

Public Safety Department Meeting w/PS Volunteers Public Service Auxillary
Comments on Concerns Complaints
Meeting Date July 26, 2022

Issue/Concern	Detail/Notes	Status/Staff/Notes
(A) Morale Issues:		
1. HVAC System Repair Efforts Status	<p>Step # 1 - AC temporary equipment arriving today (7/27) w/ immediate installation thru tomorrow (7/28) via Sun Belt. This equipment will provide immediate relief until such time as the mini-split system can be further assessed for potential purchase and installation.</p> <p>Step # 2 - Continue to coordinate with receipt of proposals for the installation of a mini-split system to provide air conditioning to the zone that includes the exterior bunk rooms and business office spaces. This equipment will continue to remain in the instance the geothermal system has any issues in the future.</p> <p>Step # 3 - Continue with the flushing & conditioning of the geothermal system fluid, make required improvements to the backflow pipe, and clean out all of the air handler units in the attic space.</p> <p>Note: conducted a site visit meeting on 8/4 with CBHF engineer Jim Benson and hydrogeologist/wellfield geothermal system designer Jim Cornette and Village staff including JP McCann, Jae Kim, Mike Harris, John Parker, and Chris McCall to review issues to date, improvements, and moving forward with continued diagnostics based on the engineers site assessments.</p>	<p>Completed</p> <p>Work in Progress - JP/Mike Harris/John Parker</p> <p>Work in Progress - Mike Harris/John Parker</p>
2. Reference to Salaries & Wages "Bait & Switch"/Questions about Merit Raises	Discussed w/ Command Staff at 8/10 meeting to recognize some confusion which caused some discontent, some staff members did not take into account COLA (2-3%) and end of probationary increase (5%)..., this will be a point of emphasis with new hires as part of the interview process for those requiring any of the required certifications in LEO, Fire, and EMT.	Completed
(B) Equipment Related Issues:		
1. Ice Machine Status	New ice machine has been installed in the Decon Room.	Completed
2. Jet Ski	2nd new jet ski received and repairs to 1st jet ski were completed with its return to the island on 8/14 Council approved budget amendment at 8/19 meeting to fund the jet ski purchase.	Completed
3. UTV	UTV included in FY23 budget was ordered and received. (Note: Command Staff indicated that while the jet skis can be pulled by the QRV's (Toyota Tacoma), the preferred method remains the UTV)	Completed

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4. Rib Boat	<p>After further assessment by the Department and Village Mechanic, the vessel has been put out of service. Command Staff has had discussions on the future need of a similar vessel but recognize the capabilities are limited to what the new creek vessel on hand can respond to with certain calls - primarily in the creek.</p> <p>(Note: Command Staff and Administration further discussed the purpose, need, and scope specific to the Department's ability & capability to conduct water rescue missions. It was recognized that the Department is not to be considered the primary responder to water rescue calls offshore.)</p>	Completed
5. Ladder Truck	Ladder Truck cracks are "cosmetic" and the ladder is safe to operate & climb if necessary per Command Staff ISO inspection gossip about any relationship resulting in a "rubber stamped" approval is easily discounted.	Completed
6. Apparatus Issues:	<p>3273 - Pump governor related issues (recently repaired & manageable, however a Certified Fire Apparatus Technician should do further repairs).</p> <p>3274 - Primer works intermittently/issue w/ air brakes/parking brake not disengaging (chronic air compressor issues continue; primer also needs Certified Fire Apparatus Technician to assess/repair).</p> <p>3275 - Tanker (failed pump test) - per Command Staff, failed initial test, this apparatus needs to be replaced based on age & operational deficiencies. Currently it is a "reserve engine" that is almost 30-years old. This is built into the 10-Year Capital Replacement Plan.</p> <p>Note: this apparatus was involved in a training incident last month where the operator of the ladder truck backed into the front window of this unit.</p> <p>3281 - New set of tires ordered & installed/QRV back in service as primary on 8/16.</p> <p>3283 - New set of tires ordered/not installed. Village Mechanic inspected current tires, rotated tires and recommended they still had some number of months left before tires will need to be replaced. Now back to reserve QRV/Beach Ops per Command Staff.</p>	<p>On-Going - Coordination w/ Public Safety thru Village Mechanic (Swanson/Harris)</p> <p>On-Going - Coordination w/ Public Safety thru Village Mechanic (Swanson/Harris)</p> <p>On-Going - Purchase of new pumper truck w/ FEMA PA funds.</p> <p>Completed</p> <p>Completed</p>

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7. Operations Needs Assessment	Per Command Staff a complete & thorough assessment of hoses, connectors, and other needed items (i.e., lighting, pole saws etc.) These comments/concerns were also addressed in the PS Director May follow up document addressing the following; Lighting, Command & Control, PPE, Apparatus Inspection, Water Pumps, Mutual Aid, Capital Replacement Plan and Operational Needs Assessment.	Completed
8. SCBA Bottles/Masks	Issues with mis/mixed-matched equipment and ability to switch gear (i.e., masks).	Work in Progress - Ordering new equipment consideration given to use of same manufacturer for consistency.
9. Turn-Out Gear	To date assessment of all full-time certified fire fighter gear and PS Volunteers also certified for interior structure fire response has been completed. (Reference PS Director May's Assesment Report of 8/2/2022) (Reference PS Director May's follow-up update of 10/7/2022) Questions on prior years expenditures for turn-out gear to include hoods and gloves - based on comments there is the perception that there have not been any funds budgeted or expended on turn-out gear. (Reference McCall budget notes from FY17-23)	Completed
10. Hydrant Maintenance	To date PS staff has identified the intial 60 hydrants to be included in Phase I for maintenance. This was included in the FY23 budget as part of a 3-year phase plan to complete maintenance for all hydrants. (Reference PS Director May's follow-up update of 10/7/2022)	Work in Progress - Swanson/JP
(C) Operational Items:		
1. & 2. Distribution Pump System	Reference to "fire pump" being inoperable and the need for additional training for all involved (including PS full-time staff and PS volunteers) so they are knowledgeable on the distribution system, but understanding that Utilities personnel should be the primary contact & operator of the system. (Note: recent upgrades following Hurricane Florence with the system provide adequate supply and pressure) (Reference JP McCann, Public Services Director/Utilites Section)	Future/On-Going Training - Discussed w/ Alan and JP for training and coordination between Public Safety and Utilities personnel responsbile for the system.

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3. PS Volunteers Radio Communications	<p>Continued questions regarding radios & communications requests of PS Volunteers. Discussed w/ Command Staff at 8/10 meeting for alternative options for volunteers needing a radio in addition to acknowledging radios are present on the apparatus should one be needed. Additionally, there was reference to a volunteer needing a radio while conducting interior fire fighting and it was recognized by full-time staff that at no point should/does a volunteer go internal without a full-time staff who is in direct communications with Incident Command - note that not all full-time staff have a radio either - this is a function of command and control.</p> <p>(Reference McCall Comments on Radio & Communications)</p>	Completed
4. PS Volunteers Building Access	<p>Reference to PS Volunteers needing access to the building for various reasons. Command Staff discussed and the Village Manager thought this had been resolved some years ago w/ previous Director and with the design of the new PS building in allowing controlled access to PS Volunteers in the downstairs area only (only full-time staff is permitted upstairs for a number of reasons).</p> <p>At 8/10 Command Staff meeting it was identified that for all intent & purpose volunteers would have access to the building however there are some issues that need to be resolved with a number of the door handle/locking mechanisms that are not functioning properly at present. Notwithstanding, it was also recognized that there have been times where PS Volunteers have managed to make their way to the 2nd floor by way of the elevator which is not secured - at no time should a PS Volunteer or anyone else (i.e., general public) need to be upstairs unless escorted by PS Staff or is taking part in an Executive Meeting with Council or other Village sanctioned meetings in the 2nd floor Executive conference room.</p> <p>(Reference PS Director May's follow-up update of 10/7/2022)</p>	Work in Progress - Inspection of Door Locks to assess needed repair & maintenance. Alan/David Cox (IT)
(D) Recurring Themes from 7/26 Meeting:		
1. Working "short-staffed"/recent change on filling of shifts/Salary Budget/O/T	<p>Discussed w/ Command Staff and HR at 8/10 meeting - PS Director and Command Staff are aware of the nuances in assuring the Department is fully staffed for each shift and to work through, in particular during the season, creative ways to maintain proper staffing levels to meet the level of demand - but recognizing there will likely always be a need for mutual aid and/or volunteers depending on the call volume and type of call at any given point in time.</p> <p>(Reference McCall Comments on "Personnel/Staffing Levels/Staff Roster, Retention & Recruitment/OT)</p> <p>(Reference PS Director May's follow-up update of 10/7/2022)</p>	On-Going - Scheduling by Command Staff and weekly review of PS Director to minimize O/T. Empty PSO slots filled as soon as possible.

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1. Working "short-staffed"/recent change on filling of shifts/Salary Budget/O/T (continued)	As of 9/15 - Department shift roster includes four (4) "Paramedics" on two of the four shifts, the other two shifts each have three (3) "Paramedics" with one of those shifts having an EMT-Intermediate.	On-Going - See previous page (Page 4)
2. Needing Proper Equipment	This is an on-going assesement & evaluation by PS Staff.	On-Going - PS Director/Command Staff & Shift Supervisors
3. HVAC Issues	Repairs and maintenance of system continue/planning for future mini-splits on-going/PW's Facilities, Grounds, and Maintenance continue with cleaning & backflushing of air handler units in attic to get system back to optimal performance.	Work in Progress - JP/John Parker/Mike Harris
4. Limited Training Budget	Discussed with Command Staff and HR at 8/10 meeting to look at for consideration in next budget cycle and to identify the need with Volunteers for any recruitment effort specific to interior OSHA certified people interested.	Work in Progress - PS Director/Command Staff Future recruitment effort/Identify Volunteer interest for budget purposes.
5. "Bait & Switch" w/ Pay Rates	Discussed w/ Command Staff and HR at 8/10 meeting - it was recognized that if any Village employee, in addition to Public Safety, has a question about their pay rate they should speak directly with HR. Instances where employees engage with one another about their respective pay is not recommended at all by Village management, nor can instances of "shop talk" be controlled. Reference previous comments in Item A(2).	Completed
6. COLA not sufficient/Need for a "living wage"	Discussed w/ Command Staff and HR at 8/10 meeting - it was recognized that the Village would be getting underway with the MAPS Group Pay & Classification Study. The process got underway on 9/21.	Work in Progress - HR (Judy/Mishanda) working w/ MAPS Group on effort.
7. Social Security being removed from employee paycheck in the future	Discussed w/ Command Staff and HR at 8/10 meeting - it was acknowledged that the shifts had been briefed by the PS Director on the process to date and what to expect as it relates to the upcoming employee referendum (scheduled for 9/21). Shifts were again reminded by the Director of the informational meeting (held on 8/23) and upcoming vote.	Completed Note: Outcome of the 9/21 employee referendum did not pass in support of implementing the Social Security benefit.

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8. Recent promotions not receiving a merit raise.	Reference previous comments in Item D(5).	Completed
9. Condition of Turn-Out Gear and ensuring ALL staff have proper PPE.	<p>Reference PS Director May's report on the assessment of all turn-out gear, historical fiscal year budgets, and proposed turn-out gear (i.e., extrication suits) for PS Volunteers coming forth to Council for consideration.</p> <p>As of the 8/19 Council meeting, Council approved a budget amendment that included funds for turn-out gear for several full-time staff and extrication suits for PS Volunteers.</p>	Work in Progress - PS Staff (PSO Dellinger manages Department turn-out gear).
10. Comments on delegation of duties perceptions/high performers vs. others meeting standards.	<p>While this area of concern falls under personnel related and is not subject to public discussion it was addressed with the PS Director and Command Staff along with HR to acknowledge that in any organization you are going to have "high performers" and that is what the merit based system is for in addressing with those that are "meeting expectations" (i.e., doing their job). This will continue to be a work in progress with management throughout all Village departments.</p> <p>(Note: PS Director acknowledged his efforts for including those personnel who may be "meeting standards" with their involvement on agency projects and delegating specific tasks where they seem to have an interest (e.g., utilizing photography skills and drone imagery capabilities to assist other Departments etc.).</p>	Work in Progress - HR (Judy) continues to provide direction to DH's and Supervisor's responsible with completing performance reviews to ensure "high performers" are being recognized.
11. Need for improvement in the type and level of training for PS Volunteers (comments suggest better pre-planning & preparation..., and getting back to the basics)	<p>Discussed w/ Command Staff and HR at 8/10 meeting - it was acknowledged for the need for improvement with further discussion on the schedule being weekly (past training was held monthly-3rd Thursday of month), and if there should be consideration in reviewing the volunteer training schedule and frequency of training events.</p> <p>(Reference PS Director May's follow-up update of 10/7/2022)</p>	<p>Work in Progress - To date discussions w/ PS Volunteers indicate a desire to meet as frequently as possible (repetition on basics is the objective).</p> <p>Completed - Training calendar has been completed thru end of year (Cpt. Swanson/PSO Hylton).</p>

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<p>12. Specific to fire training, more opportunities to train on live burn exercises (including PS Volunteers OSHA certified).</p>	<p>Discussed w/ Command Staff and HR at 8/10 meeting - Command Staff were working to coordinate future live fire training event - as of 8/16 Command Staff was meeting with representatives at Sunny Point MOTSU.</p> <p>PS Director May & Command Staff coordinated what is considered the 1st of many live fire exercises at Sunny Point for 9/13 and 9/14 which is mandatory for all full-time staff. Future exercises will be planned to include PS Volunteers.</p>	<p>Completed - Live fire exercise held on 9/13-14.</p> <p>Work in Progress - Coordination for future live fire events on-going.</p>
<p>(E) Additional Comments Referenced from discussions w/ PSO's:</p>		
<p>1. DEA License expiring in JUL 2021</p>	<p>Discussed and addressed it with PS Director and Command Staff at the 8/10 meeting.</p>	<p>Completed</p>
<p>2. Request for increased FF training (i.e., live burn exercise)</p>	<p>Reference previous comments in Item D(12).</p>	<p>Completed</p>
<p>(F) Recommendation Expressed at 7/26 meeting:</p>		
<p>1. PS Advisory/Action Committee</p>	<p>Recommendation: Meeting attendee(s) questioned the need for a committee to help w/ issues/concerns to discuss future Public Safety model/work on CIP w/ 3-5 years/7-10 years/grant funding. Committee makeup - 2 PS volunteers/2 PS Auxillary/2 Council/2 Council appointees/1 employee per shift. Committee meets routinely with PS Director and Command Staff.</p> <p>Staff Response: Staff is recommending moving forward with a "Citizen's Academy" in lieu of a committee. Concerns noted in working thru committees in general in not being given clear direction from the elected body and potential for committees to engage in other issues outside of their purview (i.e., personnel related items).</p> <p>PS Director has developed a 10-Year Capital Replacement Plan that was presented to Council at the 2022 annual Retreat</p>	<p>Completed</p>

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1. PS Advisory/Action Committee (continued)	Specific to the Public Safety model it was discussed w/ Command Staff at the 8/10 meeting with the consensus that the Public Safety model on BHI does work and any potential change back to a separate law enforcement and fire/EMS department would be detrimental to the Department and Village as a whole.	Completed
(G) PSA Comments:		
1. Items referenced in LHL Fire Event	Revisit on the various items highlighted in the LHL Fire AAR - expressed not good organization but have revamped.	Work in Progress - PS Director and Command Staff have received follow up information from PSA.
2. Reference to Equipment	Need for new fire equipment and PPE for staff	Completed
3. Draft PSA SOG's	<p>PSA has submitted a draft SOG that included reference to "Teams" (ex: Transportation Team, Supply Team in getting needed items to Rehab)</p> <p>Discussed w/ Command Staff at 8/10 meeting to acknowledge the need in working with both the PSA and PS Volunteers on SOG's to codify their purpose, need, scope and other items so it is clear who is doing what, for what purpose, and at whose direction (i.e., Incident Command).</p> <p>(Reference PS Director May's follow-up update of 10/7/2022)</p>	<p>Work in Progress - Discussed w/ PS Director May to identify staff to work with the the PSA to draft SOG's.</p> <p>Staff Personnel Identified: PS Director May</p> <p>Benchmark Dates for effort (i.e., initial draft to final draft): End of JAN 2023</p>

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(H) Other Notes:		
1. Post Review of future AAR's must be thorough...	Much emphasis was put on the 3rd party AAR from Sunset Beach Chief Hasenmeier which is fine as the PS Department requested the review, but any follow up to the report by the Village in response was lacking and therefore taking it all on face value did leave some coming away with the perception that the PS Department is/was not mission ready capable to a certain degree. As an example, the discussion in regard to the Village's water system in being able to meet the demand/pressure was taken out of context within the report and while Utilities Director responded to this item during the review it was not included in the final report.	Completed - Discussed with Command Staff at 8/10 meeting - in future, a thorough follow up by staff to any final report for additional requirements will be required and follow up comments will be included in the final report as an addendum.
2. Need for PS Volunteers SOG's	Need for similar effort as with PSA and Department SOG's to include a review of the purpose, scope, identification of staffing levels w/ chain of command, position descriptions based on "need" with an ideal volunteer force size and expectations of PS Volunteers. (Reference PS Director May's follow-up update of 10/7/2022)	Work in Progress - Discussed with PS Director May to identify staff to work with the PS Volunteers to draft PS Volunteers SOG's. Staff Identified: Cpt. Swanson & PSO Hylton Benchmark Dates for effort (i.e., initial draft to final draft): 30 DEC 2022 Completion
3. Citizen's Academy Proposal	Discussed w/ Command Staff at 8/10 meeting - a plan is being formulated for a potential Academy for interested persons. Vetting of specific items for a curriculum is being discussed by Command Staff.	Work in Progress - PS Director May is working on this effort with Command Staff.
4. Question on the need to revisit the Public Safety model on BHI.	Reference to PSO's indicating that they are "Police" for the day, or a "Fire Fighter", or "Paramedic" depending on what apparatus they are assigned to..., changing requirements from 3 certifications to 2? Discussed w/ HR and Command Staff at 8/10 meeting - all agreed that the present model does work and any change back to a separate law enforcement and fire/EMS would be detrimental to the Department as a whole.	Completed

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5. Perception that PS Department is "LEO driven"	<p>Concern is that the PS Department is "LEO driven" and the Paramedic/EMS is not seen as just a high priority.</p> <p>Discussed w/ HR and Command Staff at 8/10 meeting - Command Staff emphasized to the contrary that a majority of the staff are Paramedic certified and that it is the LEO area of expertise that needs to be given priority for improved training..., examples of a variety of 911 LEO calls emphasize the point that our PSO's are well trained in EMS and Fire response, but not as well trained for law enforcement related response. Also, historically and in general it is law enforcement related actions of an agency that more often find a local municipality dealing with a lawsuit based on law enforcement action/response.</p> <p>Note: it was also recognized that a majority of capital equipment purchases have been related to Fire/EMS along with numerous fire/EMS training opportunities and that the agency should also work in improving on LEO training opportunities.</p>	<p>Work in Progress - PS Director & Command Staff recognize the need to improve upon training of PSO's in all areas, but given the amount of LEO experience for many PSO's who have but only recently graduated BLET it is recognized that some of our more "seasoned" veteran LEO's are looked to for their LEO experience.</p>
6. PS Volunteer Training	<p>Consistent comment on the need for improvement in the type & level of training to include pre-training planning and preparation of staff leading the training event - should look at getting back to the "basics" (CPR/1st aid was referenced).</p>	<p>Work in Progress</p>
7. Acknowledge new PS Volunteers as potential interior Fire Fighters.	<p>Acknowledge there are new PS Volunteers that would be willing/capable to get FF training/certified to assist full-time staff.</p>	<p>Work in Progress - Command Staff to look at potential pool of candidates who might be.</p> <p>Funding required in Annual Budget</p>
8. "Top-Down" Communications Improvements	<p>Concerns voiced about the level/direction of communications within the Department.</p> <p>PS Director May commented that he has personally met with each shift at the morning briefings to discuss upcoming projects and continued support from Village staff and Council. PS staff always has an opportunity to question or make recommendations to the Director.</p>	<p>Work in Progress - communications is a continuous effort/daily.</p>

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9. Active 911 Alert System Training w/ PS Volunteers	Discussed w/ Command Staff at 8/10 meeting on the need for training.	Work in Progress - Command Staff indicated as of 8/16 some level of training with PS Volunteers was to occur to include recent improvements within the Active 911 Alert App for specific response tabs for Volunteers to either respond to the scene or the station - this is to also help track accountability of Volunteers who are responding to 911 calls for statistics.
10. Inconsistency of LZ setup w/ #'s of PS Volunteers showing up.	Discussed w/ Command Staff at 8/10 meeting.	Work in Progress - Command Staff acknowledged the difficulties in managing how many volunteers show up at any given call - that it is better to have more initially and to let them go based on the level of need at any particular 911 scene..., this would be at the call of the Incident Command.
11. PS Equipment/Apparatus Maintenance Issues.	<p>What is the process and who communicates with who (i.e., Captain manages OOS items from shift report directly with the Village Mechanic).</p> <p>Discussed with Command Staff at 8/10 meeting. (Reference PS Director May's follow-up update of 10/7/2022)</p>	Work in Progress - Recognized need for better communications & coordination processes w/ Public Works mechanic to prioritize any equipment issues for getting them back in service as quickly as possible.
12. Clarification on use of PSA funds vs. Village budget for needed items (i.e. training).	<p>Discussed with Command Staff at 8/10 meeting - recognized what historically has been the spirit & intent with the use of PSA funds for purposes that benefit the PS Department as a whole - and not a specific PSO.</p> <p>Note: PS Director May and Command Staff understand there may be additional HR funds for training made available for an employee if it is not included in the department budget or if they exceed the annual budget amount and there are remaining funds in the HR training budget.</p>	Completed

Here is the current situation with regards firefighting uniforms:

Each member’s firefighting gear is in NFPA compliance, i.e., not within the 10 year expiration.

The practice since 2017 is to purchase 5 sets of gear every fiscal year. Prior to 2017, gear was being purchased piecemeal and that results in a liability issue since gear brands should not be mismatched. The quality of the equipment is not in question, turnout jackets and pants are designed to be worn as a set since they are custom fit to go with each other.

To purchase a new set of turnout gear for each member, these are the current prices:

Turnout gear (Jacket and Pants)	2746.62
Helmet	317.41
Hood	105.75
Gloves	131.30
Boots	<u>326.79</u>
	\$3627.87

Gear purchased from FY 22 budget has not yet arrived (approx. 12 month wait), when it arrives, it will be assigned to the 3 new members and the remaining gear will be assigned those whose gear was purchased in 2017.

Name	Turnout Coat	Turnout Pants
JACOB LEBER	LAKELAND 2017	LAKELAND 2017
TAYLOR KENNEDY	LAKELAND 2017	HONEY WELL 2013

Gear from the FY 23 budget (5 Sets) will also be assigned to those indicated below whose gear was purchased in 2017. This gear being replaced will still have 4-5 years of use before expiration in 2027, so their current gear can serve as their second set of gear.

Name	Turnout Coat	Turnout Pants
JOE STATTON	GLOBE 2016	LAKELAND 2017
ROB MILLER	LAKELAND 2017	LAKELAND 2017
STEVE WILLIAMS	GLOBE 2017	GLOBE 2017
TREVOR RICKER	LAKELAND 2017	LAKELAND 2017
SCOTT ANDERSON	MORNING PRIDE	MORNING PRIDE

To outfit each member with a second set of gear; turnout jacket and pants, hood, and gloves are sufficient. The helmet and boots, however, also have a 10 year expiration, so somewhere down the road, helmets and boots would have to be replaced. Subtracting the helmet and boots from the above cost, the additional set of gear would cost \$ 2986.67 per member.

Total cost to equip each firefighter with 2 sets of gear - \$3627.87
\$2986.87
\$6254.54

To accomplish this objective, 15 sets @ \$6254.54 = **\$93,818.10**

These are the remaining members and purchase dates of equipment. With the budget practice of 5 sets of gear per year, the remainder will be replaced over the next 3 years.

Name	Turnout Coat	Turnout Pants
DEXTER ALTMAN	LAKELAND 2017	LAKELAND 2017
BRANNON GRAY	GLOBE 2017	GLOBE 2017
DAVE LAPLANTE	LAKELAND 2017	LAKELAND 2017
DUSTIN SHAW	LAKELAND 2017	LAKELAND 2017
PAUL SWANSON	LAKELAND 2017	LAKELAND 2017

PAUL HOMICK	GLOBE 2018	GLOBE 2018
ERIC RILEY	GLOBE 2018	GLOBE 2018
MATHEW FURR	GLOBE 2018	GLOBE 2018
STEVE BARGER	GLOBE 2018	GLOBE 2018

MARCUS BRENDLE	GLOBE 2019	GLOBE 2019
TRAVIS DELLINGER	GLOBE 2019	GLOBE 2019

JOSH GIBSON	GLOBE 2021	GLOBE 2021
STEVE BUTLER	GLOBE 2021	GLOBE 2021
CHARLES HYLTON	GLOBE 2021	GLOBE 2021
CHIP SUDDERTH	GLOBE 2021	GLOBE 2021

There are currently 4 volunteers who are qualified as interior firefighters; to outfit them all with new gear:
 $\$3627.87 \times 4 = \14511.48

(B) Equipment Issues

Item # 9

New turnout gear at a cost of \$3200 has been ordered for the volunteers (4) who are certified as interior firefighters. We are still waiting on delivery of the 5 sets of turnout gear from FY 22 order. The next 5 PSOs will be getting measured for their full sets on October 13.

We are still waiting on the delivery of the extraction suits for the volunteers. We have ordered 4 sizes for fitting and once they arrive, we will have all the volunteers get properly fitted so we can custom order their suits.

I would like to explore the possibility of a new line item in the budget to be entitled Personal Protective Gear/Equipment (PPE) – this would include the cost of entirely fitting an employee with the following:

Full Turnout gear to include boots, gloves, helmet, and hood - Fire

Ballistic Vest, Pistol, and weapons system to include gun belt, holster, etc. – Law Enforcement

Item # 10

Hydrant maintenance – JP is getting estimates for the first 60. Captain Swanson has identified and mapped the hydrants that need maintenance/repair.

(C) Operational Issues

Item # 4

PS Volunteer access – still a work in progress. David is getting bids on door locks and eventually will be replacing the entire system which will enable Public Safety Staff to access doors and elevator with a single use ID/Access card. The volunteers are being issued ID cards and the plan is to give the volunteer Captain and Lieutenants, access to the building. Currently all the volunteers have access to apparatus bays.

(D) Recurring Themes

Item # 1

Short staffing continues to occur due to 2 PSOs in BLET. We have hired 1 new PSO who is fully certified in all 3 disciplines and the other is a Firefighter/Paramedic who is currently working in that capacity but will have to attend BLET in January. There will be another new hire, Firefighter/Paramedic who will also have to attend BLET. The agency will be fully staffed soon but, in the meantime, we are utilizing command staff to fill shift shortages.

Item # 11

Captain Swanson and PSO Hylton collaborated on a volunteer training calendar and it is being followed.

(H) Other Notes

Item # 11

Apparatus maintenance issues – A certified mechanic was contracted and has identified several issues and we are currently waiting on parts necessary for repair. The vehicles in question remain operational.

(G)/(H) PSA Comments & Other Notes specific to SOG's

PSA and Volunteers

David continues to research old files on the volunteer SOG. PSO Hylton and Captain Swanson have been identified as the leads in developing an Operations Manual for Volunteers. A draft rules and regulations for agency volunteers is currently under review.

PSA response teams have been identified with Cam's email and we are continuing research on a PSA SOG, referencing other agency's and similar 501 (c) (3) organizations.

There will be an update on progress November 1, 2022, with an anticipated completion date of December 30, 2022

Some of the new volunteers have expressed an interest in getting certified as interior firefighters. This is an excellent idea and once Lieutenant Barger completes his instructor qualification, he will be in a position to develop a 36 hour course necessary for their certification. He expects to be qualified early February 2023.

Captain Swanson has been tasked with developing a full scale drill that will involve the agency, volunteers, and PSA members. The plan is to run a drill as if it is a confirmed structure fire encompassing several of the lessons learned from the after action report of the Lighthouse Landing fire.

Active 911 seems to be working well with the volunteers

FY16-17 Budget

General Fund



• Public Safety \$2,434,976.17

- Turnover at 0% - results in lower training and administrative costs
- 911 Phone System Updated
- **Includes replacing outdated Firefighting gear** and Ballistic Vests for Law Enforcement
- Includes costs for Public Education and Community Programs
- Includes \$32,000 for the design change of Duty Uniforms
- Replacement of two (2) vehicles that are in poor mechanical condition
- New Public Safety Building project will continue to progress

* TOTAL SPENT IN THIS LINE ITEM (NON-EXPENDABLE/TACTICAL)
WAS \$ 7,059.99

FY17-18 Budget

General Fund



• Public Safety \$2,515,134.88

- Minimal Turnover - results in lower training and administrative costs
- Includes replacement of outdated SCBA gear and hoses
- Includes replacement of outdated Firefighting gear and Ballistic Vests for Law Enforcement
- Includes costs for Public Education and Community Programs
- Includes \$18,500 for purchase of an Extraction Tool
- In house Training is reducing the cost of Salaries, Tuition and Travel
- Public Safety Building project has broken ground and construction will continue throughout the year.

* TOTAL SPENT ON "TURN-OUT GEAR" \$ 20,250.00

FY18-19 Budget

VILLAGE OF BALD HEAD ISLAND, NORTH CAROLINA
LINE ITEM JUSTIFICATION BUDGET WORKSHEET

FISCAL YEAR 2018-2019

Department Code: 10-4300

Department Name: Public Safety

Line Item Code

Justification

1350/NON-
EXPENDABLE

This line item is used to purchase Fire Gear (aka Turnout Gear-\$2200/each) for paid staff and/or volunteers to replace outdated gear. We intend to purchase 6 sets to replace sets that expire in 2019. Also, the costs for a new hire to attend BLET (approximately \$800/each); we intend to send 2, they require books and gear required by CFCC. We also need to purchase ballistic vests (\$800 x 7) for new hires and replacement of out-of-date vests. This line is also used to purchase new and replacement web gear (approximately \$225/each); required for LEO personnel (4 new hires FY18/19).

TOTAL: \$19,775.00



6 SETS @ \$ 2,200.00 = \$ 13,200.00

FY19-20 Budget

		NON-EXPENDABLE SUPPLIES	
10-4300-1350	NON-EXPENDABLE SUPPLIES	\$21,300.00	
		<u>Turn Out gear \$2,725 / per employee & Volunteers - current year plan to purchase 5 sets</u>	13,625.00
		Ballistic vest \$800 /each - current year plan to purchase 4	3,200.00

Budget FY20 Worksheet
 Department 4300 Village of Bald Head Island, North Carolina
 Fund 10 Public Safety Line Item Justification Budget Worksheet 4/16/2019 9:06

Account	Description	Prior Year Budget (pre Florence)	Current Year Justification	Amount Requested	FY 19 Approved
			Web Gear (for LEO) \$100/ each - current year plan to purchase 12	1,200.00	
			<u>Purchase 10 sets of additional gloves & hoods (\$100/ea)</u>	1,000.00	
			Miscellaneous supplies previously under equipment maintenance	1,000.00	
			Contingency	975.00	
			<i>Recommend name change to "Tactical"</i>		
10-4300-1350	NON-EXPENDABLE SUPPLIES			21,000.00	✓

FY20-21 Budget

Tactical Gear

<u>Turn Out gear \$2,725 / per employee & Volunteers - current year plan to purchase 5 sets (Per Travis, keep same as prior year budget)</u>	<u>13,625.00</u>
Carry / vest \$800 /each - current year plan to purchase 6 (Scott Anderson per email from Gloria dated 4-6-20)	4,800.00
Web Gear (for LEO) \$100/ each - current year plan to purchase 8 (Scott Anderson per email from Gloria dated 4-6-20)	800.00
Purchase 10 sets of additional gloves & hoods (\$100/ea) (Per Travis, keep same as prior year budget)	1,000.00
updated holsters (without extra space that would allow a third party to obtain control of gun)	5,863.00
Miscellaneous supplies previously under equipment maintenance holster light - now sure if this is to be included / not discussed during regular meeting	775.00
<i>Travis Dellinger is in charge of Fire Gear</i>	
	<u>26,863.00</u>

[link to holsters](#)

[link to holster weapon light](#)

10-4300-1350 Tactical Gear

29,476.00

26,863.00 ok - pfh

FY21-22 Budget

		Tactical Gear	
		Turn Out gear \$3725 / per employee & Volunteers - current year plan to purchase 5 sets (Per Travis, keep same as prior year budget)	18,750
		Carry / vest \$800 /each - current year plan to purchase 6 (Scott Anderson per email from Gloria dated 4-6-20)	4,800
		Web Gear (for LED) \$100/ each - current year plan to purchase 8 (Scott Anderson per email from Gloria dated 4-6-20)	800
		Purchase 10 sets of additional gloves & hoods (\$100/ea) (Per Travis, keep same as prior year budget)	1,000
		Miscellaneous supplies previously under equipment maintenance	775
10-4300-1350	Tactical Gear	<u>\$ 26,863</u>	<u>26,125</u>

FY22-23 Budget

		Tactical Gear	
		Turn Out gear \$3725 / per employee & Volunteers - current year plan to purchase 5 sets (Per Travis, keep same as prior year budget)	18750
		Carrier/Vest \$800 /each - current year plan to purchase 6 (5 year expiration per vest)	4800
		Web Gear (for LEO) \$100/ each - current year plan to purchase 8	800
		Purchase 10 sets of additional gloves & hoods (\$100/ea)	1000
		Holsters (\$130 for each holster for new 9MM Glocks 30 X 130)	3900
		Miscellaneous supplies previously under equipment maintenance	750
10-4300-1350	Tactical Gear	\$ 26,125	30000

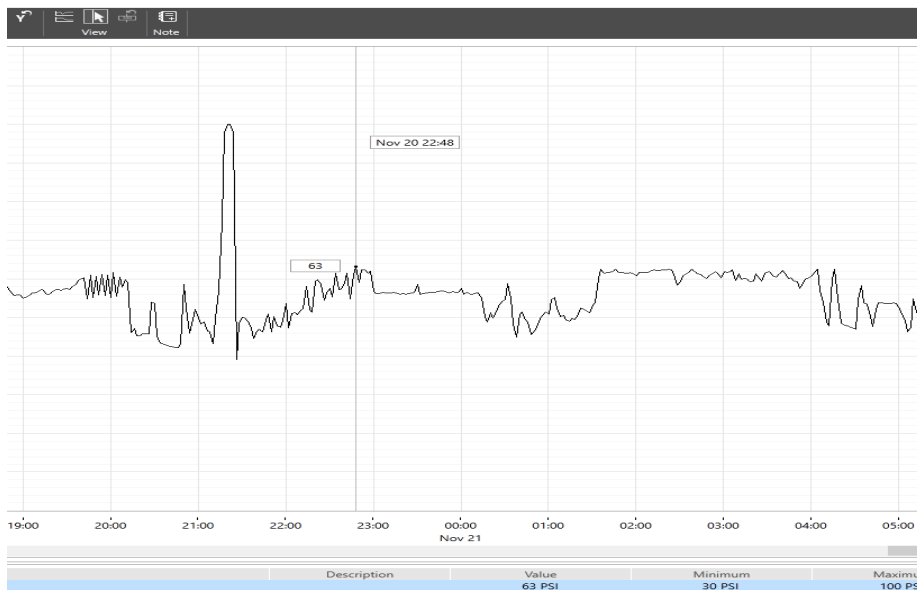
Village of Bald Head Island
Structure Fire Water Flow Brief
November 20-21, 2021

I am writing a short abstract to accompany the water flow graph depicting water pressures on scene during the, November 20, 2021, structure fire response on Bald Head Island between 2037 and approximately 0600 on November 21,2021.

Looking at the SCADA screen graph at approximately 2037 the system water pressure drops to approximately 45psi and maintains that average until the fire distribution pump is engaged. At approximately 2115 the system water pressure increases to 100 PSI where it remained for approximately 5-10 minutes. The fire distribution pump was turned off and the system water pressure went to approximately 50 PSI, plateaued at 63 PSI and then retreated to an average of approximately 57 PSI for the remainder of the event.

Hydrant flow tests proved to be accurate, what affected the water flow at the specific hydrants was the proximity of access that were exercised during the fire suppression process.

Please note, the variations on the attached graph are gauge readings only and need to be interpolated to present system pressures. The water gauge reading fluctuates visually on paper and are reflected as a more constant water system pressure.



Radio & Communications

The PS Department has approximately 16 (sixteen) VIPER radios for full-time staff that operate on the 800 MHz frequency. “VIPER” stands for “Voice Interoperability Plan for Emergency Responders” and was implemented following the attack on the World Trade Center in New York on September 11, 2001. Numerous among the challenges identified was that multiple agencies on scene were unable to communicate with each other to the extent of the situation required at the time.

The National Task Force on Interoperability defined interoperability as “the ability of public safety agencies to talk to one another via radio communications systems – to exchange voice and/or data with one another on demand, in real time, when needed.”

As the Village PS Department is multi-disciplined and includes law enforcement, fire response, and emergency service response, the VIPER radios staff use has capability to communicate on multiple tactical channels depending on the 911 call and required response. Important to note, law enforcement has a separate tactical channel, and PS Volunteers are not called upon to assist with law enforcement related 911 calls. They are only requested to assist with fire and emergency services calls for medical response.

The Village also has an inter-island communications system that operates at the 400 MHz frequency that can be used if the Incident Commander and Captain of the PS Volunteers need radio communications between the volunteers and full-time staff.

While an understanding of who and what type of radio is used and for what purpose, there are also budget considerations given that the newest set of VIPER’s cost approximately \$7,000 per radio and the 400 MHz handheld radios costs approximately \$250.00 per radio.

The Volunteer command staff is not issued VIPER radios. Since there are numerous amounts of sensitive information continuously being transmitted, a VIPER radio possessed by an individual who is not authorized could result in liability issues.

Note: In the instance of the LHL fire scene, the proximity of the Rehab facility in relation to where the Incident Command (and Commander) was within a few hundred feet at most. While this was not the ideal location (i.e., closeness to fire scene), this was recognized in the AAR resulting in now having strategic placement locations for both ambulances and Rehab depending on the location.

Personnel

Current Staffing Levels – Prior to the FY19 budget, the Public Safety Department operated with a staffing level of five (5) PSO's and with a reorganization that included at the time eliminating one of the Captain's positions at the Command Staff level, one (1) additional PSO was added per shift to the current staffing level of six (6) per shift. So traditionally, there were times depending on call volume on any given day, and particularly during the "season", that full-time staff PSO's would have to rely on assistance from the PS Volunteer pool to assist with coverage..., and this continues to be the modus operandi today with exception to staffing needs for special events (i.e., Bad Water Race, 4th of July Golf Cart Parade and fire works show viewed from Marina/Harbor shoreline).

Fire Support Staffing Levels - Additionally, with a minimum of five (5) PSO's, for fire response, it is expected at minimum to have two (2) PSO's for interior fire support with an additional two (2) on standby for relief, and one (1) PSO as the engineer on the pumper truck. Regardless of if we have five (5) or six (6) PSO's on any given shift, Incident Command will need "mutual support" in addition the assistance of the PS Volunteer force as a number of Volunteers are OSHA approved as interior fire fighters and others who are trained to operate various pieces of apparatus (i.e., pumper truck).

As we have typically seen with past fire events that "containment" is the primary objective (over life) to ensure the fire doesn't spread to multiple adjacent structures and in the event that it does (i.e., LHL fire event), that mutual aid from mainland fire departments is available to assist the Village PS Department.

Emergency Response Staffing Levels – At minimum, the Department should have on each shift a minimum of two (2) PSO's that are certified as "Paramedic" and with current staff we have been positioned to maintain up to three (3) PSO's that are paramedic certified but also have relied in the past with several PS Volunteers who were EMT-Basic and/or EMT-Intermediate certified to assist with calls and/or patient transport.

Law Enforcement Officer Staffing Levels – At present with current staffing levels the Department has **two (2) PSO's** that are waiting to attend BLET (Basic Law Enforcement Training). The plan at present will have them attending BLET beginning in August 2022. Having said, each shift has current PSO's who are well experienced in law enforcement to handle specific related 911 calls.

Sunday, July 17th 911 Call Volume – As it may happen from time to time, on this day (in "Season"), multiple calls to include a medical call and a false fire alarm occurred at the same time we had another PSO dealing with a stolen golf cart that included the apprehension and subsequent arrest of the suspect and transport to the magistrate's office in Bolivia. The transport of the arrestee on the next available ferry coincidentally included the Code 2 Transport of the medical call patient..., and this was the need for the page out for PS Volunteer support that day.

Staff Roster/Retention/Recruitment – To date, and within the last 30-45 days, the PS Department has lost one PSO (a former Detective with the BC Sheriff's Department) who was actively recruited back to the Department due to their technical skills and prior experience working for the Sheriff.

HR is aware of one other PSO who indicated they were leaving the Department for personal reasons related to their specific “work-life” balance which is not uncommonly referenced by former Village employees given the uniqueness of working on a barrier island. In particular with PSO's, while for the most part the 24-hour on-duty and 72-hour off-duty schedule is well liked, others may have challenges in meeting that schedule over time (even though hired PSO's are fully aware of the hours & expectations of the job).

Having said, with the most recent PSO leaving we understand they have committed to continuing to work for the Department on a “part-time” status..., and their willingness to continue on the PSO part-time roster is of a significant value in how we manage the day-to-day shifts in filling the “6th” shift. This will be elaborated further with the concerns referenced on the ability of PSO's being granted overtime to fill shifts and subsequent budgetary implications specific to the Department's salary/wages and fringe benefits line items.

On the concern of retention, HR and the Village Manager are aware of comments by some within the Department given most recently that neighboring counties of Brunswick and New Hanover Boards of Commissioners approving in upwards of 18% to 40% salaries/wages within certain (but not all) job classifications to include first responders (i.e., law enforcement, medical, and fire). As HR, Village Manager, and the PS Director have discussed this and what we had been hearing that we recognize that with the increases being approved for other agencies that with some they have neither done a recent salary study or provided COLA and/or Merit raises for some years and are essentially catching up.

In the case of the Village, a salary study was completed and approved by Council in December 2018 with recommendations in pay increases that included specific to Public Safety the creation of a separate & higher pay grade to recognize our fully certified PSO's who have a “paramedic” certification in addition to the required LEO and Fire Fighting certifications. The salary study also included salaries & wages at the 60th percentile of the averages for similar like positions within the local area/region as most use the 50th percentile. In theory this was to compensate all Village employees additionally above what their “mainland” counterparts were being compensated for the unique travel & work requirements on a remote barrier island.

(NOTE: Village Council approved in the current FY23 budget to complete a salary study with the MAPS Group who conducted the previous salary study in 2018. HR staff is currently working on the schedule likely to get started in September 2022).

Throughout the years, and even dating back through the last recession (2007), the Village continued to approve each year a COLA increase between 2-3% and merit increases for high performers up to 5% all the while other local governments and state employees were receiving no COLA or merit increases. Also, to note that based on the CPI at the time Village staff was formulating the current FY23 budget of 8%, a recommended COLA of 3% and merit increase of 3% were approved by Village Council. As of July 1st, 2022, all COLA's and merit increases have been assigned to employees hourly earnings with high performer's receiving a total of 6%.

With respect to recruitment, we have been and continue to review applications to fill empty positions within the Department and at present have interviews scheduled for next week (7/27). In discussions between the Village Manager and PS Director and recognizing our need to "beef-up" the Part-Time shift roster, any potential PSO candidates interviewed, but not hired due to limited full-time roster openings, will be offered the potential of part-time work. In past the Department has benefitted from hiring part-time staff on to full-time as they are already fitted with uniforms and have the knowledge & experience with part-time shift work on the island..., it is a smooth transition.

Also, to recruit more part-time PSO's to fill needed shifts Village Council approved in the current FY23 budget of increasing the part-time hourly rate from \$16.00 per hour to \$20.00 per hour. Having said, given the value, need, and cost-benefit of having a good pool of PSO volunteers to fill shifts, and recognizing that part-time wages do not include other "fringe benefits" (i.e., medical, dental, vision etc.), that we may want to consider reviewing the part-time wage for an additional increase above the current \$20.00 hourly rate.

Overtime Pay/Filling of Shifts – As it often happens within the Department that staff call out sick (including COVID related quarantining requirements of the CDC/NC DHHS), may take personal leave/vacation/or doctor appointments if they can't get a date on their off time, are attending training off island, and/or meeting related law enforcement duties such as court appearances etc., and that those shifts need to be filled by others within the Department to maintain a full shift of at least five (5), if not six (6) PSO's, particularly during the busier season to the extent that Command Staff will put out a page requesting voluntary assistance to fill the shift.

With that in mind, and in looking at payroll each month we recognize about 4-5 of our current full-time PSO's who are consistently filling shifts with one being a shift supervisor (i.e., Lieutenant) whose hourly rate being well above a base PSO and working significant numbers of hours with overtime pay impacting the salary budget line for the Department. To better manage the shifts the Village Manager and PS Director (and Command Staff) discussed the need to be more creative in how we fill shifts but recognizing at no point should any shift be less than five (5) PSO's on duty.

As an example, on a 24-hour shift the Department might be down a PSO but with Command Staff (including the Director and two (2) Captains) present each day on island for the first half of the shift (i.e., 0700-1700 hours), that if call volume required their assistance in support of the shift they would be available..., and for the 2nd half of the shift they would page out for a PSO to fill the remainder of the shift as Command Staff leaves the island for the day/evening.

Important to note and something the Village Manager, HR and PS Director have also discussed is how to increase the number of current full-time staff willing to fill a shift beyond their scheduled shift and knowing that with the 72-hour off-time that some PSO's pull shifts at other agencies (i.e., BCES, Oak Island, Leland etc.), or have other personal businesses they operate (i.e., lawncare), and in some instances are their families only means of child care for those days off and are not available to fill a needed shift. As part of this discussion, we have identified the need to prioritize the recruitment of more part-time PSO's rather than relying on our full-time staff to fill needed shifts.

Managing shifts is a challenge no doubt, but to be clear, and to the extent possible, the Manager & PS Director are trying to keep an eye on the budget specific to the salary line and at no point would a decision NOT to fill a shift slot be based on that alone, and particularly if the need is to fill the 5th slot and/or 6th slot during the "season".