October 21, 2026

Executive Committee Meeting Minutes

Florence, SC

Attendance: Jason Dennis, Mike Norket, Kevin Henson, Billy Barnes, Pierce Womack, Ben Waring, Larry Kardos, Rickie Jenkins, Ryan Eubanks, Terry Sheriff, Charles Lamoreux, John Smith, Jennifer Thackston, Joe Palmer, Jack Kirlin, Zorrina Harmon, Brick Lewis, Jamie Helms, Ashley Boltin

Call to Order

President Dennis called the meeting to order.

Invocation & Pledge of Allegiance

Rickie Jenkins led the invocation and Pledge of Allegiance.

President's Remarks

President Dennis shared that he was looking forward to a great training session that evening and thanked everyone for coming to Florence. He expressed his excitement about being in the Florence area.

Approval of Minutes

A motion was made by Mike Norket to approve the minutes as presented for September 9–11, 2026. The motion was seconded by Kevin Henson. All were in favor.

Committee Reports

Finance & Audit – Mike Norket

We ended the fiscal year with a surplus of $1.03 million. Extra money came from county broker taxes being higher than budgeted, state funding was increased, and firefighter publications and training book sales were more than anticipated.

Legislative – Kevin Henson

Kevin shared that he would be highlighting some of the legislative successes from the previous year, along with the upcoming legislative dates.

Jamie Helms provided information on the SCPACE program. The program has connections to the OSHA standards update and is being proposed as a reimbursement program for

establishing a baseline. The primary concern is ensuring that it does not become a reimbursement program. The Abbott cancer group is compiling research to help establish a baseline.

Advisory – Ashley

Ashley provided an update in Ross's absence. The Advisory Committee has completed Phase One of the evaluations for the 2027 Leadership Institute (LI) applications. The committee will meet next week for Phase Two, which will consist of oral interviews.

Past Presidents – Pierce Womack

The Past Presidents Committee has met and had the opportunity to tour the SLED FUSION Center. They also shared lunch together, and Association staff provided an update.

Supervisory – Ben Waring

The committee held a training session in Darlington a few weeks ago.

County treasurers received the 1% funds on October 2 and have 30 days to distribute the funds to their respective departments.

There were some discrepancies between the state budget and the Department of Insurance. However, these were related to the proviso, which moved the funds in one step directly from the Insurance Commission to the county treasurers. In theory, this should make the process of distributing funds to the treasurers quicker in the future.

Member Benefits – Ryan Eubanks

The next committee meeting is scheduled for November 5. The committee continues to work on partnerships with Cancer and Cola Guard, Lexipol, and the Chapman Foundation.

Training & Education – Terry Sheriff

The committee will meet tomorrow to review the approximately 300 Fire-Rescue training submissions received.

The Training Officer Academy working group is continuing to develop program objectives and establish additional structure. Feedback from the survey has been very positive. Based on the feedback received, the program could easily become a four-week program.

For FSIC, five classroom programs and 11 hands-on training classes are planned. Two classes have already sold out. There are currently 179 registered participants.

Health & Safety – Helms

The committee is gathering information regarding firefighter physicals to assist with the development of the SC FIRE PACE program.

Strategic Planning – Larry Kardos

On October 14, the committee reviewed its goals and identified completed items. The next step is to connect with committee chairs to determine the current status of outstanding items.

By-Laws – Charles Lamoreaux

The committee hopes to schedule a meeting in November.

EMS – John Smith

The committee met on September 28 and continues to work on Stop the Bleed kits and 60-7 Regulation matters. The Pee Dee EMS Symposium will also be offering continuing education units (CEUs).

Fire-Rescue Experience – Tom Gwyer

The committee continues to work with hotels to secure discounted rates, explore discounts through the country music festival, and identify additional experience-related opportunities.

Chaplaincy – Rickie Jenkins

The group continues to work on developing a pathway for chaplains. The group has also assisted with several funerals.

Heritage – Ashley

The committee is working to move several pieces of apparatus into the Association's bay in the coming weeks. Several financial donations have also been received.

Carter continues to attend organizational meetings to share the vision for the State Fire Heritage Center & Museum. The committee will also begin cataloging items in the coming weeks.

Recruitment & Retention – Helms

The committee has met see below online report.

OSHA – Creation and Composition

The OSHA document is currently on Draft 43 and has been submitted to State OSHA. This plan has taken approximately 2½ years to complete and currently consists of 60 pages.

Everyone is encouraged to review their respective subparts. Comments and recommendations are expected back from State OSHA by the end of the week, which may result in Draft 44.

Once the document is completed, the process will move into the education phase of adoption. The document will be handed off to Holly Beason's Governmental Affairs team for formatting and preparation for presentation to the legislators.

On November 13, the document will be presented to the General Assembly. Members will be needed to attend the hearings in uniform.

There will be a significant effort over the coming months to travel throughout the state and educate the fire service about the proposed standards.

Implementation: Once adopted by the state, there will be a two-year implementation period. The federal standard is expected to be published in April 2027, with six months allowed for implementation.

To our knowledge, South Carolina is the only state developing its own plan. The exact implementation process has not yet been determined.

Officer Section

The Officer Section will host a drop-in event on Thursday during FSIC.

Insurance Services

All operations are going well.

Foundation – Helms

The Foundation is working with the Association Staff to have its name added to the deed for the building. Registration is now open for the FR27 golf event.

NVFC – Jack Kirlin

The NVFC Fall Conference was held September 23–25. Representatives also attended a special luncheon on October 15 at the White House Rose Garden in celebration of the NVFC's 50th anniversary.

NVFC grants are currently available:

- AEST has 10 department grants available, with awards of up to $20,000.
- RICOCHET has five department grants available for five sets of wildland gear.

Zorrina

Representatives attended the SPD Conference last week. She encouraged members to attend next year. The conference is growing. Joe Palmer was a guest speaker and spoke on OSHA changes. The memorial service is February 27, 2027, at 2 pm. Letters have been sent to departments along with a list of members being honored.

State Fire Heritage Center & Museum – Carter Jones

Carter provided the following updates:

- Presented the history of the State Fire Service and State Fire Academy as part of the State Fire Academy program for new employees.
- Served as a guest speaker for the Manning Rotary Club, sharing information about the State Fire Heritage Center & Museum, with an emphasis on donation opportunities.
- Continued planning for the relocation of the first of several antique apparatus pieces to the Annex building. Items include a hose wagon, steam fire engine, hand-drawn/hand-pumper apparatus, and a two-wheel hose cart with 50 feet of leather hose.
- Participated in the Beaufort First Responder BBQ, sponsored by Copeland Funeral Home and Ladys Island Fire Department.
- Attended the Lower State and Pee Dee Firefighters' quarterly meetings.
- Continued working on an article titled "Influencing Organizational Team Building" for publication and use with the Leadership Institute.
- Worked with descendants of Newberry's first African-American firefighter and the Arts Center to recognize the contributions of Minor Teague of Eagle Hand Fire Engine Company.

Staff Reports

Rick Dunn

Training & Education

- The Training & Education Committee will meet on October 22, 2026, to review proposals for Fire-Rescue 2027.

Fire Service Improvement Conference (FSIC)

- The schedule for FSIC 2027 has been updated. It includes 11 hands-on training programs and their locations, classroom seminars, and the Friday evening keynote.
- The website has been completed and includes all class and conference information.
- Brook and Rick completed the registration process, which opened October 1 for members. Registration will open to non-members on November 1.
- To date, 190 participants have registered. The Engine and Truck classes are sold out.

Conference Planning

- The detailed FSIC27 Conference Needs Report continues to be developed. It includes classes, locations, apparatus and equipment needs, costs, and requested hotel rooms.
- The official FSIC request for use of the South Carolina Fire Academy has been completed and signed by all parties.
- All facilities in Lexington, Columbia, Irmo, and Pine Island have been secured for the conference.
    - Search class locations have been established at Irmo Fire and the new Association building.
    - The Pump class will hold its classroom portion at the Annex on Day One. Days Two and Three will be held at Irmo and Pine Island.

Instructors

- All instructor contracts have been completed, signed, and returned.
- Individual names are being requested for hotel reservations. Information is still outstanding from a couple of classes.
- Copies of Certificates of Insurance (COIs) are being collected for all hands-on training classes.

Next Steps

- Work will begin in the coming weeks to secure the apparatus and other specialized equipment needed for the conference. This is always a challenge to coordinate too far in advance, as departments may not yet know what equipment will be available.

Training Officer Academy (TOA)

During this reporting period, the group's brainstorming projects were compiled, and two versions of the program structure were developed:

1. Modular-Based Format

- Includes six pre-course lessons.
- Includes 12 in-person modules.
- Includes recommendations for five informal evening events designed to provide the unique learning environment for which the Association has become known.

2. Six-Day Schedule Format

- Includes six pre-course assignments.
- Features a six-day program organized around daily themes rather than individual modules.
- Includes five informal evening learning events.
- Incorporates 11 participant-observable products and examples of applied learning.
- Includes multiple development notes and recommendations for moving forward.

Both versions were sent to the working group through Google Drive for review and comments. A meeting date is being established to review the options, determine the direction of the program, identify necessary changes, and begin developing individual activities.

Officer Section

The Section Board has proposed hosting a meet-and-greet in conjunction with FSIC. A location has been selected at Mission BBQ, and the group is asking the Association to help promote the event. Details were shared by Brook with the leadership team.

Officer Academy

Class 26-02 completed its most recent Fire Officer Academy (FOA) on October 2, with 23 graduates. The class began with 25 participants, but two did not complete the program.

Greg Bulanow

Fire Officer Academy

Applications for Class 27-01 are now open. The Academy will run February 28–March 5, 2027.

The Review and Selection Committee will review applications on November 9, and candidates will begin the online assessment on November 15.

Leadership Institute

- The LI26 group presented its group projects during the Charleston Weekend, September 25–27.

- All LI26 members traveled to Wisconsin for the Pierce trip October 13–16.
- LI26 participants continue working on their assignments and individual projects.
- The Association received 27 applications for LI27.
- The Advisory Committee reviewed the LI27 applications on September 30 and selected 16 applicants for interviews, scheduled for October 28.

Administrative & Staff Updates

Administrative Assistant – Kim Voisine

- Prepared certificates for the Fire Officer Academy.
- Continued cleanup of more than 13,000 names in the No Department Selected IQA database report.
- Processed new Life Membership and Officer Selection members.
- Responded to career and volunteer inquiries.
- Continued database maintenance.

Accountant – Bryan Bailey

- Working to wrap up FY25/26.
- Working with Kim Bowman on the transition from Milliman to self-directed 1% retirement funds.

1% Accounting Services – Jana Kassianos

- Created and mailed dues invoices to all departments, associated companies, and independent retirees. The Training & Education fee was not included.
- The State Treasurer released the 1% funds to the counties on October 9.
- Still waiting on the 1% distribution breakdowns from Newberry, Sumter, and Williamsburg counties to calculate the Training & Education fees for their departments.
    - Once the breakdowns are received and the fees are calculated, invoices will be sent to the departments.
- Processed all 205 FSIC registrations into invoices and applied online payments or mailed invoices to departments.
- Payments for county premiums and broker taxes, FSIC registrations, and dues invoices continue to come in.
- There has been an increase in phone calls regarding roster management and completion of 1% forms.
- Continued normal accounts payable and accounts receivable responsibilities.

Member Outreach – Jeff Allen

- **October 3:** Attended and narrated the side-by-side burn at Gantt Fire District's Community Day.
- **October 5:** Attended and displayed at the Summerville Fire Department's fire prevention event.
- **October 6:** Attended the Greenville County Fire Chiefs' monthly meeting.
- **October 13:** Attended the Midlands Fire Marshals' monthly meeting.
- **October 14:** Attended the Chesterfield County Firefighters' meeting at Brocks Mill Fire Department.
- **October 21:** Attended the SCSFA Fall Quarterly Meeting in Florence.

1% Coordinator – Jeff Oswald

Regional Training Classes

- **October 6, 2026:** Darlington County 1% Regional Training Class, hosted by Darlington County Fire District.
    - 26 attendees.
    - Five fire departments represented.
    - Three counties represented.
- **November 2, 2026:** Oconee County 1% Regional Training Class, hosted by Oconee County Emergency Services.
    - Registration link was created September 22, 2026.
    - There are currently 29 registrants.
- **April 8, 2027:** Kershaw County 1% Regional Training Class, hosted by Kershaw County Fire Service.
    - Registration link will be created in January 2027.

Discussions are ongoing with contacts in Aiken, Charleston, Newberry, and Spartanburg counties regarding potential locations for future 1% Regional Training Classes.

1% Overview Video

- The updated 1% Overview video was filmed on September 14, 2026, at the Sheriff's Association.
- The updated video will replace the current version on the website.

Additional host departments are needed for the 2027 1% classes. Anyone interested in hosting a class is encouraged to reach out.

Department Meetings and Classes October meetings and classes included:

- Mauldin Fire Department (October 1 – two meetings).
- North VFD (October 5).
- Darlington County 1% Regional Training Class (October 6).

- Little Mountain Fire Department (October 15).
- Piedmont Park Fire Department (October 19–21).

Upcoming meetings include the Oconee County 1% Regional Training Class, Midway Fire Rescue, and Goose Creek Fire Department.

Other ongoing responsibilities include:

- Daily 1% Coordinator duties.
- Audit-related tasks and working with departments that have been audited.
- Scheduling an in-person meeting of the 1% staff and State Supervisory Committee in December. Date and location are to be determined.

SC FAST Director – Patti Graham

Training

Peer Support Training

Upcoming

- Boiling Springs Fire Department – Winter 2026–2027.
- South Spartanburg – February 9–10, 2027.
- Prisma EMS Greenville – October 7–8, 2026. Eight students completed the training.

SCFAST 101

- Boiling Springs Fire District – September 14, 16, and 18. All three shifts completed the training.
- Lake Cunningham Fire Department – October 13 and 23.
- Daufuskie Island Fire Department – Working to schedule.

Loving and Living with a First Responder

- Scheduling is underway with Beaufort Fire.

PCIS 2 – Post-Critical Incident Seminar

- November 8: Team arrival and meeting.
- November 9–11, 2026: Seminar dates.
- Location: Barefoot Landing Conference Center, North Myrtle Beach.

- Registration is closed, with all 35 available slots filled and eight people on the waiting list.
- Twelve spouses/significant others are registered.
- Ten team members, observers, clinicians, and volunteers are registered.

PCIS 3

Work is underway to identify an additional location for a second PCIS. The plan is to maintain one seminar at the current location.

Coordinator Meetings

Individual and regional coordinator meetings are ongoing.

Mile In Our Boots (MIOB)

Tentative dates for MIOB 2027 are April 22–27.

Location: Colleton County Fire Department.

Work is underway on the schedule, and approval is pending to offer continuing education credits through the National Board for Certified Counselors (NBCC).

Peer Connect

Because of the confidence in the program in South Carolina and the work being done to support first responders, Peer Connect has agreed to fund the pilot program through December 2026.

The dedication of First Response Mental Health (Peer Connect) to South Carolina's first responders has been exceptional. As the program continues and additional data is collected, the hope is to secure funding to continue Peer Connect as a statewide initiative.

Responses – September/October

- Aiken EMS – Pediatric death.
- Chester – Two-month-old.
- Abbeville – Four-year-old fatality; hotwash and debrief conducted.

Outreach

- Met with Dr. Matt McKeithan of Your Kind of Happy (yourkindofhappy.org). Looking forward to working with him as a resource for first responders throughout the state.
- Met again with SRS to begin establishing a Fire Department Peer Support Team.

- Continuing to work with Hoofbeats Ranch (Lindsay McDade) to connect fire departments and agencies with its equine-assisted wellness programs.
- Monthly Peer-to-Peer meeting with Cherokee County continues.

Additional Reports

Jamie

No additional report provided.

Fire-Rescue – Ashley

Exhibitor and sponsorship opportunities are now open, and the response has been very positive. The host hotel is also accepting reservations for those needing accommodations.

State Fire – Jonathan Jones

Jonathan provided an update regarding the 2024 fire codes going into effect.

The 2027 calendar year will mark the 10th anniversary of Fire Safe SC. The program is looking at ways to evolve from a focus on participation to a greater emphasis on measurable impact.

The next quarterly partner meeting is coming up.

The Fire Safe Symposium is scheduled for March 3 at the DoubleTree Hotel in Columbia.

VSAFE funding is scheduled to sunset in 2030, and this needs to remain on the Association's radar.

Work is also underway on a $1.3 million emergency generator project.

Zorrina

Zorrina announced that Marcia Greer recently welcomed her first grandchild.

Old Business

None.

New Business

Building Update

Building drawings are currently being updated. A very positive meeting was held with BMW, and the opportunity sounds promising.

Closing

Directions were provided to the Executive Committee regarding the evening quarterly meeting.

Online Reports

Recruitment & Retention - During our August meeting, we had several actionable items that needed to be discussed during our next meeting. These are those actionable items: V-SAFE Funds: The R&R group wanted to know if the 2% V-SAFE funds could be used for marketing purposes. The answer is yes, as long as it pertains to recruitment and retention. Recruitment and Retention QR Code Survey: Over the past several weeks, the QR code has been placed in multiple social media outlets and we received a good many completed surveys back. Brook took the feedback and analyzed the findings and send them to Arant. Those findings will be sent to the Recruitment and Retention committee members to be looked at and discussed during our next meeting. Recruitment and Retention Summit: In speaking with Executive Director Helms, he is open to having some type of Recruitment and Retention Summit during an upcoming Fire Service Improvement Conference. The R&R committee needs to come up with what that would look like. That is a topic we will discuss and work on. Recruitment and Retention Section/Chapter in SCSFA Fire Chief's Handbook: This was discussed with Executive Director Helms and he is good with a section and/or chapter being placed in the handbook that discusses recruitment and retention. The R&R committee will start discussing what we want that to look like. We ended the meeting discussing the new return to work proviso.

EMS - Previous business with Stop the Bleed, working to determine status of grant funding and partnerships previously arranged with SCEMSA. OSHA: All items discussed from stakeholder meeting have been updated. DPH: Departments were previously having issues with new EMS certifications being processed at DPH. Discussed in previous meetings, departments report improved turnaround times. Regulation 60-7 discussions, plans to begin working on position when regulation opens. Training: Multiple possibilities for EMS training to hopefully be submitted for FSIC '28, looking forward to working with T&E to discuss EMS pathway submissions for Fire Rescue '27. Committee members agreed discussed possible speakers and training cadres for future events.

NVFC - Keith Minick and Jack Kirlin attended the Fall Meeting of the NVFC September 23rd through 25th. The report for this event was sent out previously. Keith Minick and Jack Kirlin along with other NVFC board members attended a White House Rose Garden luncheon on

October 15th honoring first responders. The NVFC was proud to shine a spotlight on the dedication and service of the volunteer firefighters and EMS providers who give back to their communities every day. During the event, Chair Steve Hirsch presented President Donald Trump with a firefighter helmet. We were able to leave a South Carolina challenge coin for the President. This was quite an honor and privilege to attend.

Finance - Review of monthly financial reports

OSHA - Met with State OSHA and delivered version 40 for review. Coordinated a coalition of Law Enforcement groups to complete subpart d - LE. Version 43 is the final draft version. It has been forwarded to State OSHA for adaptation and adoption. The final draft is on the Association Web Site. Presented Draft 43 to the SPD Association. Two other presentations around the state this week. Project shifts now in to education and information process in preparation for the legislative hearings of January. Maintaining vigilance for the release of the Federal Proposed Draft to coordinate our response and actions.

Executive Committee Action Items
Reach out to Joe Palmer to schedule local OSHA workshops. (one hour sessions). Prepare for numerous questions by reviewing portions of the document(subpart a primarily). Prepare through local political contacts, state elected officials for coming adoption hearings.

Training & Education - T&E Committee: will meet on 10-22-2026 to review and select Fire-Rescue 2027 speakers. Received just under 300 submissions. T&E will collaborate with other committees to bring an assortment of classes to our members. Training Officer Working Group: group met on 09-02-2026 and the program is moving forward and hoping for a draft soon. The program is beginning to take shape with a program structure to include material, time, and assignments. The group will meet in the near future to develop activities, scenarios, and actual course material. SCFA Advisory: Next meeting Wednesday, November 4, 2026 @ 1000.

Past Presidents - Past President's toured the new Fusion Center at SLED Headquarters in Columbia. SLED staff explained the operations at the Fusion Center and integration with Fusion Center Liaisons throughout the state. After the tour, the group enjoyed lunch and updates from SCSFA Staff on upcoming events and activities.

Strategic Planning - The primary goal was to review the strategic plan, identify completed items, and determine the status of ongoing initiatives. A report for the March meeting will be compiled based on this feedback. The consensus was to mark completed items as “completed” rather than removing them, to demonstrate progress. Items 1A1 and 1A2 were identified as completed. There was confusion about accessing the current version of

the strategic plan. A link to the correct July version was shared, and a Teams folder will be created for collaborative draft editing. Strategic Plan Goal Management: The committee aims for individual groups/committees to report back on their assigned goals. A list of responsible parties for each goal was requested. Most assignments are with committee chairs. The committee will send out requests for updates on November 19th to prepare a comprehensive report for the March meeting. Focus on Key Strategic Initiatives: Assisted Living for Retired Firefighters (2A3): President Dennis directed the committee to continue focusing on this project, which is currently with the Past Presidents committee, chaired by Past President Pierce Womack. Ongoing Education (1A3): This is considered a "living document" related to 1% education and training. New videos are being produced to update materials. New Business Opportunities (1B1): A perpetually ongoing task. New partnerships with Founders and Palmetto Resource Solutions (PRS) were discussed. Membership Dues and Fees (1B2): Membership fees were increased from $31 to $41 to cover rising insurance premiums, with the new total being $50 per member. This is expected to be sufficient for 8-10 years. Alternative Funding Sources (1B3): An ongoing effort handled by the finance and audit committee, with expected increased activity related to the new building project. Staffing Efficiency Study (3A1): Delayed from the previous year, a quote for the study will be sought for the 2026-2027 fiscal year from consultant Bill Holmes. Continuity of Operations Plan (3A3): This will be integrated with the staffing study (3A1) and needs to address succession planning. Bylaws and Committee Structure (3B1): A proposal to implement term limits for committee chair positions is under discussion to introduce new ideas while allowing elected officials to serve on committees for continuity. The bylaws chair has also been made the parliamentarian. Association Ambassadors (4A1): This goal, aimed at using past leaders to promote the association, was suggested for reassignment from the Community Engagement committee to the Recruitment and Retention committee, as the former has largely morphed into the latter. Technology and Membership Feedback (4A3): It was suggested to reassign this goal, which involves creating membership feedback surveys, to the Technology and Communications committee, chaired by Jennifer Thaxton. This committee has not yet provided a solution for tracking strategic plan objectives. Education and Training Scope of Work (4B1): The group discussed formalizing the scope of work between agencies. A significant financial risk was identified: a potential loss of 60,000-80,000 in revenue if IFSTA moves to e-books. The timeline is uncertain due to potential leadership changes affecting the State Fire Marshal's office. Review of Strategic Goals (4B and 5A): A past decision to delete goals 4B1, 4B2, and 4B3 and combine them with goals 4A and 5A was recalled. A document confirming this will be shared for comparison to reconcile the current plan. The Metro Fire Chief section (4B2) is not moving forward. Leadership Programs and Career Development (5A2, 5A3): Discussions have occurred for a

“Leadership Institute 2” (5A2) with Chief Bulanow as the contact, but no action has been taken. Goal 5A3 focuses on creating an executive-level program. Fire Service Improvement Conference and Facility Expansion (5A4): Discussions have occurred about using the five acres of land behind the new association building for training props. EMED has expressed interest in partnering on this space. Health and Safety Information Distribution (6A1): A suggestion was made to be more specific, possibly by holding a health and safety summit. The health and safety committee, now chaired by Chief McClellan, has not provided recent updates. Health and Wellness Seminar Enhancement (6A2): The group suggested expanding the seminar with new topics like the effects of sleep, alcohol, and PPOS. State OSHA Firefighting Plan (6A3): Issues with stakeholder participation have been resolved. The plan is nearing completion, and Chief Helms has an upcoming meeting with the State OSHA director. Chief Joe Palmer is overseeing this. Program Funding (6B1 & 6B2): The program under 6B2 is complete and now receives $60,000 in recurring state funding for two Peer and Clinician Incident Support (PCIS) events per year. The next event is in November 2026, with plans to request an additional $60,000 to increase frequency to four events annually. Future Reporting and Meeting Logistics: The committee will contact assigned personnel in mid-November for status updates to prepare a report for the March meeting. A poll will be sent out to determine a recurring meeting day and time to improve attendance.

Executive Committee Action Items
Chief Kardos: to follow up with Director Womack on the status of the firefighter retirement community study (2A3). Chief Kardos: to have preliminary conversations with committee chairs before the November 19th deadline. Chief Kardos: to follow up with Jennifer Thaxton (Technology Committee) about a tool for tracking strategic plan changes. Chief Kardos: to follow up with Chief Bulanow regarding the status of a “Leadership Institute 2.” Chief Kardos: to talk to Chief McClellan about his ideas for the health and safety committee. Chief Kardos: to send out a poll to determine a regular meeting schedule. Chief Kardos: to send out his meeting notes after uploading them to a shared folder. Brick Lewis: to go back to Zorina regarding the status of gap insurance discussions (2A2). Brick Lewis: to create a draft version of the strategic plan in a Teams folder for collaborative editing. Brick Lewis: to send Chief Kardos the list of individuals/committees assigned to each goal. Brick Lewis: to provide Chief Kardos with the list of individuals who previously provided reports/feedback. Brick Lewis: to send a new SharePoint access link to Chief Mike Van Troost. Chief Chris Jones: to send the document regarding the deletion of goals 4B1-4B3 for comparison. Brick Lewis: Obtain a quote from Bill Holmes for the staffing efficiency study (3A1) for the 2026-2027 fiscal year.