks. (22)
3. Trained. Lack of well-trained first responders. Properly trained in water rescue/pond rescues. Dealing with hazardous chemical spill or fire. Properly trained medics. Ensuring firefighter safety. Lack of training for possible emergencies. Unprepared for major disasters and catastrophic events. Their lives may be in danger. Untrained personnel. Rescue capabilities. Modern times emergencies that meets exceptional circumstances, are we prepared locally? Qualified Inspectors. Unnecessary focus on specialty training (HazMat). Confident, competent emergency service. (19)



Appendix 1

4. Enough equipment. Adequate and functional equipment. Proper working equipment. Outdated equipment. Cleanliness of equipment. Do they have the items needed to provide best practice rescue. Latest updated equipment. Ability to constantly update equipment. Engines and ladders meet UL standards. Equipment maintenance & replacement. Toys for the sake of toys. (13)

5. Fire and life safety education. Education. Educating children. Safety. School safety. More education in Spanish. Education in first aid and fire prevention. Lack of sprinklers in most all the massive homes. Is the department in all communities – have they built relationships. Relationships, community partnerships in collaboration. Citizens will not pay enough attention to the offered trainings. (13)

6. Traffic response. Traffic calls. Traffic safety. High amount of traffic accidents in our area. Traffic on Hilton Head impacts emergency responders especially during tourist season. Inbound traffic can be horrendous Saturday's during tourist season, what is the plan if the bridge is packed with cars. Bridge issues. Only one exit off the island. Having one bridge may prevent their duties. (11)

7. Emergency medical response. Increase in EMS incidents. Advanced emergency medical intervention. Ability to perform interfacility transfers. EMS equipped for trauma/disaster situations. Drug overdoses. Accessibility to ambulances in emergencies. Paying ALS level when BLS is required. (9)

8. E911 communications. Speed of communication. Plan B with communication system failure. Knowing when calling 911 that the rescuers are on their way. Initial situation analysis to prevent sending out the big trucks or multiple vehicles when a lowered level response would be completely adequate. (6)

9. Properly funded. Increasing fire apparatus costs. Do they have enough funding to have state-of-the-art equipment. I am always concerned there will be enough money available. It is imperative our Hilton Head Fire and Rescue team continue to have the funds necessary to complete their tasks. Future funding, will we be sustainable. (6)

10. Recruitment and retention. Hiring quality professionals and providing the training necessary. Paid well to support nice living. Concerned the island economy may limit the pool of competent employees. Maintaining 911 staff. (5)

11. Too many non-emergency calls. Demand for Fire Rescue will probably increase with time on HHI as the population continues to age. Adequate coverage for South Beach. Adequate coverage for Mitchellville. (4)

12. Disaster preparedness. Disaster. Weather-hurricane. (3)

13 None. Same as above answers. (3)

14. Health. Emotional support. (2)



Appendix 1

15. Lack of medical care on the island – takes out an ambulance and crew every time they have to transport to the hospital. (1)
16. Working fire hydrants. (1)
17. Proximity of some residences. (1)
18. Availability of precautionary assistance. (1)
19. Bigger is not better. (1)

Positive Community Comments (In no order)

- Your firefighters are very professional
- You do a fantastic job with the resources you have.
- Fire Rescue does a good job.
- Thank you for teaching me about all your services.
- Keep up the good work.
- Hilton Head Island Fire Rescue is superb.
- Station 5 responded to my wife's 911 call in February of 2022. She was quickly transported to Hilton Head Hospital. Kudos!
- Your team responded to my anxiety incident. The team responded in a timely manner, and everyone was great!
- Thank you for your work and practice drills.
- I have always been impressed by the training facility we have on Hilton Head behind the dump. It is a first-rate facility and better than training facilities I have seen in much larger cities. It is very well utilized and gives me great confidence in the emergency services available to our community when I see groups being trained there.
- Hilton Head Island I believe has an excellent Fire Department and EMS responses.
- The employees have an excellent reputation.
- We are a fortunate community!
- I would like to thank our dedicated professionals who risk their lives at times to save others. May you always come home to your loved ones.
- I hope these fine people will be there when I need them.
- Thank you for all you do to protect life and property.
- I have never had to use the services of the fire department but see them in action in my neighborhood and the personnel appear to be well trained and professional.
- I had a fire at my residence several years ago and was extremely impressed with the Fire and Rescue employees. They arrived within 6 minutes of calling, they discussed what was happening, they were courteous, and they were very thorough. They spent the night watching for any problems. They answered questions regarding our concerns. They are amazing! God bless every one of them.
- I believe Fire Rescue is a very important service in our community, and those who were hired should be supported, funded, and trained.
- I appreciate everything firefighters do and always feel they are underpaid. I appreciate that they properly installed my car seat for me new grand baby (thank you Russell). I am grateful for visits to our elementary school (I am a teacher of 32 years). I know they will come and inspect homes for unsafe areas as well as checking smoke detectors and many time replacing smoke alarms free of charge. Thank you for all you do for us!



Appendix 1

Positive Community Comments (In no order)

- I think from what I have seen while on the island they do an outstanding job.
- Appreciate that HHI Fire & Rescue utilizes PulsePoint. My app setting allows for notifications to my device screen. Helpful to know when and where there is an issue to avoid traffic congestion, especially due to collisions or other road-side emergencies.
- We have wonderful employees! Make sure we pay them well enough to keep them and keep them trained in the most up to date equipment and techniques.
- Thank you for what you do for this community. I have been the recipient of care, have taken CPR courses, and observed 1st hand the education you provide in our schools. Being present & part of the community is so important & builds relationships of trust. I think our department is wonderful.
- I am new to HHI but was a volunteer firefighter for 18 years. I truly hope that we do what it takes to keep our paid staff happy. Thank you.
- Hilton Head Island Fire Rescue is doing a great job making the community aware of what they do.
- Thank you
- A department that reflects a representative knowledgeable citizenry.

Additional Community Comments (In no order)

- Would like to know if Town has considered sprinkler ordinance for any buildings over 5000 sqft.
- Need fire boat.
- Consider offering insurance covering EMS services not provided by patient's insurance.
- Consider advisory board for long range planning and capital projects.
- Consider EMS motorcycles.
- Do we still have to call before we burn?
- EMS services should provide hospital transport, it should not be contracted out to independent parties.
- I feel like we should help to give further recognition to our firefighters and EMS. Maybe hold more community events to bring the community together with these dedicated men and women and this would also be an opportunity to distribute pamphlets. If more AED/CPR classes were offered, I think they would be very well attended, especially since we have a large elderly population. We are very happy with the partnership between Hilton Head Island Fire Rescue and Hilton Head Regional Healthcare. We believe the communication and coordination between the two entities is very strong which ultimately benefits the community at large. Thank you for all you do for the hospitals and the Island.
- I feel all the services listed above are important, so it was difficult to place in order.
- Volunteerism is the original idea of the Hilton Head fire department. With the increase in population and growing infrastructure, a paid organization developed. The idea of using volunteers in the developing stages should be considered. The residents of Hilton Head although mostly retired, can offer an abundance of knowledge, experience, and expertise in the development process. Some of the most highly skilled and experienced residents in the fire service live in the neighborhoods you are protecting. Why not allow a community-based organization of volunteers to assist with the needs of the fire services. Volunteers are highly motivated, dedicated, and willing to learn. Offering better organization and helping others. It is a disservice for the Hilton Head fire and rescue organization to not have a better understanding of the people they protect and serve.
- Hilton Head Island Fire Department needs more manpower. There is no reason to jump from an engine company to an ambulance. Both should be manned.



Appendix 1

Additional Community Comments (In no order)

- Call volume has doubled in 10 years but staffing has only increased by one firefighter per shift. I believe it's time to move on from the jump truck system and staff apparatus based on 2023 stats (not 2003 data).
- I think they should be Motorcycle ambulances as well as regular medics because an EMS motorcycle will get on scene, much quicker and faster and would go through more obstacles than a regular ambulance would like the EMS Motorcycles would take like small calls and would be able to get on scene to tell dispatch what kind of response this needs to be upgraded to.
- There hasn't been a hazmat incident of any consequence on the island for 20+ years. I don't see the value in maintain that resource.
- Lack of flexibility for improvements to family properties that do not want to follow Town Subdivision standards.
- I have encountered the fire department and several interests requiring Native Island families to meet the fire/road/driveway standards of a subdivision. Native Islanders should be able to use their land in patterns that are not a commercial residential subdivision. Our land use and patterns should not have to mimic gated communities thought of as gated plantations.
- The Native Island community is protected and not forsaken over tourists.
- Being a newer resident, I have not had much opportunity to understand the demands on the fire service. When trying to prioritize, it felt difficult because EVERYTHING seems worthy of being a top priority.



Appendix 2

Department Stakeholder SWOT Analysis

Comments marked * were focused on during the drafting of strategic initiatives

Strengths

- Town/Community support*
- Well-rounded training for all hazards/emergency preparedness*
- Professional service delivery*
- Customer Service oriented*
- Quality employees*
- APs/policies/SOGs/protocols*
- Self-supporting*
- HR benefits*
- Station planning zones*
- Eliminating our weaknesses*
- Water distribution system*
- Emergency management*
- Subject matter experts*
- Funding sources*
- Software programs*
- Adaptive*
- Equipment/facilities
- Maintenance
- Doing more with less
- Community outreach
- Innovation/problem solving
- Community Risk Reduction
- Response times
- Communication
- Diversification of background
- Self-sustaining
- Structured
- Positive work environment
- Standardization
- Safe working environment
- Adaptive
- Fit for duty mindset
- Quality training
- Compensation
- Opportunities for input/direction
- Standardization of fleet/equipment
- Chaplin program/FAST/mental health
- Fiscally responsible
- EMS cardiac survival rate
- Specialized teams
- Commitment to community outreach
- Educated personnel

Weaknesses

- Staffing/recruitment*
- Consistent communication*
- Doing more with less*
- Say no with no explanation*
- Location*
- Diversity of employees*
- Healthcare infrastructure*
- Formalized leadership training*
- Service delivery model*
- Employee involvement*
- Prioritization of physical fitness*
- Project management*
- Location of dispatch and key facilities*
- Positional preparation*
- Standards/benchmarks*
- Learning needs from new employees*
- Access of information*
- Dependency on non-municipal agency
- Overanalyzing/overcomplication
- Changing for no reason
- Quality of EMS training
- Size of agency
- Cost of living
- Experienced personnel
- Infrastructure
- Neighborhood layouts
- Limited local recruitment
- Crew continuity
- Mutual aide
- Water capability
- Overly ambitious
- Generational gaps
- Number of paramedics



Appendix 2

Department Stakeholder SWOT Analysis

Comments marked * were focused on during the drafting of strategic initiatives

Opportunities

- EMS on beach daily*
- Water rescue & fire capability*
- Healthcare partnerships*
- Community paramedicine*
- Marketing through social media*
- Communication with external partners*
- Fun learning experiences*
- Community open houses*
- Ride a-longs*
- Develop partnerships & relationships*
- Town's growth*
- Internships*
- Engagement with seniors & volunteers
- Networking opportunities
- CERT program Interagency training
- Part-time staffing
- Deferred retirement option program (DROP)

Threats

- Access to healthcare & medications*
- Service demand exceeds capabilities*
- Inflation compared to budgets*
- Paramedic staffing*
- Low acuity call increase*
- Population increase*
- Decline of interest in emergency services*
- Increase on technological reliance*
- Hospital overcrowding*
- Environmental*
- Equipment failure*
- Medical facilities*
- Traffic infrastructure*
- Cost of housing*
- Lack of community awareness of Fire Rescue's responsibilities*
- Mutual aide
- Mental health
- Access to buildings
- Cultural understanding
- Mass casualty event potential
- Moving away from core mission
- Aging buildings
- Aging population
- Geriatric abandonment
- Qualified external applicants
- Social activism
- Homelessness
- Supply chain issues



Appendix 3

Critical and Service Gap Issues Identified by Department Stakeholders

Quality and Frequency of Training

- Career plans & pathways
- Training plans for each division
- Send members to outside training to deliver to members

Community Outreach

- Understand what people are passionate about
- Learning opportunities
- Ride a-long

Water Capabilities

- Risk overall
- Time & distance for limited assisting agencies
- Life safety

Partnerships & Mentorships

- Internal relationships
- Officer advocacy
- External relationships through outreach opportunities

Beach EMS

- Reduction in transport demand
- Increase of calls for service
- Recruitment pathway
- Visibility for the Town and Fire Rescue
- Part-time EMS opportunity

Consistent Communication

- Interpretation of vision may not be clear
- Consistent adherence of directives
- Officer oversight & accountability
- Enhanced utilization of technology

Community Paramedicine

- Reduction in low acuity calls for service
- Proper doctor referral outside the ER
- Proactive vs reactive
- Public education & information

Formalized Leadership Training

- Development of an officer academy
- Consistent message

Paramedic Staffing

- Transition to 100% ALS
- Established timeline from hire date to paramedic school
- Budget is forecasted and communicated.
- Ease staffing and assignment issues.

Hospital Overcrowding

- Identify all available options of care and communicate
- Triage incidents and dispatch level

Positional Preparation

- Companies must become self-sufficient
- Mentorships
- Ability to transition within Fire Rescue

Standards/Benchmarks

- Establish clear expectations
- Communicate up and down chain of command

Project Management

- Identify correct individuals to manage specific projects
- Ability to say no to projects outside scope of strategic plan

Access to Information

- Dashboards
- Assistance from Town IT
- Streamlined
- Consistent

Supplemental Staffing

- Internships
- Skill Bridge
- Colleges
- Volunteers







Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023





Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Importance of Fire Rescue's Strategic Plan

- Outlines challenges and opportunities for the organization.
- Allows Fire Rescue to be proactive, rather than reactive.
- Provides an opportunity for the community to collaborate with Fire Rescue personnel.
- Aligns with our commitment to continuous improvement as part of the CPSE accreditation model.
- Assists with maintaining and improving current ISO rating.
- Aligns with the Town's Strategic Action Plan and Key Community Goals.





Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Strategic Planning Process

- Process occurred between April and June of 2023.
- External Stakeholder Feedback
 - Community members had the option to complete an online survey or participate in one of two in-person sessions.
 - Participants were asked questions related to expectations, concerns, service priorities, and additional comments.
 - 86 total responses from community members.

Program	Ranking	Score
Emergency Medical Services	1	749
911 Communications	2	586
Fire Suppression	3	562
Rescue - Basic and Technical	4	491
Emergency Management	5	484
Community Risk Reduction	6	333
Public Fire and Life Safety	7	264
Hazardous Materials Mitigation	8	246
Fire Investigation	9	231



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Strategic Planning Process

- Internal Stakeholder Feedback
 - An online survey was sent to all Fire Rescue personnel with questions related to expectations, concerns, and areas for Fire Rescue to focus on over the next three years.
 - Received 50 responses from internal personnel.





Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Department Stakeholder Workshop

30 Fire Rescue personnel participated in a three-day workshop focused on the review of Fire Rescue's Mission, Vision, and Values, as well as the development of new goals and objectives.





Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Strategic Initiatives

Staffing

Development

**Community
Outreach**

Mission Vision and Values

Mission

We are committed to serving our citizens and visitors by preserving life, protecting property, and conserving the environment.

Vision

To strive for excellence in all that we do!

Values

To serve our community through:

Compassion

Integrity

Professionalism

Diversity



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Staffing

Goal: Create an appropriate staffing model to fulfill the needs of Fire Rescue and best serve the community.

Evaluate current staffing model based on community risk and historical data.

Identify recruitment and retention challenges.

Develop an appropriate staffing model.

Implement and evaluate a new staffing model to ensure the needs of Fire Rescue and the community are met.

Strategy #2 – Workforce Housing Framework

Strategy #11 – Assess Alternative Revenue Funding (SAFER Grant)

Strategy #68 – Create a Culture of High Organizational Performance

Strategy #83 - Implement FR Strategic Plan



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Development

Goal: Enhance personal growth and professional development to improve service delivery to the community.

Analyze the effectiveness of developmental programs and strategies.

Develop and enhance programs to meet identified needs.

Implement and evaluate programs to foster growth and development within Fire Rescue.

Strategy #7 – Implement the Capital Improvement Program
Strategy #11 – Assess Alternative Revenue Funding (AFG Grants)
Strategy #68 – Create a Culture of High Organizational Performance
Strategy #83 - Implement FR Strategic Plan



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Community Outreach

Goal: Maximize community outreach through the enhancement of programs and partnerships.

Analyze current community outreach programs and partnerships for effectiveness.

Develop new partnerships to enhance the capabilities of reaching our community.

Implement new programs and evaluate those programs and partnerships.

Strategy #68 – Create a Culture of High Organizational Performance

Strategy #83 – Implement FR Strategic Plan



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Community Outreach Accomplishments to Date

- 360/40 Community Picnic – Introduction of the Outreach Captains to the community with close to 400 introductions made! Captains have been actively recruiting potential candidates for Fire Rescue's 2024 hiring process.
- Red Hot Readers Program – Started a literacy program through a partnership with the School for the Creative Arts to allow Fire Rescue personnel to make connections and read to the next generation of Fire Rescue.
- Heritage Academy Professional Leadership Series – Providing students with a comprehensive understanding of leadership, life skills, and how they can make a positive impact in their community.
- Hispanic Heritage Month – Spotighting members of our organization and their culture. Participated in the Hispanic Heritage pep rally with the School for the Creative Arts.
- Partnerships with local non-profits (NOC, Boys & Girls Club) – Focusing on safety, education and career opportunities within the community they live in.
- Ride-along Program – Coming soon! Allowing students, citizens and healthcare personnel to experience Fire Rescue and the services provided to our community first-hand with our personnel.



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Implementation of the Plan

- For this plan to be successful within the established timeline, Fire Rescue must be able to tie all efforts back to one of the three previously mentioned initiatives. Potential efforts outside of the established initiatives will provide a foundation for the next Strategic Plan.

Budgeting

- During planning sessions for the upcoming fiscal year, all requests will correlate directly to one of the three initiatives.
- Fire Rescue will remain a fiscally responsible department within the Town while continuing to identify funding alternatives outside traditional means.

Resiliency Planning

- Fire Rescue has identified potential roadblocks and possible risks that will prevent achievement. With each initiative, project managers will have the tools to identify and mitigate potential roadblocks.



Fire Rescue 2024-2026 Strategic Plan

Town Council

November 7, 2023



Questions?

Thank you for your continued support of Fire Rescue!





TOWN OF HILTON HEAD ISLAND

Town Council

TO: Town Council
FROM: Josh Gruber, Deputy Town Manager
DATE: November 7, 2023
SUBJECT: Consideration of 2024 Meeting Schedules for Town Council, Community Services and Public Services Committee, Finance and Administrative Committee, and Public Planning Committee

RECOMMENDATION:

Town Council approve the attached schedules for regular Town Council meetings, quarterly and budget workshop meetings, Public Planning Committee, Finance and Administration Committee, and the Community Service and Public Safety Committee meetings for the calendar year of 2024.

ATTACHMENTS:

1. Proposed 2024 Regular Meeting Schedule
2. Proposed 2024 Workshop Meeting Schedule
3. Proposed 2024 Budget Workshop Meeting Schedule
4. Proposed 2024 Community Service and Public Safety Committee Schedule
5. Proposed 2024 Finance and Administration Committee Schedule
6. Proposed 2024 Public Planning Committee Schedule



Town of Hilton Head Island Town Council 2024 Meeting Schedule

MEETING DATES
January 16, 2024
February 6, 2024
February 20, 2024
March 5, 2024
March 19, 2024
April 2, 2024
May 7, 2024
May 21, 2024
June 4, 2024
June 18, 2024
July 23, 2023
August 20, 2024
September 17, 2024
October 1, 2024
October 15, 2024
November 5, 2024
December 3, 2024

Regular meetings are held at 3:00 P.M. unless otherwise noticed.

FIOA Compliance: Public notification of all meetings will be published, posted and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.



Town of Hilton Head Island
Town Council
2024 Quarterly Workshop
Meeting Schedule

MEETING DATES
January 23, 2024
April 9, 2024
July 9, 2024
October 8, 2024

Workshop meetings are held at 1 P.M. unless otherwise noticed.

FIOA Compliance: Public notification of all meetings will be published, posted and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.



Town of Hilton Head Island
Town Council
2024 Budget Workshop
Meeting Schedule

MEETING DATES
May 14, 2024
May 16, 2024

Budget workshop meetings will be held at 1 P.M. unless
otherwise noticed.

FIOA Compliance: Public notification of all meetings will be published,
posted and distributed in compliance with the South Carolina Freedom of
Information Act and the requirements of the Town of Hilton Head Island.



Town of Hilton Head Island
Community Services and Public
Safety Committee
2024 Meeting Schedule

MEETING DATES
January 8, 2024*
February 12, 2024*
March 18, 2024
April 8, 2024
May 20, 2024
June 17, 2024
July 15, 2024
August 19, 2024
September 16, 2024
October 21, 2024
November 18, 2024
December 16, 2024

Regular meetings are held at 10:00 A.M. on the third Monday of the month unless otherwise noticed*.

FIOA Compliance: Public notification of all meetings will be published, posted and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.



Town of Hilton Head Island Finance and Administrative Committee 2024 Meeting Schedule

MEETING DATES
January 9, 2024
February 13, 2024
March 12, 2024
April 9, 2024
May 14, 2024
June 11, 2024
July 9, 2024
August 13, 2024
September 10, 2024
October 8, 2024
November 12, 2024
December 10, 2024

Regular meetings are held at 10:00 A.M. on the second Tuesday of the month unless otherwise noticed*.

FIOA Compliance: Public notification of all meetings will be published, posted and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.



Town of Hilton Head Island Public Planning Committee 2024 Meeting Schedule

MEETING DATES
January 11, 2024
February 8, 2024
March 14, 2024
April 11, 2024
May 9, 2024
June 13, 2024
July 11, 2024
August 8, 2024
September 12, 2024
October 10, 2024
November 14, 2024
December 12, 2024

Regular meetings are held at 10:00 A.M. on the second Thursday of the month unless otherwise noticed.

FIOA Compliance: Public notification of all meetings will be published, posted and distributed in compliance with the South Carolina Freedom of Information Act and the requirements of the Town of Hilton Head Island.