

CHAPTER FIVE POLICE AND SECURITY SERVICES

This Chapter's focus is on law enforcement and security. Further, this chapter identifies challenges, outlines options, makes recommendations, and offers an action plan for consideration.

Organizations and contracts that have involvement, input and direction into the law enforcement and security of the Town of Kiawah Island include:

- Town of Kiawah Island Public Safety Committee
- Town of Kiawah Island Code Enforcement
- Town of Kiawah Building Official
- Town of Kiawah Island Wildlife
- Town of Kiawah Island Beach Patrol (Island Beach Services, LLC)
- Contract for off-duty law enforcement with the Charleston County Sheriff Department (CCSD)
- Kiawah Island Community Association, Inc.. Security Department
- Kiawah Island Golf Resort, Department of Safety and Security
- Freshfields' Security Department
- Charleston County Sheriff Department (CCSD)
- South Carolina Highway Patrol

The Town of Kiawah Island when formalized into a municipality took on responsibilities that cannot be abdicated. Public Safety and the policing of this entity is the exclusive responsibility of the Town of Kiawah Island. There have been many references to the authority of Government that can enlist the aid through contract for assistance in carrying out the Governments responsibility, but a Government Agency cannot delegate the entire responsibility to a non-governmental agency. There is both Case Law and Opinions from the South Carolina Attorney General that uphold the responsibilities of Municipalities. In a recent opinion (Op. Atty. Gen. October 19, 2012) the Town of Kiawah Island is referenced with regards to empowering Code Enforcement Officers to enforce Municipal Ordinances below the high water mark on the beaches and one mile into the ocean.

The references (Op. Atty. Gen 85-81) address a number of situations where government agencies and/or municipalities have challenges with regards to how much power they can

and cannot delegate to other entities. The responsibility to establish and maintain a safe environment for the citizens cannot be abrogated. The governmental entity can contract for assistance to enforce, but the responsibility remains with the municipality.

While PSSi is not providing legal advice, it appears logical from reading the Attorney General Opinions on this subject that the security department, under the direction and control of the Kiawah Island Community Association, should be under the Town of Kiawah Island. This would best serve instructions set forth by the South Carolina Attorney General and satisfy the responsibilities exclusive to municipalities.

TOWN OF KIAWAH ISLAND

In public and private security there is an expectation that the managers of law enforcement/security elements be aware of “foreseeable consequences.” This concept of the municipality having responsibility for the wellbeing of its citizens strengthens the point that the KICA’s Security Department should be under the direction of the Town either by contract or direct management.

In today’s society it appears that we no longer take responsibility for our actions, but prefer transfer blame to others. The trend is to seek to have someone with “deep pockets” pay for the mistakes. The Town of Kiawah Island must look at their responsibilities and actions in light of these realities. Resources would be better allocated to projects that support the community rather than to pay heavily for a representative who takes action either without proper training or their re-certification for the training is not current.

The two preceding paragraphs are examples of how the Town of Kiawah Island may be held accountable for the actions of the KICA Security Department if it does not assume the responsibility and control of a municipality to provide a safe environment for its citizens.

STATE OF THE COMMUNITY

The Charleston County 911 Communications Center provided documentation of the calls for service and the categories of those calls for the past five years (2009 – 2013). Within the last two years the Center for went operational resulting in the enhanced collection of data and the ability to analyze the workload source data.

The most serious crimes include larceny for auto and disorderly disputes, both domestic and between other parties. There was a call for an unattended death, however it was not considered a crime. There also have been several instances of drug related problems.

Most of the law enforcement workload involves responding to alarms for 911 hang ups, vehicle accidents, and vehicle traffic stops. The Sheriff's Department responds to suspicious persons and suspicious vehicles, plus the presence of the security components to include Beach Patrol, which adds to the success of the low crime rate. There has not been a serious incident. Documentation of responses to calls for service by the other security entities is very general, to non-existent. The security components include; Security Department of the Kiawah Island Community Association; Kiawah Island Golf Resort Department of Safety and Security; Beach Patrol with regards to their Code Enforcement; and Westfield's Security Department. The following matrix and graph depict the Charleston County Sheriff's Department record of Calls for Service for 2009-2013.

Figure 5.1
SHERIFF INCIDENTS BY YEAR

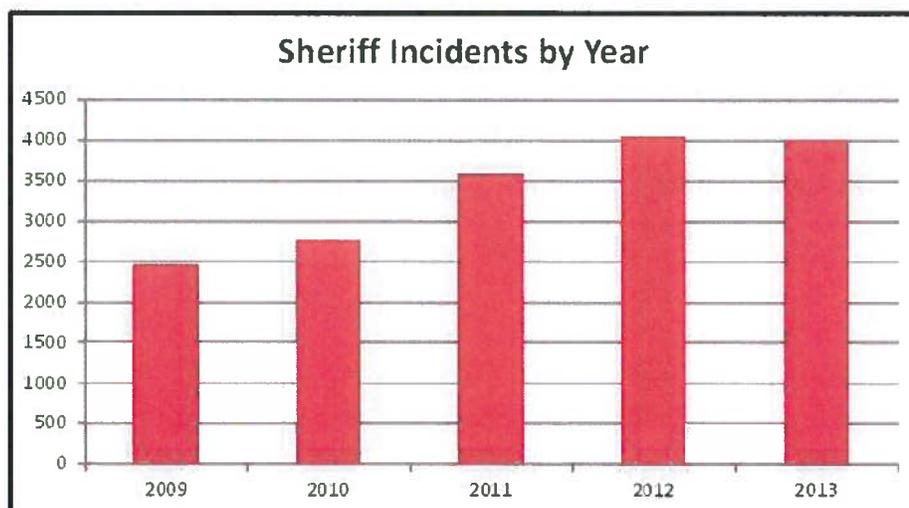
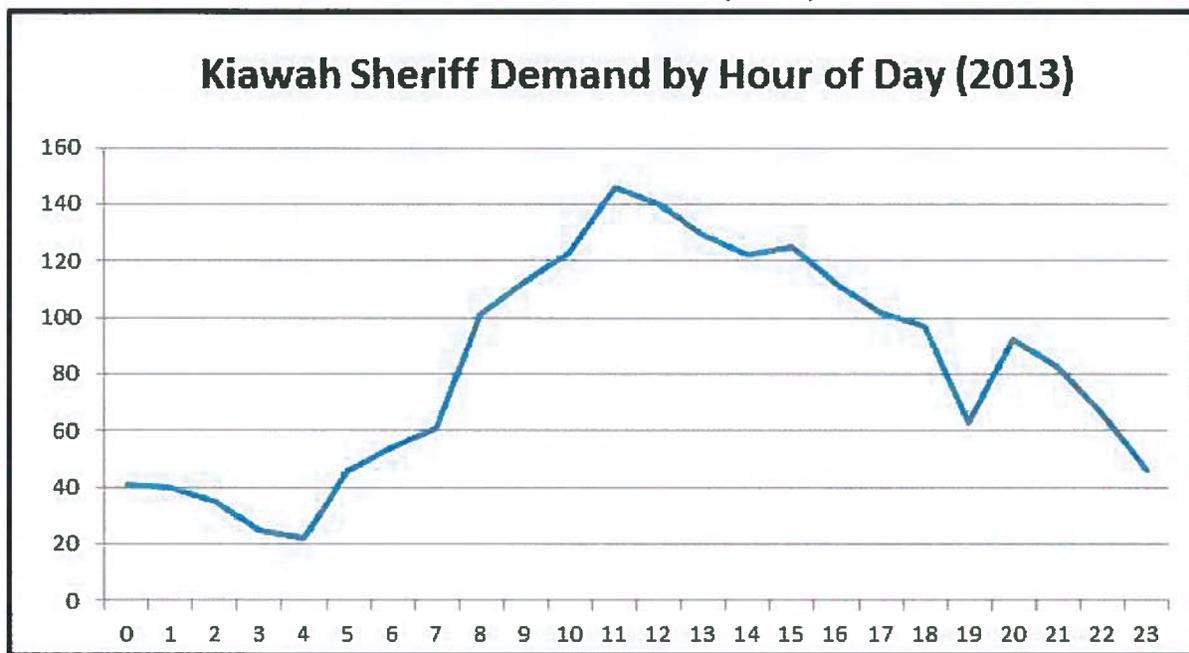


Figure 5.2 presents Kiawah Sheriff Department's Calls for Service by hour of the day. It is noted that the peak starts around 8:00 A.M. and tapers off around 6:00 P.M. Calls for Service do not equate to a crime, it only represents when people are active and desire police services.

Figure 5.2
CALLS FOR KIAWAH SHERIFF DEPARTMENT SERVICE
BY HOUR OF DAY (2013)



KEY: 0=midnight, 12=noon.

Figure 5.3 shows the distribution of calls for service by day of the week. Although Saturday and Sunday are the busy days during the summer season the graph represents the year.

Figure 5.3
CALLS FOR KIAWAH SHERIFF DEPARTMENT SERVICE
BY DAY OF WEEK (2013)

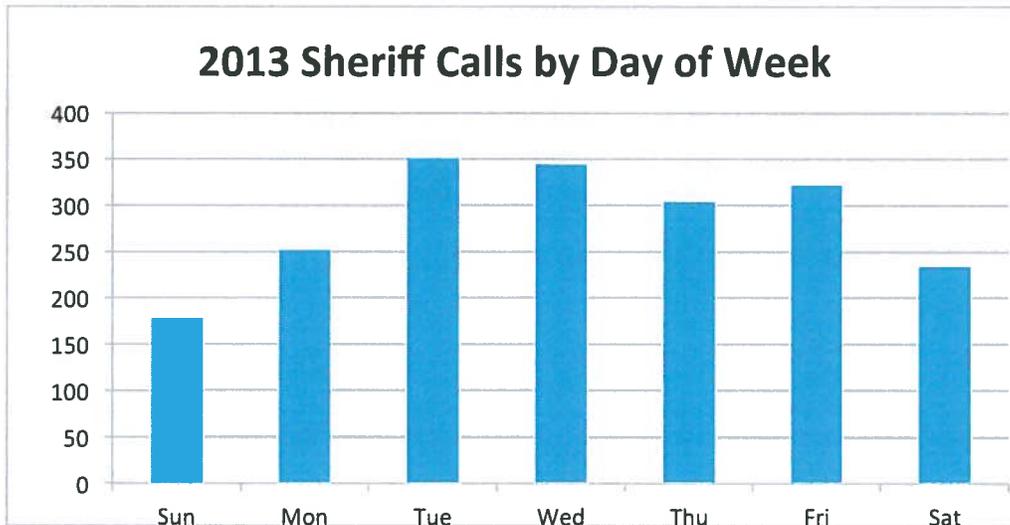
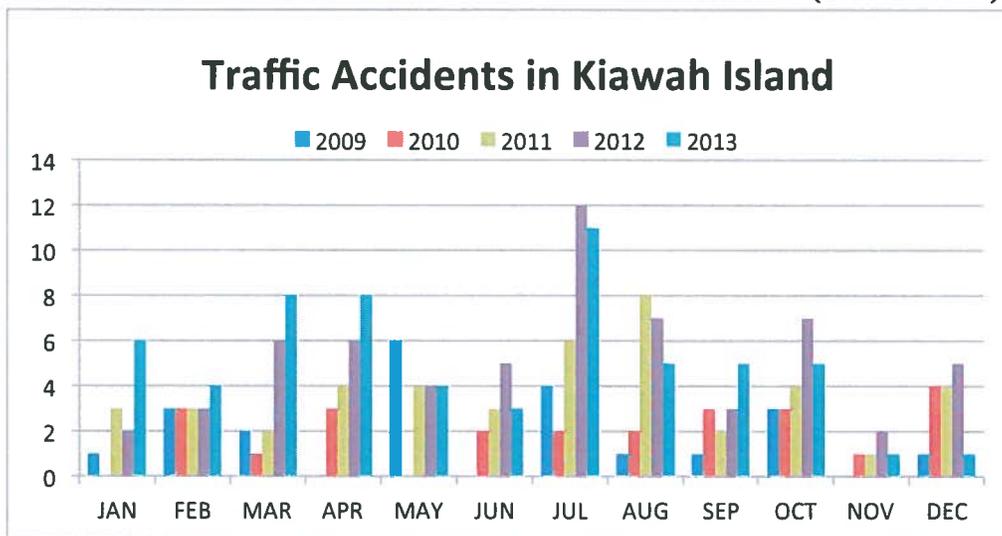


Figure 5.4 shows the number of traffic accidents on Kiawah Island, which represents a major amount of time spent on this activity by the Sheriff’s Department; however, this activity is perceived as customer service by residents, guests, and visitors, and it complements the “omnipresence” of law enforcement in the community.

Figure 5.4
TRAFFIC ACCIDENTS IN KIAWAH ISLAND (2009-2013)



The Study Team concludes by analyzing the crime picture and associated statistics that the Town of Kiawah Island administrators have taken positive actions to insure the safe and stable environment for the owners, renters, guests, and visitors.

CHARLESTON COUNTY SHERIFF'S DEPARTMENT

Law enforcement services are provided to Kiawah Island by the Charleston County Sheriff's Department, another component contributing to the well-being of the community. Charleston County has recently opened a state-of-the-art Emergency Communications Center. The Communications Center provides central communications for the Sheriff's Department and can engage a plethora of assistance and emergency response to meet any contingency. The Emergency Communications Center has direct communications with the Fire District, Emergency Medical Services (EMS), which are dispatched from the Center. They also have direct connectivity to resources, including Helicopter Emergency Medical transport and various federal agencies, such as the U.S. Coast Guard, Department of Homeland Security (DHS), Federal Bureau of Investigation (FBI), Alcohol, Tobacco and Firearms (ATF), and U.S. Secret Service (USSS).

The Communications Center documents the original call, keeps data, and can provide sophisticated analysis for allocation of resources. The County Emergency Communications Center is maintained by Charleston County. However, if it does not receive the call for service, much of its ability to be of assistance and meet its critical mission would not be immediately available.

The Charleston County Sheriff's Department has responsibility to patrol and provide law enforcement to the Town of Kiawah Island. It is noted that Kiawah Island does not require a lot of traditional law enforcement services. Kiawah Island is on the outer border of the jurisdiction of Charleston County. The City of Charleston has continual requests for service that require immediate attention, and often needs more than one Deputy on location to handle the situation. A permanent regular patrol Deputy Sheriff is not exclusively assigned to Kiawah Island. The Communications Center dispatches Sheriff units (both on- and off-duty Deputies) based on need determined by the danger and severity of the call giving consideration to the availability of units.

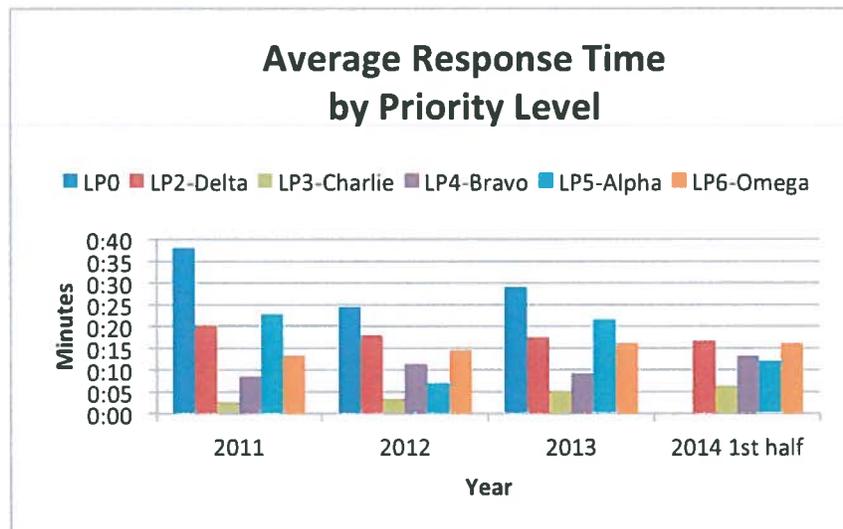
In those cases where Kiawah Island does not demonstrate a need for critical immediate response, normal patrol units may take an extended time to respond to the Island. The Town of Kiawah Island has recognized this situation, and in order to supplement the normal Sheriff's patrol, the Town has contracted with the Charleston County Sheriff's

Department to provide two off-duty Deputy Sheriffs for four six-hour shifts per day in addition to the regular patrol for the area. It should be noted that off-duty Deputies are not always available for all shifts every day. Sometimes there are no off duty deputies on duty at Kiawah Island. The contract with the Sheriff's department includes a clause that if there is an emergency outside of Kiawah Island even though off duty, the Deputy working for Kiawah Island **may** be directed to respond to the emergency.

The Sheriff supports the hiring of off-duty Deputies to supplement the law enforcement responsibilities of his department. It insures that qualified law enforcement personnel who meet the department's specifications are out in the community performing under the standards of CALEA. Further, the Sheriff has designated one of his management Deputies to administer the program. As an incentive and benefit to Deputies that work off duty, time spent off duty as a Deputy is accrued to the longevity of the individual Deputy at retirement. The Sheriff supports the law enforcement component of the Kiawah Island public safety initiative.

The response times that include the off-duty Deputies over the past 3.5 years shows improvement (see Figure 5.5).

Figure 5.5
AVERAGE RESPONSE TIME BY OFF-DUTY DEPUTIES



The Charleston County Sheriff's Department is a nationally recognized public safety organization headed by Sheriff J. Al Cannon Jr., Esq., who in addition to being the elected Sheriff, is also an attorney. He commands the Sheriff's Department, which includes the law enforcement and the corrections facility.

The Sheriff was instrumental in directing the Department to become accredited by the Commission for Accreditation for Law Enforcement Agencies, Inc. (CALEA). The Charleston County Sheriff's Department has acquired the accreditation, and maintained it through the continuing accreditation process for several iterations.

Accreditation by CALEA is "The Gold Standard in Public Safety". The Commission for Accreditation is an independent nonprofit corporation created in 1979 as a cooperative effort by four major associations to provide the best practices for public safety agencies. The creating associations are:

- International Association of Chiefs of Police (IACP)
- National Organization of Black Law Enforcement Executives (NOBLE)
- National Sheriffs' Association (NSA)
- Police Executive Research Forum (PERP).

The process of accreditation is demanding with the end result that the agency is operating with the most current and best practice guidelines set forth by CALEA. The goals of the CALEA accreditation are to:

- Strengthen crime prevention and control capabilities;
- Formalize essential management procedures;"
- Establish fair and nondiscriminatory personnel practices;
- Improve service delivery;
- Solidify interagency cooperation and coordination; and
- Increase community and staff confidence in the agency.

The cost of accreditation is dependent on the size of the agency seeking enrollment, the complexity of the organization, and level of proficiency they operate at the time of application. A brand new department may require more time and money than established departments that are progressive and operate along the lines established for accreditation. Upon request, the commission will assist in determining the actual fees. The five steps to accreditation are:

1. Application and enrollment,
2. Self-evaluation,
3. Onsite inspection by Commission Members,
4. Commission review, and
5. Maintaining accreditation.

The application process is straight forward, requiring the requesting agency to provide basic information on the number of law enforcement agents, the geographic size of the jurisdiction, the authority for having a law enforcement entity, and the name of the accreditation official. An application can be obtained on line and submitted to CALEA with the basic fee that is dependent on the number of law enforcement officers. Once received CALEA will determine if the agency meets their criteria and if the proper fee amount has been submitted with the application. When all of the basics have been validated, CALEA will enroll the requesting agency in the Accreditation Program. Internal to CALEA, an accreditation Program Manager will be assigned.

Self-evaluation by the requesting agency will begin when CALEA sends the Standards to the agency's Accreditation Manager (AC). The agency is then challenged to compare their operating procedures with the Standards. If they are comparable and acceptable the AC can move to the next item. If there is no written procedure or if the procedures do not match, then the requesting agency is to prepare a written protocol that meets the standard. Only after each procedure has been reconciled with the Standard can the requesting agency submit their written procedures to the Commission for evaluation and acceptance.

The Accreditation Manager of the requesting agency and the CALEA program manager communicate regularly during this process. The intent is to provide guidance, support, and education to the requesting agency. When the self-evaluation is complete arrangements will be made for the on-site inspection by an independent assessor. The assessor will validate that policies and written procedures meet the standards, and that the procedures executed by the agency's personnel are performed in accordance with the written procedure.

The next step is to for the independent assessor to submit their report to the Commission. The Commission then reviews all of the documents, and if everything is in order they can grant the Accreditation to the requesting agency. This is normally done at a ceremony during the annual CALEA conference.

The final step is ongoing maintenance of the agency's accreditation through continued application of updated standards. The perpetual updating of new situations, such as monitoring the social networks for scheduling of public events, new laws like enforcement of distracting driving. Reaccreditation will require onsite inspection by Commission Members and is perpetual.

The question may be asked, why is accreditation of law enforcement so important to a government institution and are there any benefits? The response in short is a resounding "YES!" When a law enforcement department is properly trained and operates within the formal standard and policies, they operate with the community in a mind and conduct themselves as professionals. Components of the operational standards of CALEA address community policing; crime prevention; personnel hiring; and promotions and staffing, to mention a few. The successful attainment of CALEA accreditation demonstrates that the Charleston County Sheriff's Department meets professional standards, which:

- Require an agency to develop a comprehensive, uniform set of written directives. This is one of the most successful methods for attaining administrative and operational goals, while providing direction to the law enforcement Deputy on duty.
- Provides for reports and analyses the Sheriff needs to make fact-based, management decisions.
- Requires a preparedness program to be in place when the natural or man-made critical incident occurs to improve agency readiness.
- The means for developing or improving upon the Department's relationship with the community
- Strengthens the Sheriff's Department's accountability, both within the Department and the community, through a continuum of standards that clearly define authority, performance and responsibilities.
- It can limit the Departments liability and risk exposure because it demonstrates that internationally recognized standards for law enforcement have been met, as verified by a team of independent outside CALEA-trained assessors.
- Facilitates the Department's pursuit of professional excellence.

Uniform training requirements are a standard that must be met by all law enforcement accredited agencies. All basic training must be conducted by the South Carolina Criminal Justice Academy (SCCJA). They are accredited by CALEA and are the only agency by

State Law that can train and certify any law enforcement officer. Basic training is 480 Hours (12 Weeks) that includes a physical agility test. All training must be completed successfully and completed within one year of the law enforcement officer's anniversary date of hire. Once the law enforcement officer has completed the training and been certificated, the candidate must complete 40 hours of Retraining within the 3 year training cycle that begins the day of initial certification. The Mandatory Retraining Notification (MNR) includes 6 hours a year for each of the 3 years after completing the basic training at SCCJA. The remaining 22 hours can be completed by the Sheriff's Department In-service training curriculum. The Departments training plan must be approved by SCCJA. In-service training could include topics such as firearms requalification twice a year, First Aid/CPR/AED, departmental specialty skills like SCUBA, pilot currency, special weapons requalification, and special equipment. Training must be documented and reported correctly to the SCCJA

As noted by the data presented for calls for service, many of the activities to keep the Town of Kiawah Island safe are self-generated by the security forces on the Island. Traffic accidents, 911 hang-ups, and alarms are generated outside of the Town, but it is the on-island contingency of Public Safety professionals that respond to the immediate need of the residents. Should the initial responders need additional support, the Charleston County Sheriff's Department can provide support from any of the specialty units listed below:

- Forensic Services
- Special Victims Unit
- Tactical Unit
- Aviation unit
- K-9 Unit
- Bomb Squad
- Marine Unit
- Animal Control Unit
- SWAT
- Crisis Negotiation
- Rural Search & Rescue
- Underwater Recovery Team
- Incident Management Team & Mobile Command Post
- Major Violent Crimes Unit

- Commercial Crime Unit
- White Collar Crime Unit

SECURITY AND ANCILLARY SERVICES

Kiawah Island Community Association Security Department

The Security Department of the Kiawah Island Community Association is an organization providing security and concierge services. Emphasis is placed on being customer service orientated. The Kiawah Island Community Association (KICA), Security Department employs approximately 32 full-time SLED certificated security officers. The KICA security officers are unarmed except for the Director of Public Safety. The Security Officers report to the Director and to the Community Association. There is **no** direct reporting or oversight by the Town of Kiawah Island.

There are two vehicle gates that control access to most of the northern portion of Kiawah Island. The KICA mans those gates and controls access. Property owners, renters, visitors and guests who have been registered with the Security Department are granted access after showing a pass or are on an access list. Commercial vendors are provided with a pass after paying a fee having documented a need for their services on the Island.

The main and secondary Check Points (Gate Houses) have become the focal point for people to contact when they have questions or needs. People have learned to call the check point for emergency services that require the EMS, fire, or law enforcement to respond to their emergency situation. That paradigm must be broken because there is no accountability or standard operating procedure (SOP) in place to guide the Security Officer how to handle such request that come by phone or person walking up to a Security Officer. There is a process for a bomb threat including a check sheet, but nothing written about a call for heart attack. The manning chart requires that there is someone to answer the phone and monitor the radio, but there are no instructions.

The lack of a prescribed protocol to handle emergency requests is a very critical weakness in the system. Kiawah Island people that need emergency services must have the best method available to request those services. It could be a life or death situation. A minimum, immediate directive must be written and the Security Officers trained in its

application. For an urgent remedy, tell the caller to dial 911 and get the request to the Charleston Emergency Communications Center (ECC). The next step should be to create a set of instructions on how to handle Emergency Calls. The Security Department could enlist the aid of the ECC and request their assistance to write the SOP for emergency phone operators, creating a uniform best method for the Security Officers to follow. The SOP should include diagrams and a check list similar to the one they have for a bomb threat.

The security officers are equipped with portable radios and there is a radio frequency used for the Kiawah Island community. When the main gate receives a call they sometimes use the local radio frequency to notify a roving security patrol of the situation. The Beach Patrol, Resort security, Westfield's security and the County Sheriffs working on Kiawah Island all can communicate on the Kiawah Island radio frequency. The mutual channel facilitates team work and could maximize the limited resources present in any snapshot in time. The challenge is to have a central point of dispatch and the capture and documentation of requests for service.

The training requirement for the security officers consists mainly of obtaining and keeping the South Carolina Law Enforcement Division minimum requirements. The Director who is armed must keep his firearms qualifications current. The Director of the Security Department has created a Standard Operating Procedure Manual updated in 2012. The 33 page manual has its focus on customer service, how to answer the phone, how to communicate with residents, guest and visitors. There are specific procedures for the response to a burglar alarm, fire, and bomb threat. The guideline for the security officer for a burglar alarm is to log the time of the call and his/her time on the scene. The security officer is to remain at the perimeter of the property and wait for the law enforcement deputy to arrive for handling of the crime. The KICA security officer is to render assistance to the deputy, as requested.

During the same time as reported by the Sheriff's Department in 2013, Figure 5.6 shows KICA's functions and corresponding hours per month spent on each function.

Figure 5.6
KIAWAH ISLAND COMMUNITY ASSOCIATION SECURITY
FUNCTION

	Hours per Month												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Tasks—Patrol Services													
Pass verification in parking lots	372	336	372	360	372	360	372	372	360	372	360	372	4380
Directed Patrol	325.5	294	326	315	326	315	325.5	325.5	315	326	315	326	3834.5
Provide Relief	325.5	210	233	225	233	270	277.5	277.5	255	233	225	233	2997.5
Administrative & Training	310	280	310	280	310	280	310	310	280	310	280	310	3570
Random Patrol/Prop Owners	279	252	279	270	279	270	279	279	270	279	270	279	3285
		682	660	682	660	682	682	660	682	660			6050
Totals	1612	1372	2202	2110	2202	2155	2246	2246	2140	2202	2110	1520	24117
Tasks—Gate Services													
Point of Sale	403	372	419	388	419	403	403	418.5	403	403	403	403	4837.5
Customer Service	155	140	155	150	150	210	217	217	210	155	155	155	2069
Pass Administration	155	140	155	150	155	210	217	217	210	155	150	155	2069
Administrative & Training	651	588	651	630	651	660	674	674	660	651	651	651	7792
Vehicle access Main Gate	620	560	620	300	620	600	620	620	600	620	600	620	7000
Vehicle Access Main Gate Win	930	840	930	900	930	940	970	970	940	930	900	930	11110
Vehicle Access V-Gate	930	840	930	900	930	936	936	936	936	930	900	930	11034
Totals	3844	3480	3860	3418	3855	3959	4037	4052.5	3959	3844	3759	3844	45911.5

*The data has been provided by the Department of Public Safety, Kiawah Island Community Association with math corrections.

Beach Patrol

The development of Kiawah Island has been planned and well managed from inception. It has attracted VIPs, including Presidents. While the reputation of being an exclusive community is excellent, there are individual people who reside here who also need to have their individual needs met. As the popularity of the beach grew, and the acknowledgement that accidents could occur at Kiawah Island Beach just as some have occurred at other sea side beaches, the Town took action and established a Beach Patrol Program through contract with a reliable service provider, currently Island Beach Services, LLC.

The minimum training requirements for a Beach Patrol Member include :

- Basic Cardio Pulmonary Recitation (CPR) and Automatic Electronic Defibrillator (AED) 8 Hours.
- American Red Cross Water Front – Life Guard, 39 Hours that includes 4 hours of First Aid (F/A)
- Or U.S. Life Saving course requiring 36 Hours.
- Save 38 Rescue Water Craft (RWC) course for 8 hours.

The Beach Patrol is working to meet the new Emergency Medical Response (EMR) standards. Formerly referred to as “First Responder,” the Certification is a 40-hour course through the Department of Transportation. This training is in addition to the Life Guard courses. It should be noted that the on-site manager for the Beach Patrol at Kiawah Island is a certificated Emergency Medical Technician (EMT)

The Beach Patrol has taken steps to meet new challenges by procuring Rescue Water Crafts (RWCs). In addition to purchasing new machines, there is a planned approach for training of the Beach Patrol Members so they can handle the equipment properly and safely. The mobility of the RWC’s can facilitate a quicker response to an incident, provide patrol monitoring of a larger section of the surf and beach with less effort by the Beach Patrol members. In October 2014, the Beach Patrol successfully rescued several “paddle boarders” who were far off shore with an off shore wind. Without the RWCs and the Beach Patrols timely response to the “paddle boarders,” there may have had a different outcome.

The RWCs also facilitates the enforcement Town Ordinances with regards to watermen who fish or shrimp by transgressing the 1 mile sanctuary of the Town of Kiawah Island jurisdiction.

The Beach Patrol are also “Code Enforcement Officers” that provided the Town the means to patrol, protect and enforce municipal laws on public space from the high water mark to the 1 mile limit. The Beach Patrol was at first an independent appendage, but now it is an integral part of the Policing of Kiawah Island. The Deputy Sheriffs and the KICA Security Department have developed a respect for the Beach Patrol Members and they operate together.

The Beach patrol seems to be well equipped, well trained and customer service oriented. The members take pride in their profession, continually train, and plan for how they can better serve the Town of Kiawah Island.

Wildlife Department

Similar to the Beach Patrol the Kiawah Island Wildlife Department evolved resulting from the Town having accepted the responsibility to support nature and the sea turtle population that uses part of the Kiawah Island Beach as their breeding grounds. The

Wildlife Department is partially scientific watching over the turtle and other wild life habitats from the technical aspects. The role includes that of code enforcers of the laws that protect and nurture the wildlife. The Wildlife Department is focused on their specialty, yet other policing components can be brought to bear should a situation necessitate. The Wildlife personnel can be deployed in a policing situation such as a fire, hurricane or critical missing person search.

Kiawah Island Golf Resort Safety And Security Department and Security Manager for Freshfields' Commercial Area

The Kiawah Island Golf Resort Safety and Security Department along with the Security Manager of the Freshfields' commercial enclave have responsibilities to their respective parent organizations. The individual stores and their parent organizations set the security standards for the units at Kiawah Island. The Security Manager of Freshfields is the property manager and has security as an added responsibility. They are the liaison with the various stores and will arrange for assistance for security matters as required. It is noted that Freshfields has provided office space for the Deputy Sheriffs who are on duty, or the off duty contracted Deputy Sheriffs.

The Kiawah Island Golf Resort Safety and Security Department's officers are certified by the South Carolina Law Enforcement Division (SLED). They are unarmed. In addition to the basic SLED requirement the Security Department has a 40 hour training program addressing the uniqueness of the Golf resort. Each Security Department Agent must be First Aid, CPR and AED certified, and maintain currency during their employment. They are customer service orientated and "Observe and Report" rather than being an active intervener.

Their focus is to protect and serve their constituents, yet they interact very well with the Town of Kiawah Island and the Public Safety Committee. The sharing of information and the use of the combined resources such as the Fire Department, Emergency Medical Services, Beach Patrol or the contract with Charleston County Sheriff's Deputy work well towards keeping the safe environment desired by the Town of Kiawah Island.

South Carolina Highway Patrol

The Highway Patrol does have law enforcement capabilities in the Town of Kiawah Island. However, the Highway Patrol allocates its resources the major highways of the

State. When there is a large special event like the U.S. Open Golf Tournament or the visit of the U.S. President the Highway Patrol will be on Kiawah Island to lend their support for traffic control. Their training is accredited and meets all State requirements.

ALTERNATIVE INITIATIVES

Status Quo

The Town of Kiawah Island is progressive and has demonstrated their initiative to move forward. The creation of an Emergency Evacuation Plan and to Councils' award of a contract to evaluate their Public Safety posture is suggestive that the alternative to remain status quo is lacking the progressive management style of the Town.

Create a Kiawah Island Police Department

The potential to create a Police Department exclusively for Kiawah Island appears to be a good alternative at first glance. In order to create and maintain a Police Department there are numerous actions that must be in place in order to get to the point where the Town could begin hiring Police Officers. The preliminary operational and personnel policies must be in place prior to hiring:

- What will the Chain of Command be, i.e. who is in charge and responsible.
- Develop the written physical and personnel requirements for each level of the Department from the Chief to the Private.
- Develop a written policy for hiring, promotions, and staffing
- Develop written guidelines for grooming, both male and female.
- Develop written instructions for wearing the uniform with diagrams and/or pictures
- Develop written standards for discipline that are uniform for all law enforcement personnel.
- Create a records management system to include written policies on retention, storage and destruction. The Study Team recommends that the Standards presented in the CALEA process be adopted at the creation of a Police Department as the standards are current and represent best practice.
 - The storage of police records would include Personal Identification Information (PII), therefore, the requirements of the Privacy Act will be

apply to the physical area of storage as well as the Policies for release of PII.

- The requirements of the Privacy Act are applicable to the Information Management System
 - The creation of and Information Management System (IMS) with written instructions on the policy and procedures for collection and distribution of information must be developed. The Study Team recommends that the Standards presented in the CALEA process be adopted at the creation of a Police Department as the standards are current and represent best practice.
 - The policy and procedures for IMS must be in place before any Police documents/data can be inputted into the system.

It takes a minimum of five Officers to fill three eight-hour shifts 24 hours a day, seven days a week. However, five officers do not guarantee full coverage every day of the year. There are 12 Holidays, 10 days' vacation, plus training and recertification for each officer. This would require three additional officers or a total of eight police officers.

Leadership and supervision is needed, therefore, an additional three Supervisors and a Chief would be required to support a single law enforcement officer on duty around the clock. Funding must be provided for the law enforcement equipment to include a vehicle, a radio, computer in the vehicles, uniforms, as well as other necessities. Administrative responsibilities must be funded and staffed for functions such as accessibility by the citizens for copies of reports. Internal documentation of the Officers training, in service training, plus accreditation of the Department and their procedures all combine to add to the cost and complexity of a police department.

The estimated costs from the Sheriff's Department are \$156,000 for one officer for one year. Eight police officers would cost about \$1.25 million a year and provide only one law enforcement and one on duty at all times for one year. The supervisors estimated cost is \$ 164,000 each or a total of \$ 492,000. The Chief's cost is estimated at \$ 172,000. The total budget cost for Police personnel for a Kiawah Island Police Department is \$ 1.91 million a year. This minimum police model would not satisfy the needs of the community without back up support in the event of a major event.

This minimum police model would not satisfy the needs of the community without back up support in the event of a major event. In the section describing the Sheriff's Department, the Sheriff has numerous layers of support that could be brought to bear

including investigative specialists, tactical support units, Aviation Unit and marine Patrol to mention just a few. Should the Town create their own Police Department, there is the potential that the Charleston County Sheriff's Department might withdraw their support at Kiawah Island.

The Selected Chief and supervisors reportedly meet South Carolina requirements for training and are qualified for their respective positions. South Carolina Law requires that all law enforcement personnel must complete training at the South Carolina Criminal Justice Academy in Columbia South Carolina. The salary of the candidate, matriculation fees, room and board, plus a per diem must be budgeted for each candidate. The expenditure of funding is based on the premise that the candidate will successfully complete the Criminal Justice Academy. Should a candidate drop out or fail to complete the training successfully, the funds are expended. A new candidate must be funded in a like fashion.

The Town of Kiawah Island has a need for the law enforcement component of their public safety responsibilities. The patrol Deputy Sheriff on duty by the Charleston County Sheriff's Department, coupled with the contract program where two off-duty deputies are scheduled daily for four six-hour shifts a day covers part of the law enforcement need as determined by the Town Council.

The use of the Sheriff's Department on duty and contracted off Duty Deputies come with the certification of CALEA for all of its procedures, policies that includes the personnel hiring, promotions, staffing and retention. The Charleston County Sheriff's Department is the primary law enforcement agency for Kiawah Island. The CCSD comes with the depth of specialty units that are able to be exercised, if needed. If the Town moves to have its own law enforcement agency, that agency would then be the primary law enforcement. The Town of Kiawah Island Police Department would need to arrange for automatic reserve and specialty assistance readily available.

The option for Town of Kiawah Island creating its own Police Department is not a viable solution, at this time from a monetary or immediately available services standpoint. The current cost of \$ 25.00 per hour for one year (2080 Hours) times two Deputies is only \$104,000. There are additional direct costs associated with the contract such as reimbursement for the Sheriff's vehicle and contribution to the retirement system. These associated costs would not even match the basic salary and benefits for one Town Police

Officer. The cost, complexity, and impracticality of having an exclusive Kiawah Island Police Department especially one that is not CALEA certificated is not recommended.

Director of Public Safety

The popularity of Kiawah Island by visitors, the increased number of residents, and the number of renters have increased the calls for service by the Sheriff's Department by more than 150% over the past five years. The Town Council and the Public Safety Committee (with the assistance of the Finance Department) have initiated a process to first track and then manage the resources that create a safe environment for the citizens of the Town. A Director of Public Safety would be paid by the Town of Kiawah Island to orchestrate all of the various components. The budget for this proposed position would be a salary of \$150,000 and inclusive of benefits \$225,000.

The Director of Public Safety is an executive level position who reports directly to the Town Administrator on a daily basis and to the Town Council on a monthly basis. The position requires the skills of an attorney to understand the nuances of national, state, county, and local laws and ordinances applicable to the Island. It also requires the talents of a corporate executive to establish goals and strategies when setting the path for the future of the Town. It requires the wisdom of a negotiator when orchestrating the desires of the citizens, the developer(s), the community association, town management, and other current and/or perspective stakeholders. There are government and private entities providing or desiring to provide services to the Town.

The Public Safety Director must demonstrate the ability of a juggler to balance the demands of the written law with the expectations of the stake holders, and the circumstances of immediate events while keeping the compass heading in a proscribed direction. The candidate must demonstrate patients and tact to work harmoniously with multiple jurisdictions, such as the Fire District, Emergency Medical Response, County Sheriff's Office, the Security Officers, Beach Patrol, and other Federal, State or Private organizations and stake holders as the need arises.

The Director of Public Safety position will require both effort and energy to start from concept and transform into reality. It will be rewarding to successfully channel the energies of the independent components that have brought the Town to its present state,

and to “polish” the elements into a focused action plan taking the Kiawah Island into the 22nd century. The basic qualifications are:

- Must be a U.S. citizen
- Must have a H.S. Diploma or GED.
- Must have a college diploma at the Bachelors level. Advanced degrees preferred (MBA, LLB, etc.)
- Must have experience in public and/or private law enforcement.
- Must have experience in firefighting or emergency medical services or fire sciences or life safety systems
- Must have a current and valid driver’s license.
- Must be able to obtain a U.S. security clearance that will include a background check for credit, criminal history and driving record.
- Must be able to meet the criteria to obtain a South Carolina Law Enforcement Division (SLED) Card.
- Must demonstrate an understanding of the standards as set forth by the Commission for Accreditation for Law Enforcement Agencies, Inc. (CALEA).
- Must demonstrate excellent communications skills in written and verbal format.
- Must have budget experience managing a minimum of \$3 million, will be responsible for the public safety budget both preparing for the future and accountability for the current budget.
- Must be able to create data banks, extract pertinent data, perform analysis and create action plans with supporting charts, graphs, etc.,
- Must have public speaking experience to large groups and be able to clearly articulate complex presentations and briefings to the Town Council which are open to the public.
- Must employ creative thinking to develop ideas for managing the resources to their maximum potential while balancing financial considerations for best practices and giving Kiawah Island the best return for their investment.
- Must be able to anticipate public safety needs and requirements to schedule and allocate resources appropriately.

The appointment of a Director of Public Safety is recommended to oversee all the elements necessary to provide effective management of resources.

Contract with Charleston County Sheriff's Department

Sheriff J. Al Cannon, Jr., Esq., seems to understand the needs of Kiawah Island and will continue to support the contracting of off-duty Deputy Sheriffs. Currently the off duty schedule is divided into four (4) six (6) hours shifts. The goal is to have two deputies on duty at all times on Kiawah Island. Staffing levels have not been available for multiple reasons, and the contract contains a clause that if a Deputy is needed in another part of Charleston County for an emergency, the Deputy assigned to Kiawah Island can be directed to respond to an emergency.

In addition to contracting for off-duty Deputy Sheriffs, the Charleston County Sheriff's Department should be solicited for a contract for an **on duty** Deputy to be assigned to Kiawah Island. The CCSD will hire a law enforcement candidate if the Town of Kiawah Island reimburses the annual cost of the Deputy Sheriff to include salary, benefits, equipment, vehicle, and other items as requested. The budget of \$156,000 would include a Deputy with at least three years' experience with an allocation of 20% of salary for overtime.

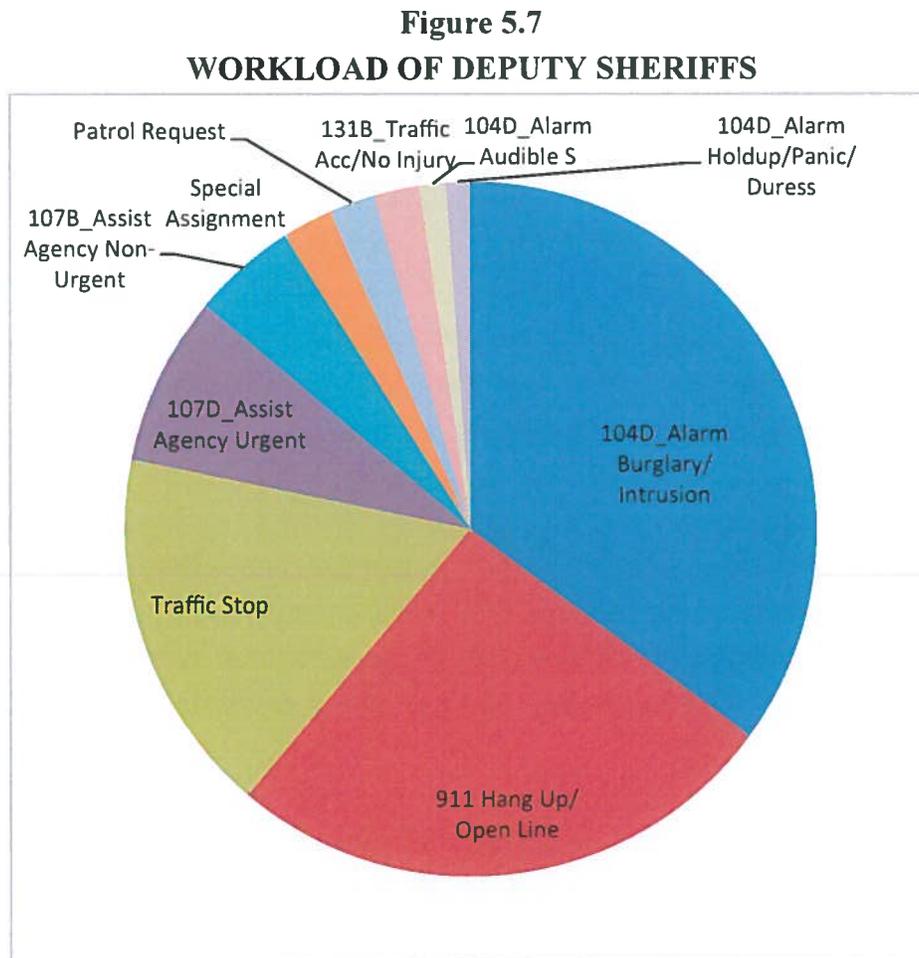
This Deputy should be assigned primarily to an eight (8) hour tour of duty during the day. This is the most challenging time as they work their primary jobs, attend training, go to Court and take care of administrative matters.

The Study Team recommends contracting with the Sheriff's Department for one full time Deputy Sheriff. This action will take time to implement, and selecting the best candidate is critical to the success of the program. The Town should fill this position with a mature seasoned Deputy, minimum (3) Years Deputy experience, as attitude and interpersonal skills communicating with the Town Administrators, residents, visitors and guest is essential.

The Town should continue with the contract for off duty Deputy Sheriffs similar to the one presently in force. The Town should request the assistance of the CCSD Community Liaison Unit to develop a Crime Prevention program under the CALEA Standards. The Sheriff's Department operates under the standards of Community Policing from CALEA, so working with the CCSD for a procedure specifically for Kiawah Island should be formulated and written.

Chief Deputy Sheriff for Operations, John Clark has indicated the Sheriff's Departments support to provide scheduling assistance for the off Duty Sheriffs assigned to Kiawah Island. The fulfilment of the contract for off-duty Deputies should be a priority. The Town of Kiawah Island has budgeted \$1.1 million for law enforcement support. The presence of Deputy Sheriffs on patrol, their initiation of actions and their service to the Town are all positive factors keeping Kiawah Island safe.

Figure 5.7 illustrates the categories of the workload for Deputy Sheriffs on Kiawah Island.



The Study Team recommends that the assistance offered by the Charleston County Sheriff's Department be accepted and acted upon immediately to strengthen the presence of law enforcement in the Town of Kiawah Island.

Continue Island Beach Services

The relationship and services provided by Island Beach Services, LLC are excellent. They have been proactive to remain current and use technology to increase their effectiveness. The Study Team recommends renewing the contract for Beach Patrol Services. Kiawah Island Community Association Department of Public Safety

The concept of the Town of Kiawah Island taking substantial responsibility for the KICA Security Department was presented in the PERF Study of the 1990s. There is legal opinion and case law to support this necessity. The Security Department of the Kiawah Island Community Association operates exclusive of the Town, yet the Town, as a municipality, has the responsibility for their actions. In the opinion of the Study Team, this situation puts the Town of Kiawah Island at risk.

The Study Team recognized that the recommendation to assume jurisdiction for the Kiawah Island Community Association Security Department may be a difficult challenge and may not be well received. It is a complex undertaking. However, it must be accomplished as the Town of Kiawah Island is responsible for Public Safety and liable for the actions of the Association's Security Department.

The published Standard Operating Procedure for the Department does not address how to properly respond to a critical request for medical, fire or law enforcement services received at the Gate Houses via telephone or personal request to one of the Security Team Members as discussed in the text addressing the KICA.

In order to make the transition easier than an abrupt take over, arranging for contracting the Services of the KICA Security Department under the direction of the Town may be a good short term solution. The Town would be exercising its authority and responsibility as a Municipality. The Standard Operating Procedures for the main gate receiving requests for service, and a reporting to the Town of the Security Departments actions would alleviate previous miscommunications and allow the Town to exercise its responsibilities under South Carolina guidelines.

The Study Team has acknowledged that the focus of the Security Department of the Association is on concierge services and that should be maintained when managed by the Town. The involvement with receiving requests for services that require a Public Safety response is the area in which the Town is obligated to maintain jurisdiction. The enforcement of controlling access and enforcing the Town's Ordinances should be the jurisdiction of the Town of Kiawah Island.

The Study Team supports the recommendation to have the Town of Kiawah Island assume jurisdiction for the Association's Department of Public Safety. It is anticipated that completing this action item will be a complex and lengthy process.

Regulate Commercial and Residential Alarm Systems

The response to alarms takes a disproportionate amount of resources. Figure 5.7 showed that more than one-third of calls for service are responses to alarms. Often the problem with alarm systems is usually "operator error" or malfunctioning devices. The installing technician must put the systems together as recommended by the alarm manufactures. When an application is presented to the Town the installing agency needs to be listed. If the installer is not licensed by the Town, County or State it may be reason to deny the application. Many jurisdictions have instituted regulations that hold the owner and the alarm service provider responsible to keep the systems operating properly and the users trained.

The implementation of an Alarm Registration processes has been successful in reducing false and nuisance alarms. The registration fees should be minimal as this process in not to generate revenue, but rather curtail the unnecessary responses to false alarms. There will be a cost to administer the program, and it should be self-sustaining. The registration number would be recorded after the initial response, and when there are more than three (3) false alarms in a 90 day period, the owners are contacted to rectify the errors. Education with the user and/or inspection by the alarm provider should correct the nuisance alarm and leave law enforcement available to respond to actual events.

The Study Team supports this recommendation. Details from other jurisdictions are available should the Town of Kiawah Island desire to implement an Alarm Ordinance.

SUMMARY

The information presented is but one part of the picture that represents Kiawah Island. The data for calls for service include categories such as traffic stops, assistance to other agencies, 911 hang ups, and response to alarms. These items are objective and can be counted empirically. They do represent policing activities, but they do not express the subjective desires of most people. Through interviews with residents, and service providers Kiawah residents desire a safe, secure environment where the individual lives can be accomplish as each wants, maintain their assets while keeping/increasing the value of their possessions.

The citizens who live on the Island are sophisticated and are requiring accountability from their government. Our technological society has access to information that creates expectations. They demand the “Best Value” and “Best Practices” to be employed for every facet of governmental activities. The Kiawah Island people are not wasteful and have allocated resources to support and protect the sea turtles, as well as to support and protect the reputation of the Island.

There are no negative connotations or judgments about the contemporary situation. The future of the Town of Kiawah Island is bright and like water flowing to the ocean, it may take various turns and overcome obstacles to get to its destination. The preferred destination is a safe environment where everyone treats each other with dignity and respect. There may be some impairment to a care free life, but through team work it can be the best possible existence.

The Study Team recommends that some energy is expended to insure that the services needed are maximized and that the Town is getting the best value for the investment of time, materials and money.

OPTIONS & RECOMMENDATIONS

5-1 The Town Council is encouraged to refrain from pursuing the creation of its own stand-alone police department since doing so would reduce police services delivered to the Town and would cost substantially more.

- 5-2 The Town Council should consider creating a paid position of Public Safety Director as also recommended by the PERF study of the 1990's.
- 5-3 The Town Council is encouraged to have the proposed Public Safety Director report to the Town Administrator and serve as the chair person of the Public Safety Committee.
- 5-4 The Council is encouraged to continue contracting for Off Duty Charleston County Deputies.
- 5-5 The Town Council should also consider contracting with the Charleston County Sheriff for an **On Duty** Deputy to be assigned to Kiawah Island primarily during the day, in addition to the Off Duty Deputies, with the goal of having two deputies on duty at all times on Kiawah Island.
- 5-6 The Town Council should continue the Beach Patrol contract.
- 5-7 The Town Council should consider taking action to substantially reduce false alarms that require a disproportionate allocation of resources by requiring that law enforcement respond to alarms if a crime is in progress.
- 5-8 The creation of a Town Ordinance by the Council requiring commercial and residential alarms to be licensed to reduce unnecessary expenditure of law enforcement manpower. The ordinance would include alarm systems for burglar, intrusion, fire, and panic.
- 5-9 The KICA Security Department should come under the jurisdiction of the Town by contract or direct assumption of control.

CHAPTER SIX IMPLEMENTATION PLAN

This Chapter provides a suggested implementation plan for the Town of Kiawah Island to consider. There are more than 33 recommendations in this Report.

To frame the findings and advisory options and recommendations, the Study Team members have drawn on their experiences as practitioners in fire, EMS and police/security departments and as fire/EMS/police/security services consultants for more than 200 public safety agencies.

REVIEW OF REPORT

Although there may be calls for quick action on the recommendations, the Study Team suggests a three-month period for review of the findings and recommendations. One cannot expect to review the pages of detailed and technical material and immediately decide on which suggestions to consider and the timing for their implementation. Moreover, in considering changes in the delivery of public safety services, incremental steps are necessary.

IMPLEMENTATION OBSTACLES

There may be disagreement and criticism of a number of the recommendations contained in this Study. Consider, a substantial number of the recommendations are suggestions made to the Study Team include input from discussion with the Town and/or services delivery officials, members and from stakeholders.

Although issues may surface, open communications and input should assist in “getting beyond” these types of implementation issues.

SPECIFIC IMPLEMENTATION WORK PLANS

In pursuing your implementation of selected appropriate options and recommendations contained in this Study Report the Town should consider developing an implementation plan for each of the Public Safety Study services delivery areas addressed in this plan. A sample of such a plan, the law enforcement plan, is included below as an example of the type of service delivery area plan that the Town might find beneficial in pursuing implementation of appropriate options and recommendations.

Sample Police and Security Implementation Plan

This Plan is presented in an abbreviated format as a guideline. The sample law enforcement implementation plan should be continually modified for changing situations.

1. Confirm financial budget allocations for a Beach Patrol contract, and arrange to execute it at the next iteration of the contract cycle.
2. Meet with Sheriff Al Cannon Jr. and his Chief Deputy John Clark
 - a. Advise the Sheriff of the plan to engage their services for the immediate future.
 - b. Set up a follow-up meeting with Chief Deputy Clark. Suggest to include Capt. Tittle & Lt Brokaw to work on scheduling off-duty deputies more efficiently.
 - c. Set up follow-up meeting(s) to solidify contracting for one (1) on duty Deputy Sheriff assigned to Kiawah Island on a permanent basis, validate all costs and establish a timeline for plan activation.
 - d. Set up a timetable to create a Crime Prevention program exclusive to Kiawah Island through the CCSD's Community Liaison Unit.
 - e. Set up a timetable for the CCSD Community Policing Model for Kiawah Island.
3. Meet with Town internal departments for creating the Director of Public Safety position,
 - a. Develop any specifications beyond those articulated in the proposal.
 - b. Develop an employment contract.
 - c. Establish a timeline to have the Director of Public Safety on board.

4. Meet with appropriate Town Departments for implementation of the Alarm Permit Program. Building/electrical inspectors, License and Permits, treasury, finance, etc.
 - a. Make a final decision if the recommendation is actually viable for Kiawah Island. Determine if old systems are to be grandfathered, or will there be a compliance date for existing systems?
 - b. Write the procedures and policies for the Alarm Permitting Program.
 - c. Publish the procedures, notify residents and commercial establishments of the impending regulations, and the implementation date.

5. Start the process to assume authority over the KICA Security Department
 - a. Send the recommendation to the Town Attorney(s).
 - b. Start communications with KICA about the need to have the Security Department under the jurisdiction of the Town.
 - c. Begin negotiations for a contract for security services from Kiawah Island Community Association.
 - d. Establish a budget for either a contract or a complete takeover of the Security Department.
 - e. Create a timeline for completion of this action item.

6. After the Director of Public Safety is on board:
 - a. When the Director of Public Safety has all of the public safety components working smoothly together, create a new plan for the future.
 - b. Continue with contracting for law enforcement or look at other options.
 - c. Identify a successor.

TIMING

This Implementation Plan should be considered as a **strategic planning tool** for use over the next three to five years. Additional issues may need consideration in the future. Therefore, the Plan should be used as a flexible guide for decisions relative to the organization, management, and provision of fire/EMS/police/security services. Figure 6.1 is a suggested timeline for implementation.

UPDATING THE PLAN

The Town of Kiawah Island and the respective public safety agencies are encouraged to update this plan each year. The update should include progress, obstacles, fiscal impacts, and anticipated outcomes.

CUSTOMER ORIENTATION

In the judgment of the Study Team, the Town of Kiawah Island is encouraged to embark on a course that will enhance the delivery of the involved public safety services. All decisions should be based on what is best for the customer in the Town of Kiawah Island.

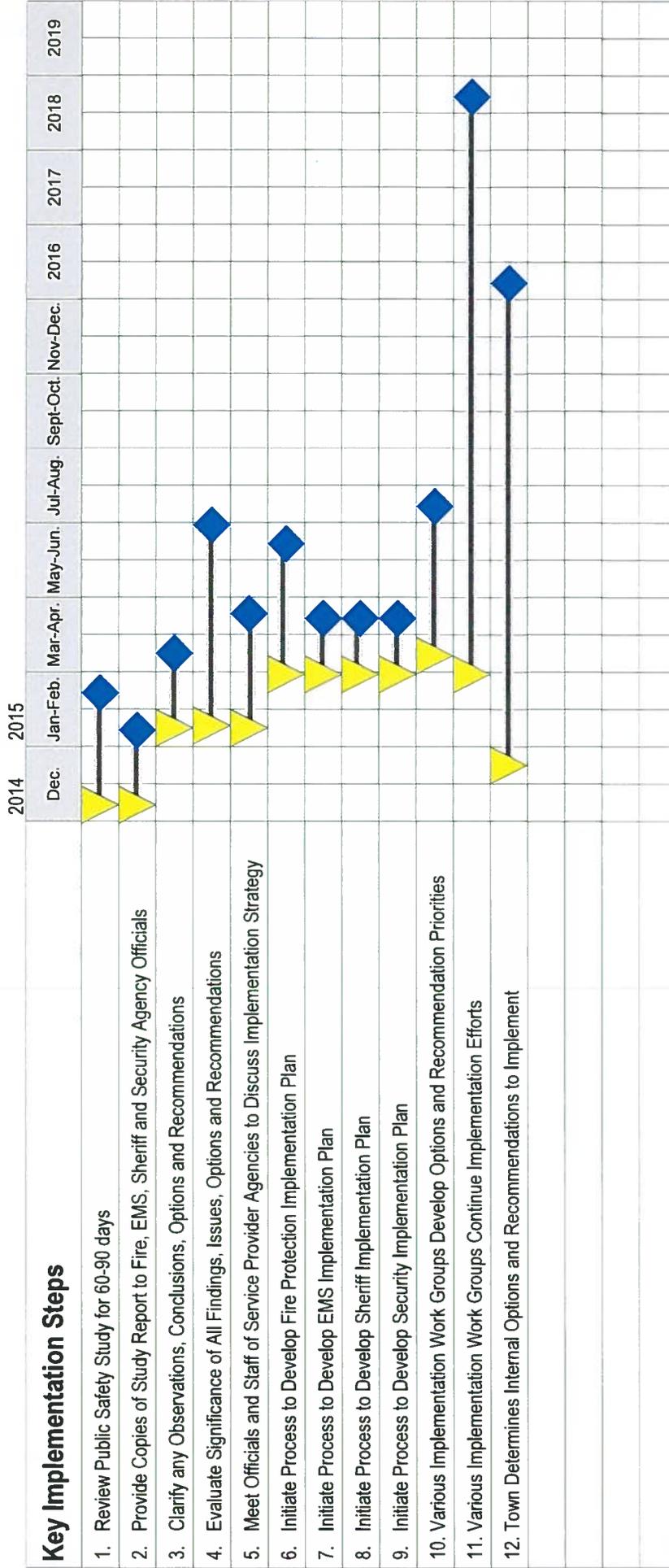


Public Safety Plan Implementation

Kiawah Island, SC

Project Timeline Schedule

Page One of One



STUDY RECOMMENDATIONS

RECOMMENDATIONS — FIRE PROTECTION SERVICES

- 3-1 The STJFD should consider a deployment strategy for the Town of Kiawah that includes staffing for its current apparatus and two quick response vehicles (QRV) with fast fire attack and basic life support capabilities.
- 3-2 The STJFD should train on and adopt standard operating guidelines for safe structural firefighting that incorporates the tactical firefighting recommendations for modern building construction.
- 3-3 STJFD should ensure that all company officers assigned to Stations 4 and 6 are trained to be competent incident commanders for major incidents involving structure fires and mass casualty incidents.
- 3-4 The Town of Kiawah Island should consider requiring residential sprinkler systems in all new construction of one- and two-family dwellings. In the absence of fire sprinklers, all properties in the Town should be equipped with monitored fire and/or smoke alarm systems.
- 3-5 Kiawah Island Utility should paint the bonnets of its fire hydrants in accordance with NFPA 291 to identify their rated water capacities.
- 3-6 STJFD and the Town should implement a public fire safety education program to inform the owners of single family dwelling about the dangers of heavy vegetation around their homes.
- 3-7 The Study Team strongly supports the current arrangement between the Town and STJFD for fire protection. However, if STJFD is unwilling to consider future service level improvements for the Town of Kiawah Island, then Town officials should consider alternative fire service delivery models, such as forming a municipal fire department or contracting for service with another agency such as the City of Charleston.

RECOMMENDATIONS — EMERGENCY MEDICAL SERVICES

- 4-1 The Town of Kiawah Island should encourage its Fire District Commission representatives to encourage STJFD to continue the full deployment of EMT-B trained personnel within its ranks.
- 4-2 A single centrally located facility suggested at Governor's Drive and Flyway is optimally inadequate to reach all areas of the island within industry suggested response parameters. Any adopted concept should include more than one station or units for positioning.
- 4-3 The Town of Kiawah Island should use alternate destinations of care for EMS units, where appropriate.
- 4-4 The Town of Kiawah Island should encourage its EMS providers to evaluate the feasibility of Community Para-medicine.
- 4-5 The Town of Kiawah ought to keep in the forefront of discussion that two critical elements of timely paramedic care include clinical skill and transportation capability.
- 4-6 The Town of Kiawah Island should contractually restrict any supplemental funded EMS concept option to be dedicated to incidents within the town limits.
- 4-7 The Town of Kiawah Island could elect to maintain the status quo. This will not solve the issues related to paramedic level care delay nor transportation delay.
- 4-8 The Town of Kiawah Island could fund a county ambulance stationed on Kiawah Island. While this would conceptually solve the paramedic level care and transportation delay issues, the County EMS organization cannot guarantee that this unit would not be incorporated into the system as a whole and be deployed elsewhere on a routine basis and especially upon returns from the hospitals nearest and within the City of Charleston. Many aspects of an EMS organization, such as skilled technicians, 911 dispatching, administrative and medical oversight, are already in place.

- 4-9 The Town of Kiawah Island could create a municipal EMS organization, either at a volunteer or career level. The volunteer option is not recommended due to the difficulty in staffing and reliability in response experienced in volunteer EMS organizations. A career staffed department would similarly require significant capital and recurring costs along with administrative oversights. Additionally, several aspects of staff hiring and training issues come along with logistical aspects of stationing and dispatch. The low volume of service calls within the Town of Kiawah Island will likely lead to less practiced providers.
- 4-10 The Town of Kiawah Island could encourage the STJFD to implement a transport engine vehicle to solve the transport delay issue that exists currently. If trained to the paramedic level, the firefighters would also reduce the time to advanced care for critically ill patients.
- 4-11 The Town of Kiawah Island should evaluate the costs of a private contracted EMS provider at the paramedic level. This would solve both the delays in paramedic care and transportation. Higher practiced technicians can be found in this model and overhead costs could significantly be reduced.
- 4-12 The Town of Kiawah Island could fund a county EMS QRV. While this would solve the paramedic care delay, it does not solve the transportation delay. High practiced providers lend a significant advantage to a critical patient.
- 4-13 The Town of Kiawah Island could municipally fund its own EMS QRV. Similar to 4-12 above, the transportation delay issue is left unresolved. Higher overhead costs and minimally practiced providers are concerns with this option.
- 4-14 The Town of Kiawah Island could encourage STJFD to pursue paramedic level training and service. However, this does not solve the transportation delay unless 4-10 above is also implemented. Lower practiced providers could result from the relatively lower volume of service calls on Kiawah Island, unless the firefighters are rotated through stations.
- 4-15 The Town of Kiawah Island could investigate the feasibility that the services from the Sheriff's Department include that of a first responder. Trained at the EMT-B level, Sheriff Department first responders would create additional resources to Town residents. Trained at the paramedic level, Sheriff Department first

responders would solve the paramedic care delay issue, but not the transportation delay concern.

4-16 The Town of Kiawah Island could inquire if the Security organization has an interest in becoming first responders. Trained at the EMT-B level, the Security organization first responders would create additional resources to Town residents. Trained at the paramedic level, the Security organization first responders would solve the paramedic care delay issue, but not the transportation delay concern.

4-17 The Town of Kiawah Island could also utilize its Beach Patrol as first responders for off beach incidents with proper training and equipment. Trained at the EMT-B level, Beach Patrol first responders would create additional resources to Town residents. Trained at the paramedic level, Beach Patrol first responders would solve the paramedic care delay issue, but not the transportation delay concern.

RECOMMENDATIONS — POLICE AND SECURITY SERVICES

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