

**MAYOR:**  
Bradley D. Belt

**TOWN ADMINISTRATOR:**  
Stephanie Tillerson

**TOWN ATTORNEY:**  
Stafford J. McQuillin III



**MAYOR PRO TEMPORE:**  
Dr. Michael Heidingsfelder

**COUNCIL MEMBERS:**  
Russell A. Berner  
E. Luke Farrell  
Madeleine Kaye

**WAYS & MEANS COMMITTEE MEETING**  
**Municipal Center Council Chambers**  
**May 7, 2024, 10:00 am**

**AGENDA**

- I. **Call to Order:**
- II. **Pledge of Allegiance**
- III. **Roll Call:**
- IV. **Approval of Minutes:**
  - A. Minutes of the Ways and Means Committee Meeting of April 2, 2024 [Tab 1]
- V. **Citizens' Comments (Agenda Items Only):**
- VI. **Old Business:**

None
- VII. **New Business:**
  - A. Review and Recommendation to the Town Council for Approval of the Fiscal Year 2024/2025 SATAX - State Accommodations Tax Funding Recommendation Amounts [Tab 2]
  - B. Review and Recommendation to Town Council for Approval of the Fiscal Year 2024/2025 Budget [Tab 3]
  - C. Review and Recommendation to the Town Council for Approval of the Consultant to Conduct the Municipal Law Enforcement Coverage Feasibility Study [Tab 4]
  - D. Review and Recommendation to the Town Council for Approval of Conducting the Kiawah Island Parkway Annual Traffic Counts [Tab 5]
  - E. Review and Recommendation to the Town Council for Approval of the Purchase of a UTV – Utility Task Vehicle [Tab 6]
  - F. Review and Recommendation to the Town Council for Approval for funding of the Charitable Grand Application from Habitat for Humanity [Tab 7]
- VIII. **Chairman's Report:**
- IX. **Treasurer's Report:**
  - A. Monthly Budget Report [Tab 8]
- X. **Citizens' Comments:**
- XI. **Committee Member's Comments:**
- XII. **Adjournment:**



Tab | 1

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## **WAYS AND MEANS**

### **Agenda Item**

# WORK IN PROGRESS

I apologize.... I did not complete the materials for this tab in time to include them. They will be sent to you via email to include with the materials.

Thanks for your patience,

*Petra*



Tab | 2

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## **WAYS AND MEANS**

### **Agenda Item**

**Town of Kiawah Island**  
**SATAX Committee Funding Recommendations**  
**FY 2024/2025**

Tab #	Project	Applicant Sponsor	2024/2025 Application Request	SATAX Committee Funding Recommendation
5	Destination Marketing & Advertising	Andell Inn	\$ 484,000.00	\$ 212,500.00
6	Rentals Advertising and Marketing	Akers Ellis	\$ 148,000.00	\$ 123,000.00
7	Events Promotion	Freshfields Village / Freshfileds (EDENS) LLC	\$ 35,000.00	\$ 35,000.00
8	Tourism Marketing & Advertising	Freshfields Village / Freshfileds (EDENS) LLC	\$ 65,000.00	\$ 65,000.00
9	Garden & Gun + Freshfields Village / Kiawah Partnership	Freshfields Village / Freshfileds (EDENS) LLC	\$ 160,000.00	\$ 145,000.00
10	Kiawah Island Map & Guest Guide	Kiawah Island Community Association	\$ 5,500.00	\$ 5,000.00
11	Marketing of KI Events and Holiday Programing	Kiawah island Golf Resort	\$ 475,000.00	\$ 471,000.00
13	Advanced Medical Support	St. Johns Fire District	\$ 170,000.00	\$ 146,000.00
14	Eastern Bird Banding Association 2025 Annual Meeting	Town of Kiawah Island - Wildlife	\$ 16,700.00	\$ 16,000.00
15	Beach Patrol Services	Town of Kiawah Island	\$ 408,000.00	\$ 392,000.00
16	Charleston County Sheriff Deputies	Town of Kiawah Island	\$ 509,000.00	\$ 489,000.00
17	Charleston County Emergency Medical Services	Town of Kiawah Island	\$ 509,282.00	\$ -
	Enhanced Rescue Equipment	Barrier Island Ocean Rescue		
	#Discover Kiawah:A National Influencer Event	Freshfields Village / Freshfileds (EDENS) LLC		
	The Giving Tee Presented by Advance Kiawah	Kiawah Development Partners		
	US Amature Four-Ball Championship	Kiawah Island Club/Kiawah Island Club Holdings		
		<b>Totals for Year Ending</b>	<b>\$ 2,985,482.00</b>	<b>\$ 2,099,500.00</b>

Total Available for Funding	\$ 3,000,000.00	\$ 3,000,000.00
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Total in excess of Funding	\$ 14,518.00	\$ (900,500.00)
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**Tourism-related expenditures include:**

- 1 advertising and promotion of tourism so as to develop and increase tourist attendance through the generation of publicity
- 2 promotion of the arts and cultural events
- 3 construction, maintenance, and operation of facilities for civic and cultural activities including construction and maintenance of access and other nearby roads and utilities for the facilities
- 4 the criminal justice system, law enforcement, fire protection, solid waste collection, and health facilities when required to serve tourists and tourist facilities. This is based on the estimated percentage of costs directly attributed to tourists
- 5 public facilities such as restrooms, dressing rooms, parks, and parking lots
- 6 tourist shuttle transportation
- 7 control and repair of waterfront erosion
- 8 operating visitor information centers



Tab | 3

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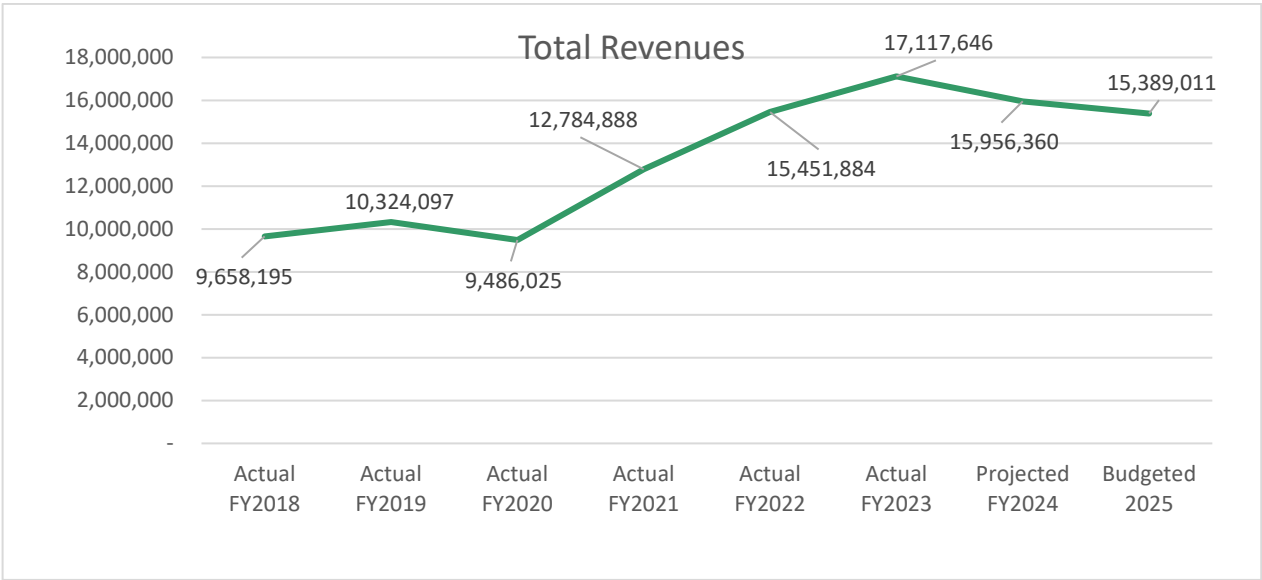
## **WAYS AND MEANS**

### **Agenda Item**

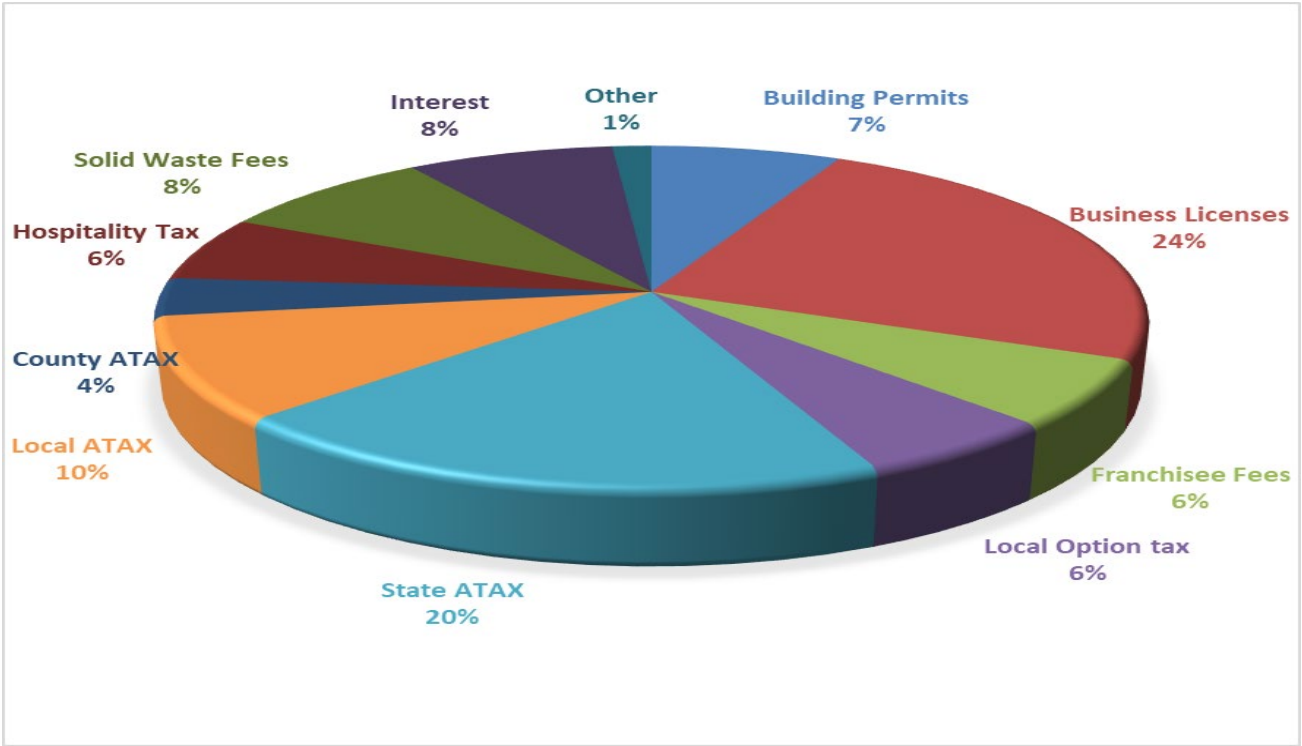
# NARRATIVE HIGHLIGHTS

## REVENUES

Since the onset of the Covid-19 pandemic, the Town has diligently assessed its impact on revenue streams. The Town temporarily experienced a sharp drop in revenues at the end of fiscal year FY2020, however revenues returned to normal in early fiscal year FY2021 and continued to rise to the point of record high revenue collection in fiscal year FY2023. The Town remains well positioned to enter the next fiscal year to provide the highest level of services for the residents and customers while simultaneously continuing to build reserve balances for any future events that may require emergency funds.

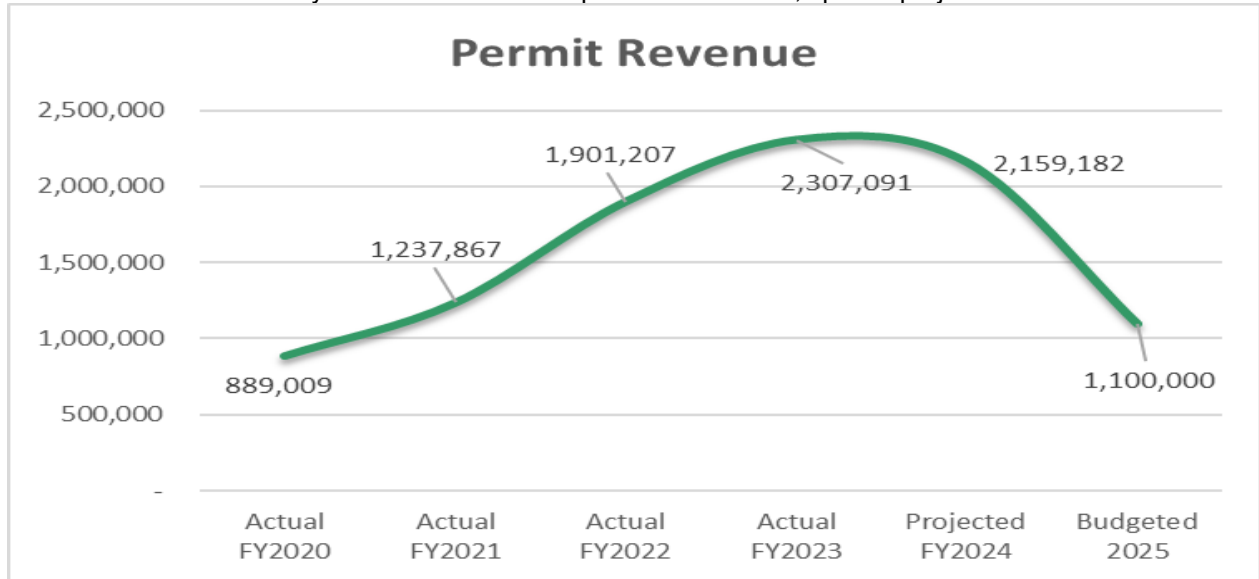


Overall, the total FY2025 budgeted revenues of \$15.3M are 5%, or \$729K lower than current year projections. The chart below presents a makeup of the Town's budgeted revenue sources FY25.

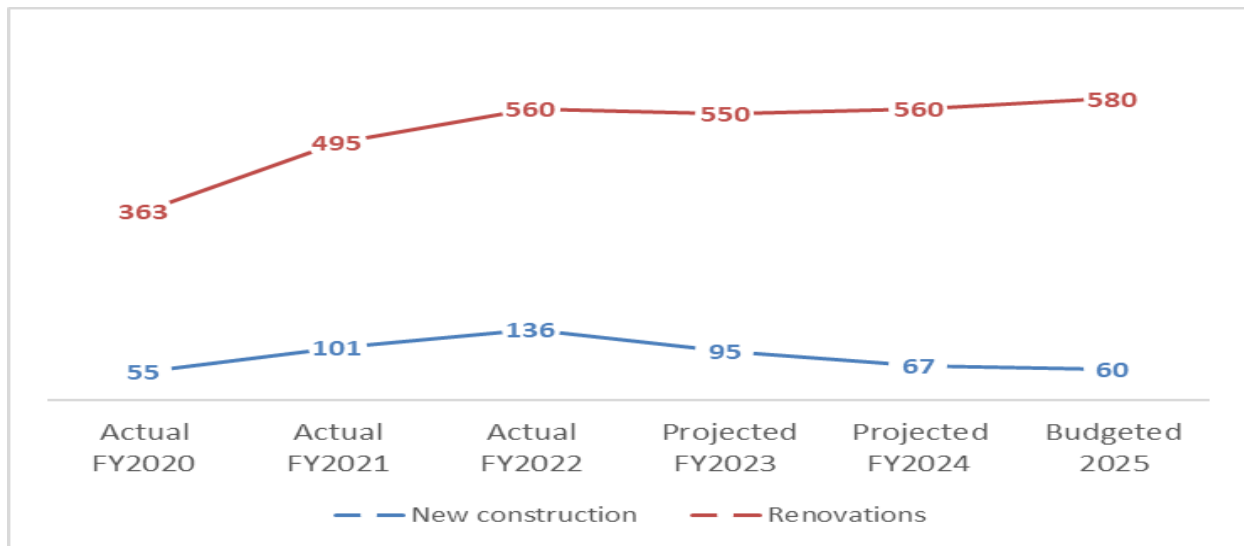


The comparisons below are made to FY2024 projected revenues.

- ✓ Building Permits revenue is estimated to decrease 8%, or \$100K, primarily due to an estimated slowdown in new construction activity on the Island and no plans for one-time, special projects on the Island.



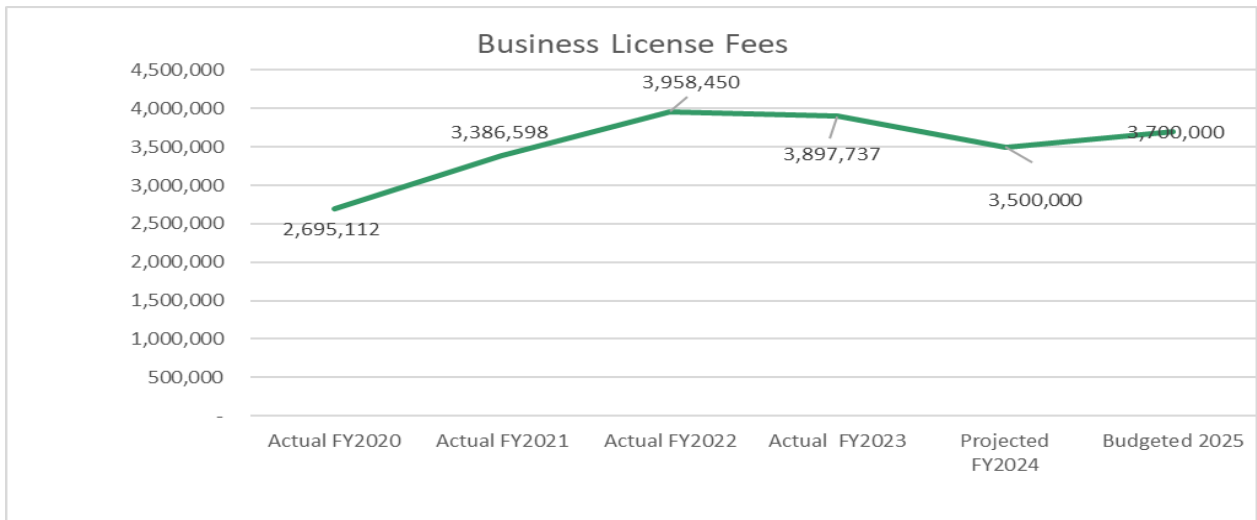
The five-year average for the new construction permits is approximately \$10,000 and for renovation projects is \$750. Based on the same averages we are anticipating a decrease in permits for the new construction and a slight increase in renovation projects. The chart below shows the number of permits issued in each category over 5-year period and budget.



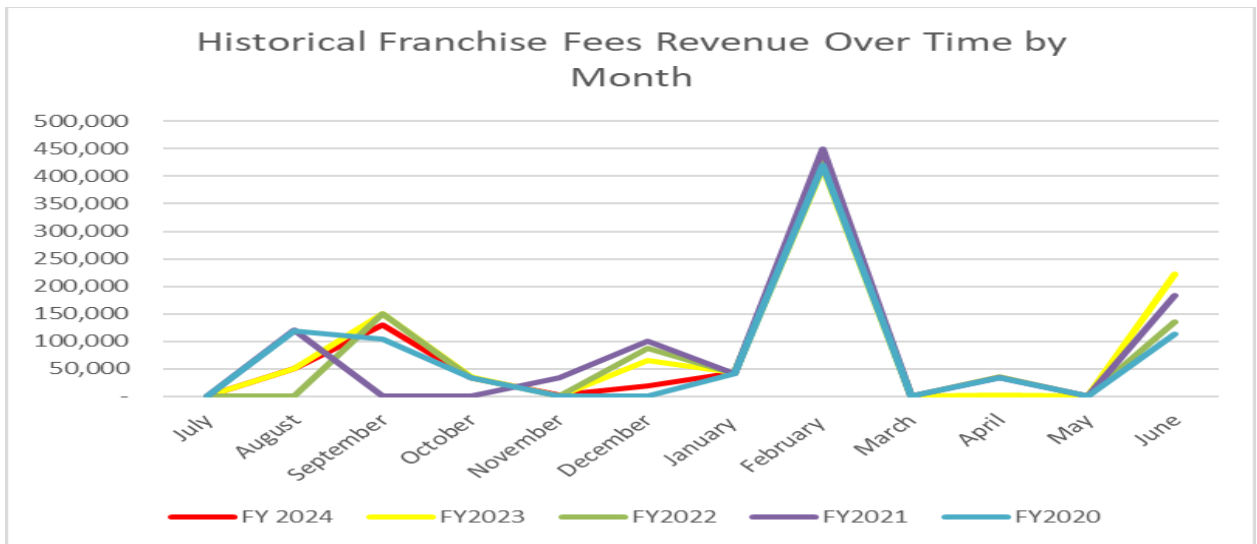
Building Permits from Special Projects are budgeted to decrease 100%, or \$960K. At this time there are no special projects planned for the next fiscal year.

- ✓ Business Licenses revenue is budgeted to increase 7%, or \$250K. The increase is primarily attributable to the increasing cost of goods and services and additional enforcement efforts. Based on the historical averages, we are budgeting to issue 2,000 standard business licenses with the average cost of \$1,200 per license and about 1,400 short term rental licenses with the average cost of \$350 per license, collect approximately \$400,000 in short term rental application fees, and \$500,000 from Municipal Association of SC Collection Program for the insurance companies.

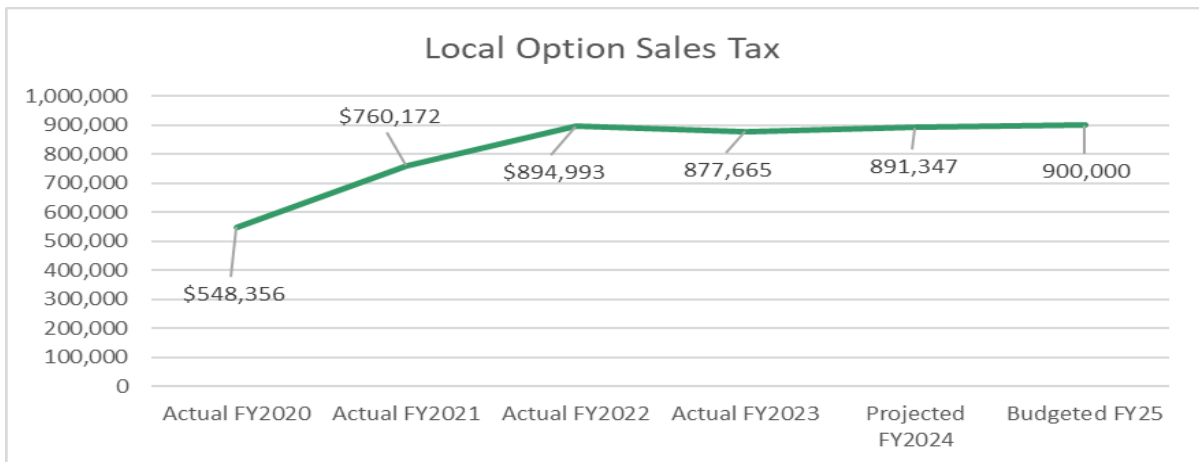




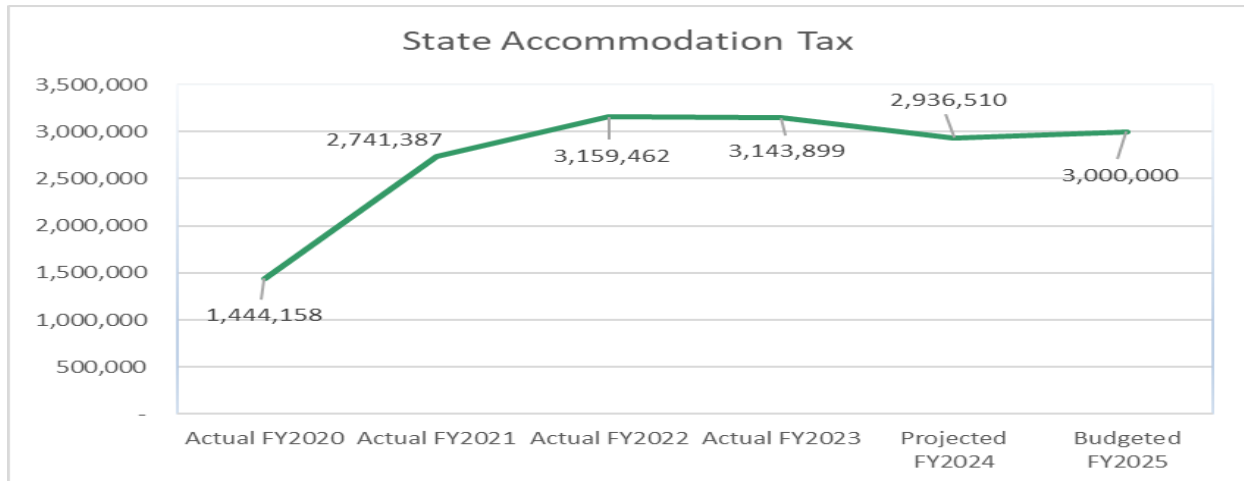
- ✓ Franchise Fees with Berkley Electric Company, Beach Services, and Other Franchise fees are anticipated with no change at \$970,000. The chart below shows seasonality in collection of those fees over a 5-year period.



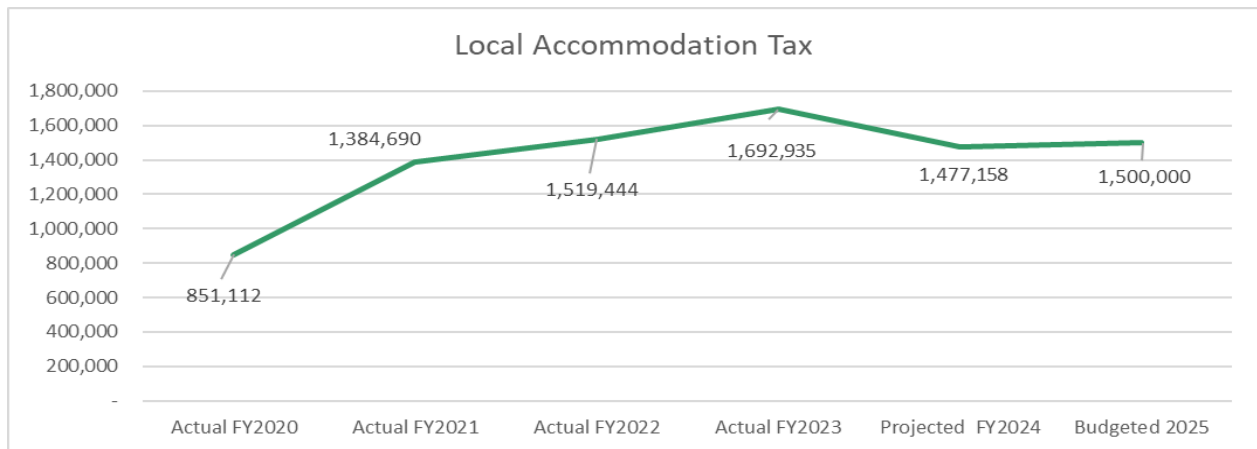
- ✓ Local Option Sales Tax is budgeted 1%, or \$9K higher than current year projections based on the recent years' averages and the inflation on goods sold.



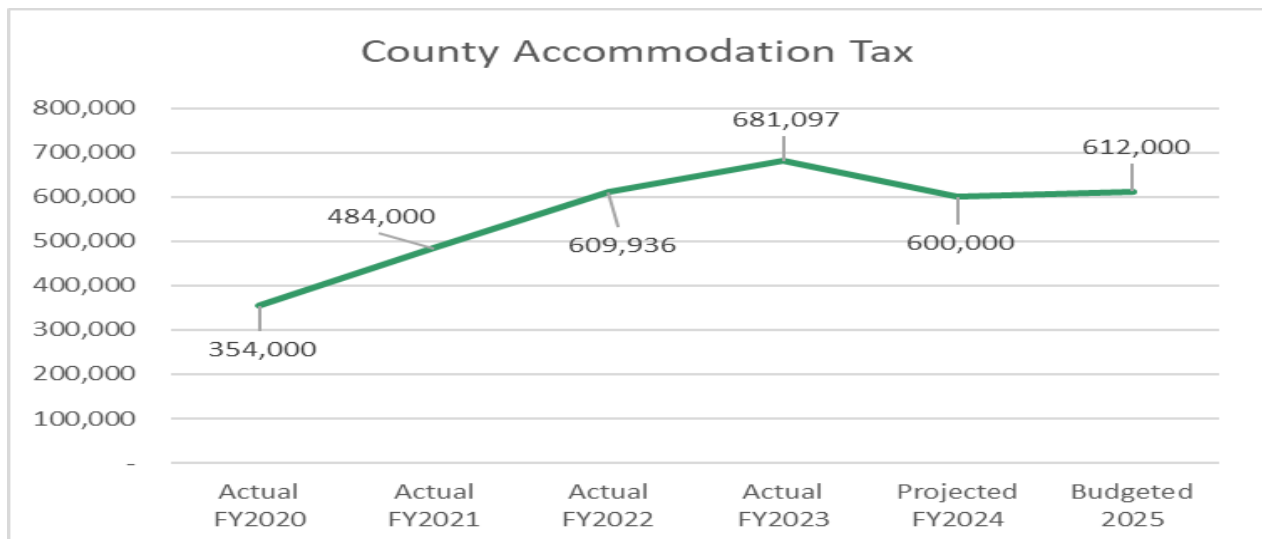
- ✓ State Accommodation Tax revenue is anticipated to increase 2%, or \$63K. We predict volume of tourists on the Island comparable to the current year, however the higher accommodation prices should increase tourism-generated revenues.



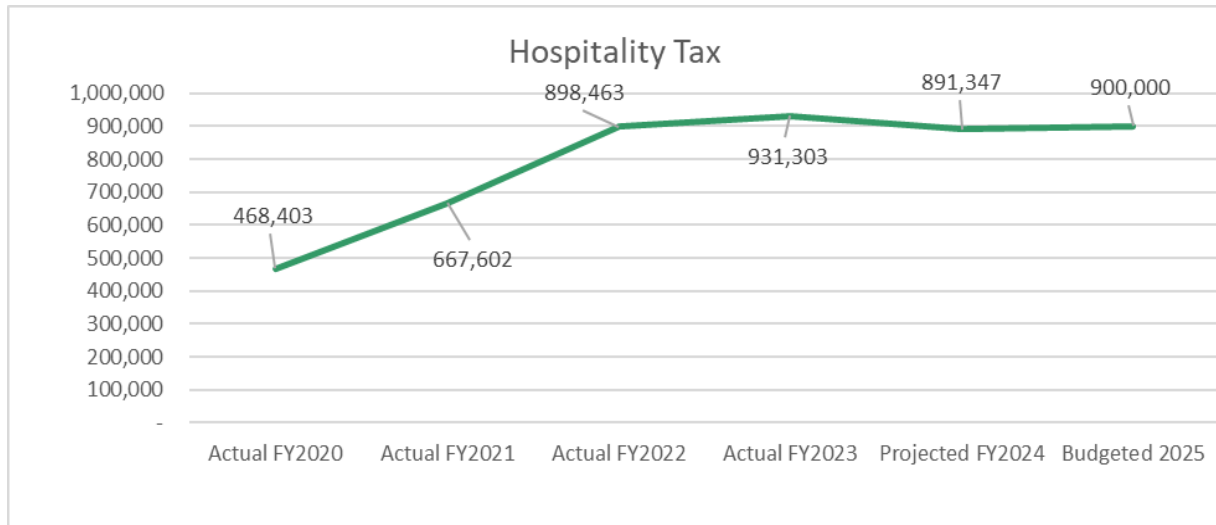
- ✓ Local Accommodation Tax revenue is budgeted with a 2%, or a \$23k increase.



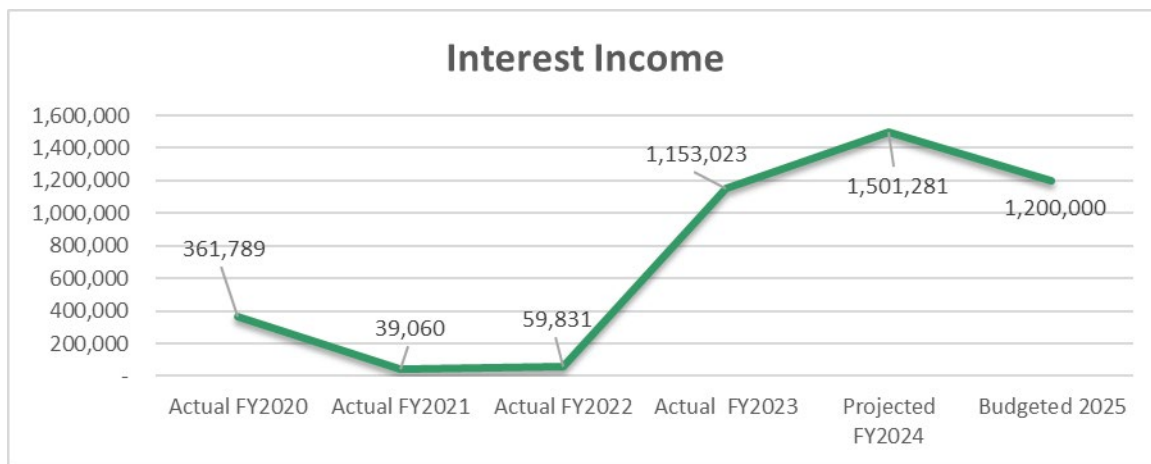
- ✓ County Accommodation Tax revenue is budgeted to increase 2%, or \$12K.



- ✓ Hospitality Tax revenue is budgeted to increase 1%, 9K.



- ✓ Solid Waste revenue is budgeted to increase 67%, or \$428K due to changes in the garbage collection contractor and an increase in the contract price. It is budgeted at \$1M.
- ✓ Interest Revenue is budgeted to decrease 20%, or \$300K, based on the forecasted slow gradual decrease in the rates of return on the Town's investments. It is budgeted at \$1.2M.



- ✓ Other revenues include the following sources:
  1. Aid to Subdivision – \$52k, an increase of 5%, or \$2k.
  2. Planning Fees - \$10K, no change.
  3. Court Fees & Fines - \$30K, no change.
  4. Beverage Permits revenue - \$45K, no change.
  5. Victim's Assistance Fees - \$10K, no change.
  6. Miscellaneous revenue - \$35K, 83%, or \$165K decrease due to onetime reimbursement from Charleston County Sheriffs Office for the book value of the deputies' vehicles and equipment in the amount of \$161K in the current fiscal year.

## EXPENDITURES

Overall, the total FY2024/2025 budgeted expenditures of \$14.8M are 26%, or \$3.1M, higher when compared to the current year FY2023-2024 projections and 33%, or \$3.7M, higher than FY2022-2023 actual expenditures.

✓ The personnel cost shows a 19%, or \$603K increase compared to FY2024 projected. This increase is attributable to the following items:

1. The Budget draft includes an aggregated total of 10%, or \$214K, for salary increases included in the Administration department.
2. The budget includes funding for 28 existing full-time employees, the approved yearly intern for the Planning Department (\$20K), new intern for Kiawah Go Green Initiative(\$20K), and 1 new full-time employee, compared to 25.5 FTEs in the current year's projections.
  - The new employee request is for the Revenue Auditor in the Finance Department; full compensation, including taxes and benefits, is \$98K. The estimated benefit of this position is \$50K which is included in Business Licenses revenue in the budget draft. The Auditor will perform professional audits of accounting books and records of business firms to enforce compliance with revenue laws and rules and determine tax liability resulting from the audits.

Major work responsibilities include the following:

- Reviews and monitors various Town revenue sources such as business license tax approximately (approx. 3,400 businesses), local option sales tax (approx. 350 businesses), accommodation taxes (approx. 1,400 businesses), hospitality taxes (approx. 30 businesses), and franchise fees.
  - Conducts revenue audits to identify non-payment or underpayment of business licenses, accommodation, and local option sale taxes.
  - Performs discovery audits to identify businesses operating in the Town without a valid business license, determine amounts owed, and bill for amounts due, including penalties and interest.
  - Investigates business license compliance through investigative procedures, including research of directories, newspaper advertisements, State and County accommodation tax data, and sales tax reports from the SC Department of Revenue.
3. The budget includes a 1%, or \$26K increase in the SC Retirement System, effective July 1, 2024.
  4. This budget includes an 11.8%, or \$76K increase in Town's health insurance contributions, effective January 1, 2025.

The following chart shows the history of the Town's employee's salaries for 5 years:

	FY21	FY22	FY23	FY24	Budgeted FY25
<b>Total salaries</b>	1,392,561	1,646,923	1,822,912	2,152,469	\$ 2,542,783
<b>FTE</b>	19.0	20.0	23.0	25.5	29.0
<b>Average \$ per FTE</b>	73,293	82,346	79,257	84,411	87,682
<b>Average % change per FTE</b>	4%	12%	-4%	7%	4%

✓ The Public Safety cost is budgeted 116%, or 378K higher than current year projections. This increase is attributable to a 38% raise in the hourly pay rate for the deputies, effective Feb 6, 2024, and anticipated increase in coverage for which we have seen a few first signs with onboarding of new Deputies. We anticipate 50% coverage of the total contracted hours on all three shifts.

✓ STR Code Enforcement and Beach Patrol cost is budgeted with no change.

✓ Utilities and Supplies show an increase of 12%, or \$27K, and consist of the following line items:

1. Utilities are budgeted with no change.
2. Supplies show a 2%, or \$1.5K increase to account for staff growth.
3. Minor Assets show a 111%, or \$25K increase, mostly related to requests for \$10K for Kiawah Island Parkway cameras and a few laptop replacements.

✓ Communication costs are budgeted to increase by 3% or 2K.

✓ Waste management cost is budgeted to increase 42%, or 642K to account for the new solid waste collection contract with Trident.

- ✓ Insurance cost is estimated to increase 11%, or \$22K.
- ✓ Professional Services are budgeted with no change and include the following:
  1. \$250K for legal services, no change.
  2. \$10K for the Town Prosecutor, no change.
  3. \$30K for annual audit, no change.
- ✓ Consultant cost shows a 61%, or \$197K increase. Under the line-item Consultants, funding was budgeted for various services, including:
  1. \$105K for a third-party building inspector (as approved recently), assuming 50% of the full assignment, \$75K increase.
  2. \$200K for Zoning Codes update (as approved recently). This is approved for the current year's budget; however, this engagement is moved to FY25. The current year's projections have been updated to reflect no cost, and it is a new request for next year.
  3. \$20K for traffic counts, \$10K decrease.
  4. \$25K for FGP HR services, \$10K increase.
  5. \$30.5K for annual actuarial evaluation, and miscellaneous consulting services, no change.
  6. \$8.5K for deer removal/ processing, no change.
  7. \$6K for stenographers, no change.
  8. \$10K for documents management, no change.
  9. \$100K placeholder for GIS & Shapefiles project. Hiring a consultant to develop models would help with planning functions and interactive mapping and information for public use. This is a new request.
  10. \$50K placeholder for incidental road projects, new request.
- ✓ Maintenance cost shows a 7%, or \$40K increase, to account for increased fleet and additional software licenses for new employees.
- ✓ Travel & Training shows a 32%, or \$55K increase, compared to the current year's projections. The increase relates to the rise in the number of Town's employees.
- ✓ Rentals are budgeted with no change.
- ✓ Tourism & Recreation line item includes funding for various projects and initiatives. Funding for the State Accommodation Tax recipients (SATAX) is budgeted to increase 56%, or \$1M, to comply with the State Law that mandates spending of those funds within 2 years of their receipt. Other tourism-related expenditures are budgeted to increase by 28% or \$176K, mostly due to an increase in KI Conservancy funding for parking infrastructure and trail system development at conservation corridor along Bettsy Kerrison Parkway. Of \$200K requested, \$75K was already approved in the current budget for the development of trails, however, to ensure greater benefit for public and wildlife, the Conservancy is asking to reallocate those funds to the creation of public park and conservation corridor at different location. There are also slight increases in beach monitoring (new contract) and wildlife programs.

Funding Sources:	GF	SATAX	CATAX	LATAX	HTAX	Total
<b>Arts &amp; Cultural</b>	\$115,000			\$140,000	\$22,000	\$297,000
Same as the current year						
<b>Promotional Fund</b>		\$843,274				\$843,274
An increase of \$16k when compared to current-year projections.						
<b>SATAX Applicants*</b>		\$2,091,200				\$2,091,200
An increase of \$1,2M when compared to current-year projections.						
<b>Beach monitoring</b>			\$75,000			\$75,000
An increase of \$10K when compared to current-year projections.						
<b>Wildlife</b>			\$171,900	\$12,000		\$183,900
An increase of \$28K when compared to current-year projections.						
<b>KI Conservancy</b>			\$250,000			\$250,000
A decrease of \$250K when compared to current-year projections.						

\* Total for SATAX applicants does not include funding for deputies and beach patrol as included in other cost categories. We are assuming 70% of the total cost for the deputies and beach patrol will be funded from SATAX; therefore, SATAX applicants included in the Tourism and Recreation line item is reduced for those 2 applications.

- ✓ Charitable Contributions are budgeted with no change.
- ✓ Other Cost line item shows a 3%, or \$8K increase and includes the following:
  1. Contingency-\$100K
  2. Advertising-\$16K
  3. Printing-\$18K
  4. Catering-\$25K (includes Christmas dinner and venue cost)
  5. Community Activities- \$25K (includes Disaster Awareness and Volunteer Appreciation Events)
  6. Bank Cost-\$75K (includes banking and merchant fees)
  7. Deputies' vehicles and radio cost-\$24K
  8. Airmedcare cost-\$10k
  9. Dues & Subscriptions-\$10K
  10. Miscellaneous-\$40K
- ✓ The budget reflects requests for the following capital expenditures:
  1. \$225K- placeholder for the Town Hall extension for the growing staff
  2. \$205K (net of trade in value) for 3 replacements and 2 new vehicles:
    - Admin 2013 4Runner (35k miles)
    - Wildlife 2016 Toyota Tacoma (70K miles)
    - Building Department 2016 Toyota Tacoma (21K miles)
    - Wildlife - new
    - Planning - new
  3. \$200K placeholder for EV charging stations for the Town Hall and Freshfields
- ✓ The budget includes the following interfund transfers:
  1. \$118,000 from GF to AC -\$118,000 for Arts Council event
  2. \$211,540 from LATAX to AC for cultural events and partial salaries
  3. \$300,000 from LATAX to Capital Fund for future beach renourishment
  4. \$300,000 from LATAX to Capital Fund for an emergency fund
  5. \$29,750 from LATAX to GF for 35% of the cost for Beachwalker Dr and Kiawah Island Parkway enhancements
  6. \$45,000 from Beverage Tax Fund to Capital Fund for future infrastructure repairs
  7. \$22,000 from Hospitality Tax Fund to AC for cultural events
  8. \$180,000 from Hospitality Tax Fund to Capital Fund for future infrastructure repairs
  9. \$180,000 from Hospitality Tax Fund to Capital to emergency fund
  10. \$29,750 from Hospitality Tax Fund to GF for GF for 35% of the cost for Beachwalker Dr and Kiawah Island Parkway enhancements

Town of Kiawah Island  
Budget Draft FY2025  
All Funds Consolidated

	Actuals FY 2023	% of Total	Budgeted FY2024	Amended Budgeted FY2024	% of Total	Projected FY2024	% of Total	Budget FY2025	% of Total	FY2024 Projected Variance \$	FY2024 Projected Variance %	FY2023 Actual Variance \$	FY2023 Actual Variance %
Revenues:													
Building Permits	\$ 1,683,183	10%	\$ 1,200,000	\$ 1,200,000	8%	\$ 1,200,000	8%	\$ 1,100,000	7%	\$ (100,000)	-8%	\$ (583,183)	-35%
Building Permits/Special Proj	623,908	4%	300,000	959,182	6%	959,182	6%	-	0%	(959,182)	-100%	(623,908)	-100%
Business Licenses	3,897,737	23%	3,500,000	3,500,000	22%	3,500,000	22%	3,750,000	25%	250,000	7%	(147,737)	-4%
Franchisee Fees	984,706	6%	970,000	970,000	6%	970,000	6%	970,000	6%	-	0%	(14,706)	-1%
Local Option tax	961,847	6%	891,347	891,347	6%	891,347	6%	900,000	6%	8,653	1%	(61,847)	-6%
State ATAX	3,143,899	19%	2,936,510	2,936,510	19%	2,936,510	18%	3,000,000	20%	63,490	2%	(143,899)	-5%
Local ATAX	1,692,935	10%	1,477,158	1,477,158	9%	1,477,158	9%	1,500,000	10%	22,842	2%	(192,935)	-11%
County ATAX	681,098	4%	450,000	450,000	3%	600,000	4%	612,000	4%	12,000	2%	(69,098)	-10%
Hospitality Tax	931,309	6%	829,177	829,177	5%	891,347	6%	900,000	6%	8,653	1%	(31,309)	-3%
Solid Waste Fees	661,899	4%	640,000	640,000	4%	640,000	4%	1,068,000	7%	428,000	67%	406,101	61%
Interest	1,153,023	7%	1,176,281	1,501,281	10%	1,501,281	9%	1,200,000	8%	(301,281)	-20%	46,977	4%
Other	261,759	2%	224,536	224,536	1%	429,536	3%	267,012	2%	(162,524)	-38%	5,253	2%
Total Revenues	16,677,303	100%	14,595,007	15,579,189	100%	15,996,360	100%	15,267,011	100%	(729,349)	-5%	(1,410,292)	-8%
Expenses:													
Salaries	1,847,113	17%	2,030,719	2,152,469	13%	2,152,469	18%	2,551,083	17%	398,614	19%	703,970	38%
Overtime	8,502	0%	8,000	8,000	0%	11,800	0%	11,700	0%	(100)	-1%	3,198	38%
Benefits	606,985	5%	714,590	741,521	4%	741,521	6%	905,225	6%	163,704	22%	298,240	49%
Payroll Tax	162,029	1%	169,592	188,613	1%	188,613	2%	229,622	2%	41,010	22%	67,593	42%
Employee Subtotal	2,624,629	24%	2,922,901	3,090,603	18%	3,094,403	26%	3,697,630	25%	603,228	19%	1,073,001	41%
Public Safety	766,492	7%	736,569	350,000	2%	326,000	3%	703,779	5%	377,779	116%	(62,713)	-8%
STR Code Enforcement	324,410	3%	389,376	389,376	2%	389,376	3%	389,376	3%	-	0%	64,966	20%
Beach Patrol	584,000	5%	584,000	584,000	3%	584,000	5%	584,000	4%	-	0%	-	0%
Utilities & Supplies	300,685	3%	237,440	247,440	1%	232,850	2%	259,800	2%	26,950	12%	(40,885)	-14%
Communications	12,283	1%	11,460	11,460	0%	81,392	1%	81,920	1%	6,528	8%	15,637	22%
Waste Management	1,206,848	11%	1,278,000	1,278,000	8%	1,535,000	13%	2,177,000	15%	642,000	42%	970,152	80%
Insurance	173,909	2%	190,176	190,176	1%	202,673	2%	224,940	2%	22,267	11%	51,031	29%
Professional Services	249,415	2%	176,900	251,900	1%	279,900	2%	280,000	2%	100	0%	30,585	12%
Consultants	460,830	4%	488,000	618,803	4%	357,867	3%	555,000	4%	197,133	55%	94,170	20%
Maintenance	587,302	5%	556,000	556,000	3%	558,290	5%	599,000	4%	40,710	7%	11,698	2%
Travel & Training	45,029	0%	74,300	74,300	0%	76,000	1%	100,650	1%	24,650	32%	55,621	124%
Rentals	41,207	0%	46,000	46,000	0%	40,000	0%	40,000	0%	-	0%	(1,207)	-3%
Tourism & Recreations							0%						
SATAX Recipients	2,003,657		1,886,463	1,886,463	11%	1,886,463	16%	2,934,474	20%	1,048,011	56%	930,817	46%
Other	588,055		629,569	629,569	4%	629,569	5%	805,900	5%	176,331	28%	217,845	37%
Contributions	201,520	2%	200,000	200,000	1%	200,000	2%	200,000	1%	-	0%	(1,520)	-1%
Other	244,450	2%	353,920	375,528	2%	341,040	3%	343,520	2%	2,480	1%	99,070	41%
Capital Outlay:													
Building	97,492	1%	5,000,000	5,000,000	30%	-	0%	225,000	2%	225,000	-	127,508	131%
Infrastructure & Landscapin	135,303	1%	250,000	250,000	1%	506,583	4%	-	0%	(506,583)	-100%	(135,303)	-100%
Vehicles	213,670	2%	115,000	115,000	1%	115,000	1%	205,000	1%	90,000	78%	(8,670)	-4%
Other	46,307	0%	450,000	487,370	3%	100,000	1%	200,000	1%	100,000	-	153,693	332%
MUSC Pledge	200,000	2%	200,000	200,000	1%	200,000	2%	200,000	1%	-	0%	-	0%
Total Expenses	11,167,493	100%	16,842,074	16,897,987	100%	11,736,405	100%	14,812,989	100%	3,076,584	26%	3,645,496	33%
Net Changes in Fund Balance	\$ 5,509,810		\$ (2,247,066)	\$ (1,318,798)		\$ 4,259,954		\$ 454,022		\$ (3,805,933)		\$ (5,055,788)	

TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/25  
ALL FUNDS

	2024-2025 Budget										
	General Fund Budget	State Accom Tax Fund Budget	County Accom Tax Fund Budget	Local Accom Tax Fund Budget	Beverage Tax Fund Budget	Hospitality Tax Fund Budget	Victims Assist Fund Budget	Arts and Cultural Events	Capital Fund Budget	Emergency Fund Budget	Total Funds Budget
<b><u>Revenues &amp; Other Sources :</u></b>											
Accommodations Tax	\$ 189,087	\$ 2,810,913	\$ 612,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,112,000
Hospitality Tax	-	-	-	-	-	900,000	-	-	-	-	900,000
Aid to subdivisions	52,012	-	-	-	-	-	-	-	-	-	52,012
Zoning Permits	10,000	-	-	-	-	-	-	-	-	-	10,000
Business License Revenue	3,750,000	-	-	-	-	-	-	-	-	-	3,750,000
Building Permits	1,100,000	-	-	-	-	-	-	-	-	-	1,100,000
Building Permits/Special Projects	-	-	-	-	-	-	-	-	-	-	-
Local Option Sales Tax	900,000	-	-	-	-	-	-	-	-	-	900,000
Franchise Fee - Electric	430,000	-	-	-	-	-	-	-	-	-	430,000
Franchise Fee -Beach	400,000	-	-	-	-	-	-	-	-	-	400,000
Franchise Fee - Other	140,000	-	-	-	-	-	-	-	-	-	140,000
Fines & Forfeitures	30,000	-	-	-	-	-	10,000	-	-	-	40,000
Interest Revenue	525,000	50,000	65,000	150,000	-	110,000	-	-	299,000	1,000	1,200,000
Solid Waste Collections	1,068,000	-	-	-	-	-	-	-	-	-	1,068,000
Beverage Tax / Permits	-	-	-	-	45,000	-	-	-	-	-	45,000
Miscellaneous Revenue	35,000	-	-	-	-	-	-	85,000	-	-	120,000
Transfers In	-	-	-	-	-	-	-	351,540	525,000	480,000	1,356,540
<b>Total Revenues &amp; Other Sources</b>	<b>8,629,099</b>	<b>2,860,913</b>	<b>677,000</b>	<b>1,650,000</b>	<b>45,000</b>	<b>1,010,000</b>	<b>10,000</b>	<b>436,540</b>	<b>824,000</b>	<b>481,000</b>	<b>16,623,551</b>
<b><u>Expenditures &amp; Uses :</u></b>											
Salary and Benefits/Regular Employees	3,268,458	-	-	296,172	-	-	-	133,000	-	-	3,697,630
Salary and Benefits/Deputies	194,334	500,000	-	9,445	-	-	-	-	-	-	703,779
STR Code Enforcement	389,376	-	-	-	-	-	-	-	-	-	389,376
Beach Patrol	-	408,800	175,200	-	-	-	-	-	-	-	584,000
Utilities & Supplies	185,800	-	35,000	2,500	-	35,500	-	1,000	-	-	259,800
Communication	87,380	-	-	-	-	-	-	540	-	-	87,920
Waste Management	1,970,000	-	30,000	177,000	-	-	-	-	-	-	2,177,000
Professional Services	280,000	-	-	-	-	-	-	-	-	-	280,000
Consulting	555,000	-	-	-	-	-	-	-	-	-	555,000
Maintenance	441,100	-	26,900	-	-	131,000	-	-	-	-	599,000
Insurance	224,940	-	-	-	-	-	-	-	-	-	224,940
Travel & Training	96,650	-	-	-	-	-	-	4,000	-	-	100,650
Rentals	40,000	-	-	-	-	-	-	-	-	-	40,000
Tourism Related Cost	-	2,934,474	496,900	12,000	-	-	-	297,000	-	-	3,740,374
Contributions	200,000	-	-	-	-	-	-	-	-	-	200,000
Capital Outlay	460,250	-	-	140,000	-	29,750	-	-	-	-	630,000
Other	432,520	-	-	-	-	-	10,000	1,000	-	-	443,520
Transfers Out	118,000	-	-	811,540	45,000	382,000	-	-	-	-	1,356,540
<b>Total Expenditures &amp; Uses</b>	<b>9,043,808</b>	<b>3,843,274</b>	<b>764,000</b>	<b>1,448,658</b>	<b>45,000</b>	<b>578,250</b>	<b>10,000</b>	<b>436,540</b>	<b>-</b>	<b>-</b>	<b>16,169,529</b>
<b>Change in Fund Balance</b>	<b>\$ (414,709)</b>	<b>\$ (982,361)</b>	<b>\$ (87,000)</b>	<b>\$ 201,342</b>	<b>\$ -</b>	<b>\$ 431,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 824,000</b>	<b>\$ 481,000</b>	<b>\$ 454,022</b>



TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/2025  
ALL FUNDS

	General Fund	State Accom Tax	County Accom Tax	Local Accom Tax	Beverage Tax	Hospitality Tax	Victims Assist	Arts and Cultural	Capital Fund	Emergency Fund	Consolidated
BEGINNING FUND BALANCE - 6/30/23 AUDITED	\$ 19,899,756	\$ 1,726,491	\$ 1,712,848	\$ 1,883,532	\$ -	\$ 1,269,164	\$ 21,176	\$ -	\$ 6,871,752	\$ 1,168,965	\$ 34,553,684
SOURCES:											
REVENUES	9,356,827	2,758,768	690,887	1,704,157	50,000	1,038,852	10,000	60,000	301,868	30,000	16,001,360
TRANSFERS IN	-	-	-	-	-	-	-	402,940	523,701	473,701	1,400,342
TOTAL	9,356,827	2,758,768	690,887	1,704,157	50,000	1,038,852	10,000	462,940	825,569	503,701	17,401,702
USES:											
EXPENDITURES	6,495,338	2,887,209	506,200	360,817	-	217,318	10,000	462,940	-	-	10,939,823
CAPITAL OUTLAY	316,436	-	-	202,574	-	202,574	-	-	-	-	721,583
TRANSFERS OUT	151,020	-	-	820,783	50,000	378,539	-	-	-	-	1,400,342
TOTAL	6,962,793	2,887,209	506,200	1,384,174	50,000	798,431	10,000	462,940	-	-	13,061,748
ENDING FUND BALANCE - 6/30/24 PROJECTED	22,293,790	1,598,050	1,897,535	2,203,515	-	1,509,586	21,176	-	7,697,321	1,672,666	38,893,638
SOURCES:											
REVENUES	8,629,099	2,860,913	677,000	1,650,000	45,000	1,010,000	10,000	85,000	299,000	1,000	15,267,011
TRANSFERS IN	-	-	-	-	-	-	-	351,540	525,000	480,000	1,356,540
TOTAL	8,629,099	2,860,913	677,000	1,650,000	45,000	1,010,000	10,000	436,540	824,000	481,000	16,623,551
USES:											
EXPENDITURES	8,495,309	3,843,274	764,000	467,368	-	166,500	10,000	436,540	-	-	14,182,990
CAPITAL OUTLAY	430,500	-	-	169,750	-	29,750	-	-	-	-	630,000
TRANSFERS OUT	118,000	-	-	811,540	45,000	382,000	-	-	-	-	1,356,540
TOTAL	9,043,809	3,843,274	764,000	1,448,658	45,000	578,250	10,000	436,540	-	-	16,169,530
NET CHANGE	(414,709)	(982,361)	(87,000)	201,342	-	431,750	-	-	824,000	481,000	454,022
ENDING FUND BALANCE - 6/30/25 BUDGETED	\$ 21,879,081	\$ 615,689	\$ 1,810,535	\$ 2,404,857	\$ -	\$ 1,941,335	\$ 21,176	\$ -	\$ 8,521,321	\$ 2,153,666	\$ 39,347,660

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
GENERAL FUND

Actuals FY 2023		2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/16/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>GENERAL FUND</b>													
<b>REVENUES:</b>													
BUSINESS LICENSE REVENUE	\$ 3,446,883	\$ 3,100,000	3,100,000	\$ 601,823	\$ 3,100,000	3,350,000	\$ 250,000	8%	\$ 250,000	8%	\$ (96,883)	-3%	Based on historical averages plus an increase for inflation
STR APPLICATION FEES	450,854	400,000	400,000	30,200	400,000	400,000	-	0%	-	0%	(50,854)	-11%	Based on CY actuals
STATE ACCOMMODATIONS TAX	180,252	177,741	177,741	106,032	177,741	189,087	11,345	6%	11,345	6%	8,835	5%	First \$25K plus 5% of SATAX
AID TO SUBDIVISION	47,764	49,536	49,536	24,766	49,536	52,012	2,476	5%	2,476	5%	4,248	9%	Based on estimates from the State
SOLID WASTE REVENUE	661,899	640,000	640,000	639,185	640,000	1,068,000	428,000	67%	428,000	67%	406,101	61%	Based on number of subscribers for different service types, with the new pricing
PLANNING FEES	15,762	10,000	10,000	8,990	10,000	10,000	-	0%	-	0%	(5,762)	-37%	Based on current year actuals
BUILDING PERMITS	1,683,183	1,200,000	1,200,000	1,054,604	1,200,000	1,100,000	(100,000)	-8%	(100,000)	-8%	(583,183)	-35%	Based on historical averages
BUILDING PERMITS/SPECIAL PROJECTS	623,908	300,000	959,182	959,182	959,182	-	(300,000)	-100%	(959,182)	-100%	(623,908)	-100%	No special projects expected
LOCAL OPTIONS SALES TAX	961,847	891,347	891,347	527,121	891,347	900,000	8,653	1%	8,653	1%	(61,847)	-6%	Based on historical averages plus an increase for inflation
FRANCHISE FEE - ELECTRIC	417,048	430,000	430,000	-	430,000	430,000	-	0%	-	0%	12,952	3%	Based on current year actuals
FRANCHISE FEE - BEACH SERVICE	414,770	400,000	400,000	199,500	400,000	400,000	-	0%	-	0%	(14,770)	-4%	\$300k or 30% of Island Beach Services gross receipts
FRANCHISE FEES - OTHER	152,888	140,000	140,000	79,504	140,000	140,000	-	0%	-	0%	(12,888)	-8%	Based on the contracts with AT&T, Comcast, KIGR
COURT FEES, FINES & FORF	33,312	30,000	30,000	22,072	30,000	30,000	-	0%	-	0%	(3,312)	-10%	Based on CY actuals
INTEREST REVENUE	410,234	500,480	600,480	498,953	600,480	525,000	24,520	5%	(75,480)	-13%	114,766	28%	Rate of return -4%
MISCELLANEOUS REVENUE	46,449	35,000	35,000	195,049	200,000	35,000	-	0%	(165,000)	-83%	(11,449)	-25%	
<b>TOTAL REVENUES</b>	<b>9,547,053</b>	<b>8,304,104</b>	<b>9,063,286</b>	<b>4,946,981</b>	<b>9,228,286</b>	<b>8,629,099</b>	<b>324,995</b>	<b>4%</b>	<b>(599,187)</b>	<b>-6%</b>	<b>(917,954)</b>	<b>-10%</b>	
<b>OTHER FINANCING USES/SOURCES:</b>													
DEFICIENCY OF REVENUES OVER EXPENDITURES	-	3,112,002	2,843,201	-	-	414,709	(2,697,293)	-	-	-	-	-	
<b>TOTAL REVENUES &amp; OTHER SOURCES</b>	<b>\$ 9,547,053</b>	<b>\$ 11,416,106</b>	<b>\$ 11,906,487</b>	<b>\$ 4,946,981</b>	<b>\$ 9,228,286</b>	<b>\$ 9,043,808</b>	<b>\$ (2,372,298)</b>	<b>-21%</b>	<b>\$ (184,478)</b>	<b>-2%</b>	<b>\$ (503,245)</b>	<b>-5%</b>	
Actuals FY 2023		2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/28/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>EXPENDITURES:</b>													
SALARIES, PR TAXES & BENE/REG EMPLOYEES	2,607,435	2,826,221	3,087,303	1,798,409	3,109,403	3,697,630	871,409	31%	588,228	19%	1,090,195	42%	Salaries for 24 current employees
SALARIES	1,847,113	1,978,669	2,152,469	1,244,426	2,152,469	2,551,083	572,414	29%	398,614	19%	703,970	38%	
OVERTIME	8,502	4,700	4,700	6,721	11,800	11,700	7,000	149%	(100)	-1%	3,198	38%	
BENEFITS	596,512	677,012	741,521	425,344	741,521	875,225	198,213	29%	133,704	18%	278,713	47%	
PAYROLL TAXES	155,308	165,840	188,613	121,918	188,613	229,622	63,783	38%	41,010	22%	74,314	48%	Salaries for off duty deputies. No Longer existing Contract with Island Services for after hours code enforcement Contract with Island Services for beach patrol
TUITION REIMBURSEMENT	-	-	-	-	15,000	30,000	30,000	-	15,000	-	30,000	-	
SALARIES, PR TAXES & BENE/DEPUTIES	402,786	390,619	326,000	205,497	326,000	703,779	313,160	80%	377,779	116%	300,993	75%	
DEPUTIES CONTRACTED WITH CCSO	363,706	345,950	-	-	-	-	(345,950)	-100%	-	-	(363,706)	-100%	
STR CODE ENFORCEMENT	324,410	389,376	389,376	168,338	389,376	389,376	-	0%	-	0%	64,966	20%	Based on current year actuals Estimate for supplies, uniforms Estimate for computers replacement and small equipment Based on current year actuals
BEACH PATROL	584,000	584,000	584,000	340,667	584,000	584,000	-	0%	-	0%	-	0%	
UTILITIES & SUPPLIES:													
UTILITIES	113,788	125,000	125,000	75,428	125,000	125,000	-	0%	-	0%	11,212	10%	
GENERAL	77,266	73,940	83,940	42,269	84,850	86,300	12,360	17%	1,450	2%	9,034	12%	Based on current year actuals for Town's employees Cost for landline, internet and cable Based on Trident contract Printing UB invoices, business license and contractors decals Town Attorney, Prosecutor and annual audit Estimate for various consulting work Building maint., Island wide landscaping and road maint., and software maint.
MINOR ASSETS	109,631	20,500	38,500	18,964	23,000	48,500	28,000	137%	25,500	111%	(61,131)	-56%	
ADVERTISING	9,664	16,400	16,400	19,500	26,400	14,000	(2,400)	-15%	(12,400)	-47%	4,336	45%	
COMMUNICATION													
CELL PHONES & IPADS	23,879	22,920	22,920	16,734	24,392	30,920	8,000	35%	6,528	27%	7,041	29%	Based on current year actuals Cost for landline, internet and cable Based on Trident contract Printing UB invoices, business license and contractors decals Town Attorney, Prosecutor and annual audit Estimate for various consulting work Building maint., Island wide landscaping and road maint., and software maint.
REGULAR PHONES	48,404	54,000	54,000	36,340	57,000	57,000	3,000	6%	-	0%	8,596	18%	
WASTE MANAGEMENT	1,206,848	1,278,000	1,278,000	809,957	1,535,000	2,177,000	899,000	70%	642,000	42%	970,152	80%	
PRINTING	13,970	18,000	18,000	21,014	27,220	11,000	(7,000)	-39%	(16,220)	-60%	(2,970)	-21%	
PROFESSIONAL SERVICES	249,415	176,900	251,900	230,180	279,900	280,000	103,100	58%	100	0%	30,585	12%	Travel and professional development Based on contracts.
CONSULTING	460,830	408,000	618,803	225,854	357,867	555,000	147,000	36%	197,133	55%	94,170	20%	
MAINTENANCE													
SOFTWARE	192,447	182,000	182,000	140,142	200,290	220,000	38,000	21%	19,710	10%	27,553	14%	
BUILDING & VEHICLES	109,470	117,000	138,608	83,585	127,000	133,000	16,000	14%	6,000	5%	23,530	21%	Travel and professional development Based on contracts.
ROADS & LANDSCAPING	285,385	211,000	211,000	135,601	231,000	246,000	35,000	17%	15,000	6%	(39,385)	-14%	
INSURANCE	173,909	190,176	190,176	202,673	202,673	224,940	34,765	18%	22,267	11%	51,031	29%	
TRAVEL & TRAINING	45,029	71,300	71,300	42,328	76,000	100,650	29,350	41%	24,650	32%	55,621	124%	
RENTALS	41,207	46,000	46,000	25,118	40,000	40,000	(6,000)	-13%	-	0%	(1,207)	-3%	Based on current year actuals MUSC Pledge of \$1M over 5 years
TOURISM & RECREATIONS	255,415	332,600	332,600	90,162	246,100	508,900	176,300	53%	262,800	107%	253,485	99%	
CONTRIBUTIONS	201,520	200,000	200,000	-	200,000	200,000	-	0%	-	0%	(1,520)	-1%	
CAPITAL OUTLAY	589,178	5,176,000	5,213,370	15,493	721,583	630,000	(4,546,000)	-88%	(91,583)	-13%	40,822	7%	
OTHER	244,450	206,320	206,320	120,846	187,420	218,520	12,200	6%	31,100	17%	(25,930)	-11%	Based on current year actuals MUSC Pledge of \$1M over 5 years
MUSC PLEDGE	200,000	200,000	200,000	200,000	200,000	200,000	-	0%	-	0%	-	0%	
CONTINGENCY	-	100,000	100,000	-	100,000	100,000	-	0%	-	-	100,000	-	
NON BUDGETED COST -STORM CLEANUP	-	-	-	38,000	38,000	-	-	-	(38,000)	-100%	-	-	
<b>TOTAL EXPENDITURES</b>	<b>8,934,042</b>	<b>13,762,221</b>	<b>13,985,515</b>	<b>5,103,099</b>	<b>9,519,473</b>	<b>11,581,515</b>	<b>(2,180,706)</b>	<b>-16%</b>	<b>2,650,270</b>	<b>28%</b>	<b>2,647,473</b>	<b>30%</b>	Consolidated amount for various departments Consolidated amount for various departments Consolidated amount for various departments Consolidated amount for various departments Consolidated amount for various departments
ALLOCATION TO SATAX	1,080,394	1,108,800	758,800	-	817,200	908,800	(200,000)	-18%	91,600	11%	(171,594)	-16%	
ALLOCATION TO COUNTY ATAX	424,619	592,700	592,700	88,732	506,200	764,000	171,300	29%	257,800	51%	339,381	80%	
ALLOCATION TO LOCAL ATAX	566,049	428,694	480,951	110,872	575,767	675,957	247,263	58%	100,191	17%	109,908	19%	
ALLOCATION TO HOSPITALITY TAX	465,473	289,000	319,657	-	419,892	196,250	(92,750)	-32%	(223,642)	-53%	(269,223)	-58%	
ALLOCATION TO ARTS & CULTURAL EVENTS	129,636	94,920	94,920	65,278	140,449	110,699	15,779	17%	(29,750)	-21%	(18,937)	-15%	
<b>TOTAL NET EXPENDITURES</b>	<b>6,267,871</b>	<b>11,248,106</b>	<b>11,738,487</b>	<b>4,903,495</b>	<b>7,059,965</b>	<b>8,925,809</b>	<b>141,592</b>	<b>1%</b>	<b>1,865,843</b>	<b>26%</b>	<b>2,657,938</b>	<b>42%</b>	
<b>OTHER FINANCING USES/SOURCES:</b>													
TRANSFER TO ARTS & CULTURAL EVENTS	118,000	168,000	168,000	-	151,020	118,000	(50,000)	-30%	(33,020)	-22%	-	0%	Consolidated amount for various departments Consolidated amount for various departments Consolidated amount for various departments Consolidated amount for various departments
EXCESS OF REVENUES OVER EXPENDITURES	3,161,182	-	-	-	2,017,301	-	-	-	(2,017,301)	-	(3,161,182)	-100%	
<b>TOTAL OTHER FINANCING USES/ SOURCES</b>	<b>3,279,182</b>	<b>168,000</b>	<b>168,000</b>	<b>-</b>	<b>2,168,321</b>	<b>118,000</b>	<b>(50,000)</b>	<b>-30%</b>	<b>(2,050,321)</b>	<b>-95%</b>	<b>(3,161,182)</b>	<b>-96%</b>	
<b>TOTAL EXPENDITURES &amp; OTHER USES</b>	<b>\$ 9,547,053</b>	<b>\$ 11,416,106</b>	<b>\$ 11,906,487</b>	<b>\$ 4,903,495</b>	<b>\$ 9,228,286</b>	<b>\$ 9,043,808</b>	<b>\$ (2,372,299)</b>	<b>-21%</b>	<b>\$ (184,479)</b>	<b>-2%</b>	<b>\$ (503,245)</b>	<b>-5%</b>	

TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40200 - ADMINISTRATION													
TOWN ADMINISTRATION													
SALARIES - REGULAR EMPLOYEES	\$ 248,098	\$ 396,223	\$ 421,973	\$ 201,083	\$ 346,780	\$ 512,406	\$ 116,183	29%	\$ 165,626	48%	\$ 264,308	107%	Salaries for Town Administrator, clerk and 10% aggregated total for salary adjustments
OVERTIME	1,081	1,200	1,200	994	2,000	1,200	-	0%	(800)	-40%	119	11%	
BONUS	19,041	5,000	5,000	8,464	8,646	5,000	-	0%	(3,646)	-42%	(14,041)	-74%	
EMPLOYEE BENEFITS	21,987	20,000	20,000	16,026	20,000	20,000	-	0%	-	0%	(1,987)	-9%	Employee Christmas Bonus, EAP Annual Cost, Employee Appreciation Events
INSURANCE - MEDICAL	18,501	12,265	17,265	15,568	17,265	16,827	4,562	37%	(438)	-3%	(1,674)	-9%	
FICA ER MATCH	17,423	30,287	48,060	13,066	18,836	39,199	8,912	29%	20,363	108%	21,776	125%	
RETIREMENT MATCH	49,129	79,481	98,990	40,803	98,990	101,103	21,621	27%	2,112	2%	51,974	106%	
TUITION REIMBURSEMENT	4,067	10,000	10,000	5,022	5,000	10,000	-	100%	5,000	100%	5,933	-	50% tuition reimbursement
WORKERS COMPENSATION COSTS	20,015	15,000	15,000	31,724	31,724	35,000	20,000	133%	3,276	10%	14,985	75%	
CATERING COSTS	19,048	40,000	40,000	14,811	20,000	25,000	(15,000)	-38%	5,000	25%	5,952	31%	Employee Christmas Dinner & Venue Cost
PROFESSIONAL SERVICES	221,055	150,000	225,000	202,280	250,000	250,000	100,000	67%	-	0%	28,945	13%	Town Attorney + \$50K for Additional Legal Services +
CONSULTANTS	109,008	10,000	143,500	16,028	46,028	40,000	30,000	300%	(6,028)	-13%	(69,008)	-63%	\$25K FGP HR Services Other consultant work - \$15K
TELEPHONE-CELL	1,937	3,200	3,200	779	3,200	3,200	-	0%	-	0%	1,263	65%	Based on cost for 1 cell phone, iPads and mifi
TRAVEL & TRAINING	10,107	12,000	12,000	7,385	12,000	15,000	3,000	25%	3,000	25%	4,893	48%	Estimate SCAPA, ICMA,SCCCMA (Stephanie T)
DUES	4,631	4,000	4,000	2,927	4,000	4,000	-	0%	-	0%	(631)	-14%	Estimate for Training (SCAPA, SCCOMA/ICMA, ULI, MASC, Hurricane Conf.) - ST & (MASC) - PR
SUBSCRIPTIONS	3,994	2,000	2,000	2,270	2,000	10,000	8,000	400%	8,000	400%	6,006	150%	Civic Plus (MuniCode Sub), Google Svc, Adobe
ADVERTISING COSTS	2,466	4,000	4,000	2,903	4,000	4,000	-	0%	-	0%	1,534	62%	Estimate for advertising
COMMUNITY ACTIVITIES	28,365	19,000	19,000	14,008	25,000	25,000	6,000	32%	-	0%	(3,365)	-12%	Disaster Awareness Day, Volunteer Appreciation Event, Other Misc. Community Events
COMMUNITY OUTREACH	201,520	200,000	200,000	-	200,000	200,000	-	0%	-	0%	(1,520)	-1%	Charitable contributions
SUPPLIES - OFFICE	10,107	15,000	25,000	5,130	15,000	15,000	-	0%	-	0%	4,893	48%	Based on current year actuals
SUPPLIES - OTHER	25,103	15,000	15,000	16,553	20,000	20,000	5,000	33%	-	0%	(5,103)	-20%	Estimate for coffee supplies, water, pop, medicine supply, and misc.
BOOKS & PERIODICALS	3,982	2,000	2,000	-	-	-	(2,000)	-100%	-	-	(3,982)	-100%	Muni code
MISCELLANEOUS EXPEND	27,573	15,000	15,000	13,017	15,000	15,000	-	0%	-	0%	(12,573)	-46%	
COMPUTER & SOFTWARE MINOR	5,279	5,000	5,000	5,735	5,000	5,000	-	0%	-	0%	(279)	-5%	
	<u>1,073,517</u>	<u>1,065,657</u>	<u>1,352,189</u>	<u>636,576</u>	<u>1,170,469</u>	<u>1,371,935</u>	<u>306,278</u>	<u>29%</u>	<u>201,466</u>	<u>17%</u>	<u>298,418</u>	<u>28%</u>	
COUNCIL DEPARTMENT													
CELL PHONE	8,411	6,000	6,000	4,975	6,000	10,000	4,000	67%	4,000	67%	1,589	19%	
RENTAL FACILITIES & MEETING COST	2,112	6,000	6,000	-	-	-	(6,000)	-100%	-	#DIV/0!	(2,112)	-100%	Costs for the Town's annual retreat
TRAVEL & TRAINING	4,098	4,000	4,000	175	1,000	10,000	6,000	150%	9,000	900%	5,902	144%	Retreat cost and other training opportunities
SUPPLIES - OFFICE	<u>476</u>	<u>1,000</u>	<u>1,000</u>	<u>1,900</u>	<u>2,000</u>	<u>3,000</u>	<u>2,000</u>	<u>200%</u>	<u>1,000</u>	<u>50%</u>	<u>2,524</u>	<u>530%</u>	
	<u>15,097</u>	<u>17,000</u>	<u>17,000</u>	<u>7,050</u>	<u>9,000</u>	<u>23,000</u>	<u>6,000</u>	<u>35%</u>	<u>(9,000)</u>	<u>-100%</u>	<u>7,903</u>	<u>52%</u>	
TOTAL ADMINISTRATION	<u>\$ 1,088,614</u>	<u>\$ 1,082,657</u>	<u>\$ 1,369,189</u>	<u>\$ 643,626</u>	<u>\$ 1,179,469</u>	<u>\$ 1,394,935</u>	<u>\$ 312,278</u>	<u>29%</u>	<u>\$ 215,466</u>	<u>18%</u>	<u>\$ 306,321</u>	<u>28%</u>	

TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40100 - ENVIRONMENTAL													
SALARIES - REGULAR EMPLOYEES	\$ 196,982	196,982	217,982	\$ 126,487	\$ 217,982	256,015	\$ 59,033	30%	\$ 38,033	17%	\$ 59,033	30%	Salaries for 3employees
SALARIES - TEMPORARY	6,333	4,000	4,000	1,666	4,000	-	(4,000)	-100%	(4,000)	-100%	(6,333)	-100%	
FICA ER MATCH	14,447	15,069	15,069	9,256	15,069	19,585	4,516	30%	4,516	30%	5,138	36%	
INSURANCE - MEDICAL	29,263	32,485	37,485	20,884	37,485	38,774	6,290	19%	1,290	3%	9,511	33%	Deer Processing -\$10k Based on cost for 3 cell phones ArcGIS, Adobe, Watchtower
RETIREMENT MATCH	37,024	39,560	49,560	25,776	49,560	57,429	17,869	45%	7,869	16%	20,405	55%	
PROFESSIONAL SERVICES	7,600	23,500	23,500	14,423	23,500	-	(23,500)	-100%	(23,500)	-100%	(7,600)	-100%	
CONSULTANTS	-	-	-	14,423	31,500	10,000	10,000	#DIV/0!	(21,500)	-68%	10,000	-	Deer Processing -\$10k Based on cost for 3 cell phones ArcGIS, Adobe, Watchtower
TELEPHONE-CELL	1,265	1,200	1,200	833	1,450	1,800	600	50%	350	24%	535	42%	
REPAIR AND MAINTENANCE - SOFTWARE	3,756	4,000	4,000	1,944	4,000	10,000	6,000	150%	6,000	150%	6,244	166%	
DUES	-	500	500	-	200	500	-	0%	300	150%	500	-	Deer Processing -\$10k Based on cost for 3 cell phones ArcGIS, Adobe, Watchtower
SUBSCRIPTIONS	-	500	500	-	500	500	-	0%	-	0%	500	-	
TRAVEL & TRAINING	1,393	3,500	3,500	-	1,500	3,500	-	0%	2,000	133%	2,107	151%	
TURTLE PATROL EXPENDITURES	7,371	7,000	7,000	1,430	7,000	12,000	5,000	71%	5,000	71%	4,629	63%	Annual CSE Monitoring, Permitting for East End project if needed Bobcat GPS, Bird Banding, Toxicology, Clemson Study (\$50k)
BEACH MONITORING & REPAIRS	61,643	50,000	50,000	16,429	40,000	75,000	25,000	50%	35,000	88%	13,357	22%	
RESEARCH	86,136	117,100	117,100	57,051	117,100	128,900	11,800	10%	11,800	10%	42,764	50%	
COMMUNITY OUTREACH	-	3,000	-	-	2,500	2,500	(500)	-17%	-	-	2,500	-	School Environmental Programs Grow Native, Dolphin Stewardship, Bluebird Boxes, TBD Projects TBD
PROGRAMS	17,358	25,000	25,000	13,232	25,000	25,000	-	0%	-	0%	7,642	44%	
KI CONSERVANCY -PROJECTS	42,676	125,000	125,000	-	50,000	50,000	(75,000)	-60%	-	0%	7,324	17%	
KI CONSERVANCY	-	-	-	-	-	200,000	200,000	-	200,000	-	200,000	-	Public park and safe and sufficient parking. Fish Testing and Stocking (\$3000) Water Quality Testing (\$10k) KICA Pond Maintenance contract, herbicide control
FISH STUDIES & EQUIPMENT	131	3,500	3,500	-	2,000	13,000	9,500	271%	11,000	550%	12,869	9824%	
POND MANAGEMENT	-	5,000	5,000	2,020	5,000	5,000	-	0%	-	0%	5,000	-	
ARIAL PHOTOGRAPHY	40,100	-	-	-	-	-	-	-	-	-	(40,100)	-100%	Deer removal equipment: safety harnesses, ammunition, batteries, flashlights, sandbags, etc.
SUPPLIES - OFFICE	305	2,000	2,000	305	2,000	2,500	500	25%	500	25%	2,195	720%	
SUPPLIES OTHER	830	1,000	1,000	105	1,000	1,000	-	0%	-	0%	170	20%	
UNIFORMS	484	1,500	1,500	293	1,500	2,500	1,000	67%	1,000	67%	2,016	417%	Deer removal equipment: safety harnesses, ammunition, batteries, flashlights, sandbags, etc.
BOOKS & PERIODICALS	170	500	500	171	250	500	-	0%	250	100%	330	194%	
EQUIPMENT - MINOR	-	3,500	3,500	4,884	5,000	5,000	1,500	43%	-	0%	5,000	-	
COMPUTER & SOFTWARE - MINOR	-	1,500	1,500	1,014	1,500	1,500	-	0%	-	0%	1,500	-	Deer removal equipment: safety harnesses, ammunition, batteries, flashlights, sandbags, etc.
TOTAL DEPARTMENT EXPENDITURES	555,267	666,896	702,896	312,626	646,596	922,503	255,608	38%	275,908	43%	367,236	66%	
ALLOCATION TO LOCAL ATAX:	174,001	177,457	199,057	110,872	199,057	235,082	57,625	32%	36,025	18%	61,081	35%	
ALLOCATION TO LOCAL ATAX:													
60% OF SALARIES, PR TAXES, AND BENEFITS	166,630	170,457	192,057	109,442	192,057	223,082	52,625	31%	31,025	16%	56,452	34%	
TURTLE PATROL COST	7,371	7,000	7,000	1,430	7,000	12,000	5,000	71%	5,000	71%	4,629	63%	
	174,001	177,457	199,057	110,872	199,057	235,082	57,625	32%	36,025	18%	61,081	35%	
ALLOCATION TO COUNTY ATAX	248,044	325,600	325,600	88,732	239,100	496,900	(28,700)	-9%	57,800	24%	88,956	36%	
ALLOCATION TO COUNTY ATAX													
RESEARCH	86,136	117,100	117,100	57,051	117,100	128,900	11,800	10%	11,800	10%	42,764	50%	
BEACH MONITORING & REPAIRS	61,643	50,000	50,000	16,429	40,000	75,000	25,000	50%	35,000	88%	13,357	22%	
KI CONSERVANCY	42,676	125,000	125,000	-	50,000	50,000	(75,000)	-60%	-	0%	7,324	17%	
KI CONSERVANCY -LAND ACQUISITION	-	-	-	-	-	200,000	200,000	-	200,000	-	200,000	-	
PROGRAMS	17,358	25,000	25,000	13,232	25,000	25,000	-	0%	-	0%	7,642	44%	
FISH STUDIES & EQUIPMENT	131	3,500	3,500	-	2,000	13,000	9,500	271%	11,000	550%	12,869	9824%	
POND MANAGEMENT	-	5,000	5,000	2,020	5,000	5,000	-	0%	-	0%	5,000	-	
ARIAL PHOTOGRAPHY	40,100	-	-	-	-	-	-	-	-	-	(40,100)	-100%	
	248,044	325,600	325,600	88,732	239,100	496,900	171,300	53%	257,800	108%	248,856	100%	
TOTAL NET EXPENDITURES	\$ 133,222	\$ 163,838	\$ 178,238	\$ 113,022	\$ 208,438	\$ 182,717	\$ 5,679	3%	\$ (25,721)	-12%	49,495	37%	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40300 - FINANCE													
SALARIES - REGULAR EMPLOYEES	\$ 331,707	\$ 326,397	\$ 326,397	\$ 191,096	\$ 350,688	\$ 420,688	\$ 94,291	29%	\$ 70,000	20%	\$ 88,981	27%	Salaries for 5 employees plus new- Revenue Auditor
OVERTIME	2,695	2,000	2,000	2,027	3,500	3,500	1,500	75%	-	0%	805	30%	
INSURANCE - MEDICAL	37,630	41,805	41,805	21,588	41,805	59,793	17,987	43%	17,987	43%	22,163	59%	
FICA ER MATCH	24,688	24,969	24,969	14,256	24,969	32,183	7,213	29%	7,213	29%	7,515	30%	
RETIREMENT MATCH	67,232	72,579	72,579	36,302	72,579	94,287	21,707	30%	21,707	30%	27,055	40%	
AUDITING COSTS	28,360	26,900	26,900	27,900	29,900	30,000	3,100	12%	100	0%	1,640	6%	Based on the contract
CONSULTANTS	11,400	13,500	13,500	-	10,000	10,000	(3,500)	-26%	-	0%	(1,400)	-12%	Estimate actuarial evaluation for the annual audit.
TELEPHONE-CELL	3,421	3,500	3,500	2,580	3,500	4,100	600	17%	600	17%	679	20%	6 cell phones and Ipad
REPAIR AND MAINTENANCE - SOFTWARE	183,162	170,000	170,000	129,720	180,000	190,000	20,000	12%	10,000	6%	6,838	4%	Cost for ADP-\$50K, Incode10- \$36K, Integral Solution-\$70K , citizenserve -\$34K
TRAVEL & TRAINING	5,489	15,000	15,000	9,364	15,000	15,000	-	0%	-	0%	9,511	173%	Estimate for registration fees and travel to attend conferences, courses and Chas Leadership program
DUES	-	1,000	1,000	620	1,000	1,000	-	0%	-	0%	1,000	-	Cost for membership to MASC and GFOA
PRINTING COSTS	4,353	6,000	6,000	3,812	6,000	6,000	-	0%	-	0%	1,647	38%	Printing for utility billing and business license decals
SUPPLIES - OFFICE	4,567	4,000	4,000	2,778	4,000	4,000	-	0%	-	0%	(567)	-12%	Based on current year actuals
SUPPLIES - POSTAGE	9,011	6,000	6,000	4,682	6,000	6,000	-	0%	-	0%	(3,011)	-33%	Postage for day to day business, business license and utility billing mailing, magnets for renters-\$2.5K
SUPPLIES - OTHER	259	1,500	1,500	119	1,500	1,500	-	0%	-	0%	1,241	479%	Based on current year actuals
BANK COSTS	144,609	75,000	75,000	57,284	75,000	75,000	-	0%	-	0%	(69,609)	-48%	Cost for WF cc terminals, bank fees & check processing -\$35K,merchant fees-\$40K
COMPUTER & SOFTWARE - MINOR	3,083	4,500	4,500	988	4,500	4,500	-	0%	-	0%	1,417	46%	New pc and misc
MISCELLANEOUS EXPEND	-	1,000	1,000	183	1,000	1,000	-	0%	-	0%	1,000	-	Dropbox
TOTAL DEPARTMENT EXPENDITURES	861,646	795,651	795,651	505,299	830,942	958,550	162,899	20%	127,608	15%	96,904	11%	
ALLOCATION TO COURT DEPARTMENT	19,491	22,239	22,239	9,147	22,172	23,168	929	4%	995	4%	3,677	19%	30% of Salaries, payroll taxes and benefits for finance clerk allocated to the Court Department
TOTAL NET EXPENDITURES	842,155	773,412	773,412	496,152	808,769	935,382	161,970	21%	126,613	16%	93,227	11%	
	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40600 - COURT DEPARTMENT													
SALARIES - JUDGE	4,000	4,000	4,000	333	4,000	4,000	-	0%	-	0%	-	0%	Judge's stipend
SALARIES - REGULAR EMPLOYEES	15,104	16,309	16,309	6,803	16,309	17,288	979	6%	979	6%	2,184	14%	30% of clerk of court salary
INSURANCE - MEDICAL	1,586	1,879	1,879	797	1,812	1,919	40	2%	107	6%	333	21%	
FICA ER MATCH	276	1,248	1,248	595	1,248	1,401	154	12%	154	12%	1,125	408%	
RETIREMENT MATCH	2,525	2,803	2,803	952	2,803	2,559	(244)	-9%	(244)	-9%	34	1%	
TRAVEL & TRAINING	1,306	1,500	1,500	919	1,500	1,500	-	0%	-	0%	194	15%	Estimate for registration fees and travel to attend conferences for the Judge
DUES	-	120	120	65	120	120	-	0%	-	0%	120	-	Based on current year actuals
SUPPLIES-OFFICE	349	500	500	349	500	500	-	0%	-	0%	151	43%	
	\$ 25,146	\$ 28,359	\$ 28,359	\$ 10,813	\$ 28,292	\$ 29,288	\$ 929	3%	\$ 995	4%	\$ 4,142	16%	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40500 - COMMUNICATIONS													
SALARIES - REGULAR EMPLOYEES	\$ 176,607	133,667	207,384	\$ 109,713	\$ 207,384	196,687	\$ 63,020	47%	(10,697)	-5%	\$ 20,080	11%	Salaries for 3 employees
OVERTIME	3,315	1,000	1,000	361	1,000	1,000	-	0%	-	0%	(2,315)	-70%	
INSURANCE - MEDICAL	18,335	22,063	27,063	14,072	27,063	40,478	18,415	83%	13,415	50%	22,143	121%	
FICA ER MATCH	13,508	10,226	10,226	8,502	14,882	15,047	4,821	47%	164	1%	1,539	11%	
RETIREMENT MATCH	30,563	33,912	53,912	17,787	58,912	38,472	4,560	13%	(20,440)	-35%	7,909	26%	
TUITION REMBURSEMENT	4,998	-	-	-	-	10,000	10,000	#DIV/0!	10,000	-	5,002	-	Sha' tuition
TELEPHONE-CELL	2,546	2,000	2,000	1,297	2,000	3,000	1,000	50%	1,000	50%	454	18%	Cost for 3 cell phones and 2 Ipad
CONSULTANTS	68,213	20,000	20,000	28,640	28,640	-	(20,000)	-100%	(28,640)	-100%	(68,213)	-100%	
REPAIR AND MAINTENANCE - SOFTWARE	11,249	4,000	4,000	6,354	10,000	20,000	16,000	400%	10,000	100%	8,751	78%	Annual software cost for TOKI app and subscriptions for Survey Monkey , website hosting, Buzzprout/podcast, Constant Contact, ReCollect, Hootsuite, Curator and YouTube
PUBLISHING & PROMOTIONS	6,803	10,000	10,000	15,982	20,000	5,000	(5,000)	-50%	(15,000)	-75%	(1,803)	-27%	To also utilize print materials for public engagement pieces
PRINTING - TOWN NOTES	2,814	2,000	2,000	1,220	1,220	-	(2,000)	-100%	(1,220)	-100%	(2,814)	-100%	
TRAVEL & TRAINING	1,283	8,500	8,500	10,008	12,000	12,000	3,500	41%	-	0%	10,717	835%	two employees (The Ragan PR & Social Media conference)
DUES	574	-	-	-	-	-	-	-	-	-	(574)	-	
SUPPLIES - OFFICE	2,362	1,000	1,000	-	800	4,000	3,000	300%	3,200	400%	1,638	69%	Additional video equipment/supplies
UNIFORMS	437	500	500	-	-	-	(500)	-	-	-	(437)	-100%	
SUPPLIES - OTHER	530	500	500	-	-	500	-	0%	500	-	(30)	-6%	
MISC	13,474	2,000	2,000	-	1,000	2,000	-	-	1,000	100%	(11,474)	-	
COMPUTER & SOFTWARE - MINOR	6,509	6,000	6,000	4,357	4,500	3,000	(3,000)	-50%	(1,500)	-33%	(3,509)	-54%	Purchase of desktop Mac
TOTAL DEPARTMENT EXPENDITURES	364,120	257,368	356,085	218,293	389,402	351,184	93,816	36%	(38,218)	-10%	(12,936)	-4%	
Department: 40500 - ARTS COUNCIL													
SALARIES - REGULAR EMPLOYEES	-	49,050	49,050	37,809	53,465	53,465	4,415	9%	-	0%	53,465	-	Salaries for 1 employees
OVERTIME	-	3,000	3,000	2,806	3,500	4,000	1,000	33%	500	14%	4,000	-	
SALARIES_TEMPORARY	-	3,000	3,000	-	-	3,000	-	0%	3,000	-	3,000	-	Additional help for special events
INSURANCE - MEDICAL	-	5,484	5,484	5,314	5,601	5,601	116	2%	-	0%	5,601	-	
FICA ER MATCH	-	3,752	3,752	1,815	4,090	4,090	338	9%	-	0%	4,090	-	
RETIREMENT MATCH	-	12,094	12,094	7,971	12,094	11,108	(986)	-8%	(986)	-8%	11,108	-	AC Coordinator college tuition reimbursement
TUITION REMBURSEMENT	-	10,000	10,000	4,194	10,000	10,000	-	0%	-	0%	10,000	-	
TELEPHONE-CELL	-	540	540	225	540	540	-	0%	-	0%	540	-	AC Coordinator reimbursement for cell phone use
ADVERTISING	-	1,000	1,000	-	1,000	1,000	-	0%	-	0%	1,000	-	
TRAVEL & TRAINING	-	3,000	3,000	3,170	3,170	4,000	1,000	33%	830	26%	4,000	-	AC Coordintor travel and training
SUPPLIES - OFFICE	-	500	500	20	500	500	-	0%	-	0%	500	-	Estimate for office supplies
SUPPLIES - OTHER	-	500	500	1,954	1,954	500	-	0%	(1,454)	-74%	500	-	
COMPUTER & SOFTWARE - MINOR	-	3,000	3,000	-	3,000	-	(3,000)	-100%	(3,000)	-100%	-	-	
TOTAL DEPARTMENT EXPENDITURES	-	94,920	94,920	65,278	98,913	97,804	2,883	3%	(1,110)	-1%	97,804	-	
ALLOCATION TO ARTS & CULTURAL FUND	129,636	94,920	94,920	65,278	140,449	110,699	15,779	17%	(29,750)	-21%	(18,937)	-15%	AC expenses plus 10% of Com Manager
TOTAL NET EXPENDITURES	\$ 234,484	\$ 257,368	\$ 356,085	\$ 218,293	\$ 347,866	\$ 338,288	\$ 80,920	31%	\$ (9,578)	-3%	\$ 103,804	44%	

TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40900 - DEPUTIES													
SALARIES - DEPUTIES	\$ 273,060	\$ 297,260	\$ 238,260	\$ 143,968	\$ 238,260	\$ 575,917	\$ 278,657	94%	\$ 337,657	142%	\$ 302,857	111%	Based on the new contract for 1st shift, 2nd and 3rd shift -50% coverage
OVERTIME	21,600	20,000	20,000	13,740	20,000	20,000	-	0%	-	0%	(1,600)	-7%	
FICA ER MATCH	21,285	23,998	18,998	11,385	18,998	35,954	11,956	50%	16,956	89%	14,669	69%	Based on current contract -\$10 per deputy per shift
RETIREMENT MATCH	58,286	49,361	48,742	36,404	48,742	71,908	22,547	46%	23,166	48%	13,622	23%	
COUNTY DEPUTY VEHICLE FEES	13,850	9,000	9,000	3,610	9,000	9,000	-	0%	-	0%	(4,850)	-35%	
COUNTY RADIO COSTS	14,705	15,000	15,000	7,524	15,000	15,000	-	0%	-	0%	295	2%	
CCSO CONTRACT	363,706	345,950	-	-	-	-	(345,950)	-100%	-	-	(363,706)	-100%	
TOTAL DEPARTMENT EXPENDITURES	766,492	760,569	350,000	216,631	350,000	727,779	(32,790)	-4%	377,779	108%	(38,713)	-5%	Assuming 70%funding Assuming 70 %funding -Remaining from SATAX
ALLOCATION TO STATE ATAX	613,194	700,000	350,000	-	350,000	500,000	(200,000)	-29%	150,000	43%	(113,194)	-18%	
ALLOCATION TO LOCAL ATAX	70,455	-	-	-	-	9,445	9,445	-	9,445	-	(61,010)	-87%	
TOTAL NET EXPENDITURES	82,843	60,569	(0)	216,631	(0)	218,334	157,765	260%	218,334	-77976421%	135,491	164%	
Department: 40950 - PUBLIC SAFETY													
SALARIES	233,624	232,597	258,847	163,509	272,803	291,553	58,956	25%	18,750	7%	57,929	25%	Salaries for 3 employees
OVERTIME	1,660	1,000	1,000	459	1,000	1,000	-	0%	-	0%	(660)	-40%	
INSURANCE - MEDICAL	32,038	35,175	35,175	22,613	42,155	52,055	16,880	48%	9,900	23%	20,017	62%	3 cell phones and Ipad Flight, Rooms
FICA ER MATCH	16,713	17,794	22,794	11,673	22,794	22,304	4,510	25%	(490)	-2%	5,591	33%	
RETIREMENT MATCH	48,175	50,340	50,340	40,166	57,282	64,198	13,858	28%	6,916	12%	16,023	33%	
CONSULTING	-	80,000	80,000	-	80,000	-	(80,000)	-100%	(80,000)	-	-	-	
TELEPHONE-CELL	1,165	2,160	2,160	1,695	2,160	3,240	1,080	50%	1,080	50%	2,075	178%	
TRAVEL & TRAINING	3,310	8,800	8,800	1,336	8,000	10,650	1,850	23%	2,650	33%	7,340	222%	Traffic and security products
DUES	75	1,000	1,000	210	1,000	1,000	-	21%	-	0%	925	1233%	
SUPPLIES - OFFICE	3,249	640	640	1,589	2,000	1,000	360	56%	(1,000)	-50%	(2,249)	-69%	
SUPPLIES - OTHER	-	1,000	1,000	5	1,000	1,000	-	-	-	0%	1,000	-	Includes cost for Airmedcare
UNIFORMS	636	2,000	2,000	690	1,500	2,000	-	0%	500	33%	1,364	214%	
EQUIPMENT MINOR	9,485	8,100	8,100	14,372	15,000	5,000	(3,100)	-38%	(10,000)	-67%	(4,485)	-47%	50% of PS Director allocated to LATAX
COMPUTER & SOFTWARE - MINOR	-	-	-	1,683	2,000	2,000	2,000	-	-	-	2,000	-	
MISCELLANEOUS EXPEND	-	-	-	-	10,000	10,000	10,000	-	-	-	10,000	-	
TOTAL DEPARTMENT EXPENDITURES	350,130	440,606	471,856	260,000	518,694	457,000	16,394	4%	(51,694)	-10%	106,870	31%	
ALLOCATION TO LOCAL ATAX	59,136	70,737	70,737	-	74,136	75,100	4,363	6%	965	1%	15,965	27%	
TOTAL NET EXPENDITURES	290,994	369,869	401,119	260,000	444,558	381,900	12,031	3%	(52,659)	-12%	90,905	31%	
Department: 40800 - PUBLIC WORKS													
SALARIES	127,234	126,369	126,369	82,763	135,950	135,950	9,581	8%	-	0%	8,716	7%	Salary for 2 employees
OVERTIME	927	-	-	-	-	-	-	-	-	-	(927)	-100%	
INSURANCE - MEDICAL	16,507	17,521	17,521	11,264	17,521	16,896	(625)	-4%	(625)	-4%	389	2%	2 cell phones Additional Conferences
FICA ER MATCH	9,507	9,667	9,667	6,109	9,667	10,400	733	8%	733	8%	893	9%	
RETIREMENT MATCH	24,162	27,054	27,054	19,232	18,146	26,482	(572)	-2%	8,336	46%	2,320	10%	
TELEPHONE-CELL	962	1,080	1,080	1,582	2,122	1,080	-	0%	(1,042)	-49%	118	12%	
TRAVEL & TRAINING	5,176	8,000	8,000	2,218	8,000	6,000	(2,000)	-25%	(2,000)	-25%	824	16%	
SUPPLIES - OFFICE	1,019	1,200	1,200	474	10,000	1,200	-	0%	(8,800)	-88%	181	18%	
UNIFORMS	56	1,000	1,000	197	400	1,000	-	0%	600	150%	944	1686%	
COMPUTER & SOFTWARE - MINOR	465	-	-	-	-	-	-	-	-	-	(465)	-100%	
	\$ 186,015	\$ 191,892	\$ 191,892	\$ 123,839	\$ 201,807	\$ 199,009	\$ 7,117	4%	\$ (2,798)	-1%	\$ 12,994	7%	

TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/24  
GENERAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40850 - PLANNING													
SALARIES	\$ 97,628	\$ 135,000	\$ 162,083	\$ 93,884	\$ 162,083	\$ 226,520	\$ 91,520	68%	\$ 64,437	40%	\$ 128,892	132%	Salary for 3 employees, including new position LS/Arborist
OVERTIME	-	300	300	47	300	500	200	-	200	100%	500	100%	
SALARIES-TEMPORARY	5,088	12,000	12,000	5,088	5,088	40,000	28,000	233%	34,912	100%	34,912	100%	FY 25 planning intern Summer/Fall/Spring & 1 for KGG initiative
INSURANCE - MEDICAL	6,055	21,799	21,799	6,268	21,799	29,626	7,827	36%	7,827	36%	23,571	389%	
FICA ER MATCH	7,386	10,435	10,435	7,081	11,974	17,329	6,894	66%	5,355	45%	9,943	135%	
RETIREMENT MATCH	16,908	26,516	26,516	18,735	30,250	45,507	18,991	72%	15,257	50%	28,599	169%	
STENOGRAPHER COST	6,285	6,000	6,000	3,300	6,000	10,000	4,000	67%	4,000	67%	3,715	59%	Transcript for BZA cases (avg 1-2 case per month)
CONSULTANTS	128,912	245,000	245,000	82,958	100,000	320,000	75,000	31%	220,000	220%	191,088	148%	\$200K - Zoning Code update, \$100K- GIS project and \$20k-traffic counts
TELEPHONE-CELL	576	1,080	1,080	604	1,080	1,800	720	67%	720	67%	1,224	213%	3 cell phones
TRAVEL & TRAINING	2,036	3,600	3,600	4,234	7,000	12,000	8,400	233%	5,000	71%	9,964	489%	Travel and training includes additional staff
DUES	-	1,000	1,000	-	500	1,000	-	0%	500	100%	1,000	-	Includes additional staff
ADVERTISING	395	2,400	2,400	615	2,400	5,000	2,600	108%	2,600	108%	4,605	1166%	Increase in public notification requirements for established TPB
SUPPLIES - OFFICE	375	1,000	1,000	653	1,000	1,000	-	0%	-	0%	625	167%	Increase in planning staff APA, LA, ULI, etc.
SUPPLIES - OTHER	374	1,000	1,000	437	1,000	2,500	1,500	150%	1,500	150%	2,126	100%	Includes additional staff
UNIFORMS	404	1,000	1,000	-	300	2,000	1,000	100%	1,700	567%	1,596	100%	Mapping, field/site inspections equipment (associated with planner (LA))
COMPUTER & SOFTWARE - MINOR	5,954	3,000	3,000	-	-	8,000	5,000	167%	8,000	-	2,046	34%	Bluebeam REVU Approx. \$350/ ArcGIS \$1700) to assist with map creation, data analysis and plan review, new computers
	278,376	471,129	498,212	223,904	350,773	722,782	251,653	53%	372,009	106%	444,406	160%	
	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 41500 - COMMUNITY DEVELOPMENT SERVICES													
SALARIES	\$ 424,900	423,434	423,434	\$ 273,892	\$ 450,799	450,799	\$ 27,365	6%	-	0%	\$ 25,899	6%	Salaries for 5employees
OVERTIME	484	500	500	27	500	500	-	0%	-	0%	16	3%	
INSURANCE - MEDICAL	40,393	43,157	43,157	30,287	45,703	45,703	2,546	6%	-	0%	5,310	13%	
FICA ER MATCH	31,641	32,393	32,393	20,251	38,697	34,486	2,093	6%	(4,211)	-11%	2,845	9%	
RETIREMENT MATCH	79,502	86,299	86,299	54,487	71,358	95,886	9,587	11%	24,528	34%	16,384	21%	
PROFESSIONAL SERVICES	5,182	10,000	10,000	8,883	10,000	10,000	-	0%	-	0%	4,818	93%	Duncan & Parnell document services
CONSULTING	39,857	30,000	57,083	-	30,000	105,000	75,000	250%	75,000	250%	65,143	163%	Includes third-party inspector, assuming 50% time assignment
TELEPHONE-CELL	3,596	2,700	2,700	2,389	2,880	2,160	(540)	-20%	(720)	-25%	(1,436)	-40%	Cost for 5 cell phones
DUES	2,604	2,400	2,400	2,080	2,400	2,400	-	0%	-	0%	(204)	-8%	Certification renewals
TRAVEL & TRAINING	10,831	6,400	6,400	6,689	10,000	11,000	4,600	72%	1,000	10%	169	2%	Estimate for registration fees and travel to attend conferences and courses
SUPPLIES - OFFICE	4,018	4,000	4,000	1,410	4,000	4,000	-	0%	-	0%	(18)	0%	Including departmental copies, and supplies
SUPPLIES - OTHER	244	1,000	1,000	89	500	500	(500)	-50%	-	0%	256	105%	Based on current year actuals
UNIFORMS	599	1,600	1,600	1,020	1,600	1,600	-	0%	-	0%	1,001	167%	5-staff members uniforms
EQUIPMENT MINOR	807	-	-	303	500	500	500	#DIV/0!	-	0%	(307)	-38%	
COMPUTER & SOFTWARE - MINOR	5,529	4,000	4,000	2,124	6,290	9,000	5,000	125%	2,710	43%	3,471	63%	ICC Digital Codes, Crisis Track, Bluebeam
	\$ 650,187	\$ 647,883	\$ 674,966	\$ 403,931	\$ 675,228	\$ 773,535	\$ 125,652	19%	\$ 98,307	15%	\$ 123,348	19%	



TOWN OF KIAWAH ISLAND  
BUDGET FOR YEAR ENDED 6/30/24  
GENERAL FUND

Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 41000 - OPERATIONS												
WATER & SEWAGE	\$ 70,790	\$ 75,000	\$ 75,000	\$ 50,079	\$ 75,000	\$ 75,000	0%	\$ -	0%	\$ 4,210	6%	Based on CY projections
SOLID WASTE DISPOSAL	1,160,130	1,220,000	1,220,000	770,772	1,435,000	2,000,000	64%	565,000	39%	839,870	72%	New contract with Trident ( beach excluded), Chas recycling fee-\$35k
CUSTODIAL COSTS	22,991	27,000	27,000	16,333	25,000	25,000	-7%	-	0%	2,009	9%	Office cleaning contract , monthly cleaning supplies-3.6K, windows cleaning -\$2.4k, misc-\$4K
LANDSCAPING COSTS	234,455	200,000	200,000	133,783	220,000	200,000	0%	(20,000)	-9%	(34,455)	-15%	Based on the Artigues contract \$189K , 3K for indoor maintnace, and and misc projects/repairs-8K
STR CODE ENFORCEMENT	324,410	389,376	389,376	168,338	389,376	389,376	0%	-	0%	64,966	20%	Based on the contract with Island Services for after hours code enforcement
BEACH PATROL COSTS	584,000	584,000	584,000	340,667	584,000	584,000	0%	-	0%	-	0%	Based on the contract with Island Services
BEACH UPKEEP	46,718	58,000	58,000	39,185	100,000	177,000	205%	77,000	77%	130,282	279%	Based on the contract with trident-\$102K , plus \$75k for garbage enclosures
TOWN HALL EXTENTION	167,465	-	-	-	225,000	225,000	-	225,000	-	57,535	34%	Based on garage offices addition
UPPER BEACHWALKER	-	5,000,000	5,000,000	-	-	-	-	-	-	-	-	Placeholder for Upper Beachwalker project, including building, sitework, infrastructure, and landscaping
GARAGE RENOVATIONS	5,131	-	-	-	-	(5,000,000)	-	-	-	-	-	Project completed in CY
CHARGING STATIONS	-	450,000	450,000	-	100,000	200,000	-	100,000	100%	200,000	-	Charging stations for Town Hall & FF
REPAIR & MAINT - BUILDING	35,447	35,000	35,000	36,776	45,000	45,000	29%	-	0%	9,553	27%	HVAC, generator annual service ,incidentals, regular maintenance
REPAIR & MAINT - VEHICLES	48,641	45,000	45,000	21,866	45,000	50,000	11%	5,000	11%	1,359	3%	14 vehicles, based on CY average monthly cost
REPAIR AND MAINT - EQUIPMENT	2,391	5,000	5,000	8,447	10,000	10,000	100%	-	0%	7,609	318%	Misc. equipment repairs
PEST CONTROL COSTS	1,301	5,800	5,800	1,311	5,800	5,800	0%	-	0%	4,499	346%	Pest and mosquito control and termite bond
RENTAL - EQUIPMENT	39,095	40,000	40,000	25,118	40,000	40,000	0%	-	0%	905	2%	Estimate for copier leases , based on current year actuals
INSURANCE - VEHICLES	9,489	9,317	9,317	10,231	10,231	13,254	42%	3,023	30%	3,765	40%	Insurance for 11 vehicles -10%increase
INSURANCE - DATA PRO	12,415	886	886	545	545	600	-32%	55	10%	(11,816)	-95%	10% increase plus 2 new vehicles
INSURANCE - LIAB/TOR	54,256	81,682	81,682	79,648	79,648	87,613	7%	7,965	10%	33,357	61%	10% increase
INSURANCE - BUILDING & PERSONAL PROPERTY	13,545	22,167	22,167	16,139	16,139	17,753	-20%	1,614	10%	4,208	31%	10% increase
INSURANCE - D&O	53,423	42,265	42,265	35,027	35,027	38,530	-9%	3,503	10%	(14,893)	-28%	10% increase
TELEPHONE - REGULAR	40,709	42,000	42,000	29,229	45,000	45,000	7%	-	0%	4,291	11%	Contract for phone service (SEGRA)-\$32K, internet and cable (Comcast) -\$8K and back up internet-
EMERGENCY COMMUNICATION COST	7,695	12,000	12,000	7,111	12,000	12,000	0%	-	0%	4,305	56%	Monthly charges for satellite phones and Code Red
SECURITY SYSTEM COSTS	17,780	8,000	8,000	3,803	5,800	5,800	-28%	-	0%	(11,980)	-67%	Estimate for building and surveillance cameras-Plan to re-bid the contract
SUPPLIES - OFFICE	1,628	3,000	3,000	1,450	3,000	3,000	0%	-	0%	1,372	84%	Based on current year actuals
SUPPLIES - OTHER	6,222	4,000	4,000	1,870	4,000	4,000	0%	-	0%	(2,222)	-36%	Based on current year actuals
CHRISTMAS DECORATIONS	10,819	11,000	11,000	1,818	11,000	11,000	0%	-	0%	181	2%	Based on current year actuals
ELECTRICITY COSTS	42,998	50,000	50,000	25,349	50,000	50,000	0%	-	0%	7,002	16%	Based on CY projections
VEHICLES	159,837	115,000	115,000	-	115,000	205,000	78%	90,000	78%	45,163	28%	5 vehicles for admin, 2-wikdlife, planning and building dep, replacement value \$70K for 3, and 2 new
SIGNS	6,610	5,000	26,608	163	2,000	3,000	-40%	1,000	50%	(3,610)	-55%	Maintenance for the signs
EQUIPMENT	93,488	10,000	-	-	10,000	-	0%	10,000	-	(83,488)	-89%	Placeholder for PKW cameras
	<u>3,273,879</u>	<u>8,550,493</u>	<u>8,572,101</u>	<u>1,825,058</u>	<u>3,463,566</u>	<u>4,532,725</u>	<u>-47%</u>	<u>1,069,159</u>	<u>31%</u>	<u>1,258,846</u>	<u>38%</u>	
ALLOCATION TO STATE ATAX	467,200	408,800	408,800	-	467,200	408,800	0%	(58,400)	-13%	(58,400)	-13%	Assuming 70% of beach patrol cost funded from SATAX
ALLOCATION TO COUNTY ATAX	176,575	267,100	267,100	-	267,100	267,100	0%	-	0%	90,525	51%	
ALLOCATION TO LOCAL ATAX	58,878	58,000	58,000	-	100,000	317,000	447%	217,000	217%	258,122	438%	Beach upkeep & 70% island wide charging stations
ALLOCATION TO HOSPITALITY ATAX	274,707	166,500	166,500	-	217,318	166,500	0%	(50,818)	-23%	(108,207)	-39%	
TOTAL NET EXPENDITURES	<u>977,360</u>	<u>7,650,093</u>	<u>7,671,701</u>	<u>1,825,058</u>	<u>2,411,948</u>	<u>3,373,325</u>	<u>3%</u>	<u>107,782</u>	<u>4%</u>	<u>182,040</u>	<u>19%</u>	
Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Projected \$ Change	FY 24 Projected % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
Department: 40400 - ROADS AND BRIDGE												
REPAIR AND MAINT ROADS	50,930	50,000	87,370	\$ 15,283	\$ 215,283	\$ (15,000)	-30%	\$ (180,283)	-84%	(15,930)	-31%	Placeholder for bike path work and incidentals for roadways
LANDSCAPING	-	250,000	250,000	-	291,300	(250,000)	-100%	(291,300)	-100%	-	-	
GENERAL INSURANCE - BRIDGE	30,781	33,859	33,859	61,083	61,083	33,332	98%	6,108	10%	36,410	118%	Estimate for bridge insurance -10% increase
PROFESSIONAL SERVICES	84,373	50,000	100,220	57,199	72,199	50,000	0%	(22,199)	-31%	(34,373)	-41%	Placeholder for BWD Drive
MISCELLANEOUS EXPEND	1,035	15,000	15,000	1,050	2,000	15,000	0%	13,000	650%	13,965	1349%	Storm Drain Cleaning plus misc.
	<u>167,119</u>	<u>398,859</u>	<u>486,449</u>	<u>134,615</u>	<u>641,865</u>	<u>(231,668)</u>	<u>-58%</u>	<u>(474,674)</u>	<u>-74%</u>	<u>72</u>	<u>0%</u>	
ALLOCATION TO LOCAL ATAX	203,580	122,500	153,157	-	202,574	29,750	-76%	(172,824)	-85%	(173,830)	-85%	Allocate 35%
ALLOCATION TO HOSPITALITY TAX	190,766	122,500	153,157	-	202,574	29,750	-76%	(172,824)	-85%	(161,016)	-84%	Allocate 35%
TOTAL NET EXPENDITURES	<u>(227,227)</u>	<u>153,859</u>	<u>134,615</u>	<u>236,718</u>	<u>107,691</u>	<u>(46,168)</u>	<u>-30%</u>	<u>(129,026)</u>	<u>-55%</u>	<u>(334,846)</u>	<u>147%</u>	
Department: 41400 - CERT TEAM												
CERT TEAM	1,423	3,000	3,000	2,356	3,000	3,000	0%	-	0%	1,577	111%	
	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>\$ 2,356</u>	<u>\$ 3,000</u>	<u>\$ 3,000</u>	<u>0%</u>	<u>-</u>	<u>0%</u>	<u>1,577</u>	<u>111%</u>	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
STATE ACCOMMODATION TAX FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
STATE ACCOMMODATIONS TAX REVENUE	\$ 2,963,647	\$ 2,758,768	\$ 2,758,768	\$ 1,539,601	\$ 2,758,768	\$ 2,810,913	\$ 52,145	2%	\$ 52,145	2%	\$ (152,734)	-5%	Based on historical averages Rate of return -4%
INTEREST REVENUE	57,187	40,000	100,000	72,881	100,000	50,000	10,000	25%	(50,000)	-50%	(7,187)	-13%	
	<u>3,020,834</u>	<u>2,798,768</u>	<u>2,858,768</u>	<u>1,539,601</u>	<u>2,758,768</u>	<u>2,860,913</u>	<u>62,145</u>	<u>2%</u>	<u>52,145</u>	<u>2%</u>	<u>(159,921)</u>	<u>-5%</u>	
EXPENDITURES:			-										
PROMOTIONAL FUND	931,512	827,630	827,630	494,082	827,630	843,274	15,643	2%	15,643	2%	(88,438)	-9%	30% of SATAX
SATAX CURRENT YEAR FUNDING	<u>1,072,144</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>276,670</u>	<u>2,059,579</u>	<u>3,000,000</u>	<u>1,000,000</u>	<u>50%</u>	<u>940,421</u>	<u>46%</u>	<u>1,927,856</u>	<u>180%</u>	
TOTAL STATE ACCOMMODATION TAX EXPENDITURES	<u>2,003,656</u>	<u>2,827,630</u>	<u>2,827,630</u>	<u>770,752</u>	<u>2,887,209</u>	<u>3,843,274</u>	<u>1,015,643</u>	<u>36%</u>	<u>956,064</u>	<u>33%</u>	<u>1,839,618</u>	<u>92%</u>	
NET INCREASE/(DECREASE) IN FUND BALANCE	<u>\$ 1,017,178</u>	<u>\$ (28,862)</u>	<u>\$ 31,138</u>	<u>\$ 768,849</u>	<u>\$ (128,441)</u>	<u>\$ (982,361)</u>	<u>\$ (953,499)</u>	<u>3304%</u>	<u>\$ (903,920)</u>	<u>704%</u>	<u>\$ (1,999,539)</u>	<u>-197%</u>	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
COUNTY ACCOMMODATION TAX FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>REVENUES:</b>													
COUNTY ACCOMMODATION TAX	\$ 681,098	\$ 450,000	\$ 450,000	\$ 269,062	\$ 600,000	\$ 612,000	\$ 162,000	36%	\$ 12,000	2%	\$ (69,098)	-10%	Based on historical average
INTEREST REVENUE	114,374	65,887	90,887	57,187	90,887	65,000	(887)	-1%	(25,887)	-28%	(49,374)	-43%	Rate of return -4%
<b>TOTAL CATAX REVENUES</b>	<b>795,472</b>	<b>515,887</b>	540,887	<b>326,249</b>	<b>690,887</b>	<b>677,000</b>	<b>161,113</b>	<b>35%</b>	<b>(13,887)</b>	-2%	<b>(118,472)</b>	-17%	
<b>EXPENDITURES :</b>													
WATER & SEWAGE	11,983	20,000	20,000	900	20,000	20,000	-	0%	-	0%	8,017	67%	allocation from GF
SOLID WASTE DISPOSAL	25,000	25,000	25,000	-	25,000	25,000	-	0%	-	0%	-	0%	allocation from GF
CUSTODIAL COSTS	-	5,000	5,000	-	5,000	5,000	-	0%	-	0%	5,000	#DIV/0!	allocation from GF
LANDSCAPING COSTS - MINOR	2,993	20,000	20,000	-	20,000	20,000	-	0%	-	0%	17,007	568%	allocation from GF
REPAIR & MAINT - BUILDING	1,000	1,000	1,000	-	1,000	1,000	-	0%	-	0%	-	0%	allocation from GF
PEST CONTROL COSTS	500	500	500	-	500	500	-	0%	-	0%	-	0%	allocation from GF
TELEPHONE - REGULAR	5,200	5,200	5,200	-	5,200	5,200	-	0%	-	0%	-	0%	allocation from GF
SECURITY SYSTEM COSTS	200	200	200	-	200	200	-	0%	-	0%	-	0%	allocation from GF
BEACH PATROL COSTS	584,000	584,000	584,000	340,667	584,000	-	-	0%	-	0%	-	0%	Beach Patrol new contract
ARIAL PHOTOGRAPHY	40,100	-	-	-	-	-	-	-	-	NA	(40,100)	-100%	
BEACH MONITORING & REPAIRS	61,643	50,000	50,000	-	40,000	-	25,000	50%	35,000	88%	13,357	22%	Beach Mitigation, Annual beach survey and report (CSE)
KI CONSERVANCY	42,677	125,000	125,000	2,708	50,000	-	125,000	100%	200,000	400%	207,323	486%	Projects to be aannounced\$50K and \$200K for the park development.
ENVIRONMENTAL RESEARCH	86,136	117,100	117,100	26,611	117,100	-	11,800	10%	11,800	10%	42,764	50%	Bobcat GPS, Bird Banding, Toxicology, Clemson Study (\$50k)
EDUCATIONAL PROGRAMS	17,358	25,000	25,000	9,943	25,000	-	-	0%	-	0%	7,642	44%	Grow Native, Dolphin Stewardship, Bluebird Boxes
FISH STUDIES & EQUIPMENT	131	3,500	3,500	-	2,000	-	9,500	271%	11,000	550%	12,869	9824%	Estimate for fish tissue testing and stocking
POND MANAGEMENT	-	5,000	5,000	-	5,000	-	-	0%	-	0%	5,000	#DIV/0!	
ELECTRICITY COSTS	12,899	15,000	15,000	10,563	15,000	15,000	-	0%	-	0%	2,101	16%	50% allocation from GF
<b>TOTAL CATAX EXPENDITURES</b>	<b>891,820</b>	<b>1,001,500</b>	<b>1,001,500</b>	<b>391,392</b>	<b>915,000</b>	<b>1,172,800</b>	<b>171,300</b>	<b>17%</b>	<b>257,800</b>	<b>28%</b>	<b>280,980</b>	<b>32%</b>	
<b>FUND ALLOCATIONS TO OTHER FUNDS :</b>													
ALLOCATE FROM SATAX	(467,200)	(408,800)	(408,800)	-	(408,800)	(408,800)	-	0%	-	0%	58,400	-13%	Assuming /U% of beach patrol cost funded from SA I AX
<b>TOTAL CATAX FUND EXPEND, ALLOCATI</b>	<b>424,620</b>	<b>592,700</b>	<b>592,700</b>	<b>391,392</b>	<b>506,200</b>	<b>764,000</b>	<b>171,300</b>	<b>29%</b>	<b>257,800</b>	<b>51%</b>	<b>339,380</b>	<b>80%</b>	
<b>NET INCREASE/(DECREASE) IN FUND BAL</b>	<b>\$ 370,852</b>	<b>\$ (76,813)</b>	<b>\$ (51,813)</b>	<b>\$ (65,143)</b>	<b>\$ 184,687</b>	<b>\$ (87,000)</b>	<b>\$ (10,187)</b>	<b>13%</b>	<b>\$ (271,687)</b>	<b>-147%</b>	<b>\$ (457,852)</b>	<b>-123%</b>	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
LOCAL ACCOMMODATION TAX FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>REVENUES:</b>													
LOCAL ACCOMMODATION TAX	\$ 1,692,935	\$ 1,477,158	\$ 1,477,158	\$ 904,375	\$ 1,477,158	\$ 1,500,000	\$ 22,842	2%	\$ 22,842	2%	\$ (192,935)	-11%	Based on historical averages
INTEREST REVENUE	<u>170,921</u>	<u>177,000</u>	<u>227,000</u>	<u>149,900</u>	<u>227,000</u>	<u>150,000</u>	<u>173,781</u>	<u>869%</u>	<u>(77,000)</u>	<u>-34%</u>	<u>(20,921)</u>	<u>-12%</u>	Rate of return -4%
<b>TOTAL LATAX REVENUES</b>	<b>1,863,856</b>	<b>1,654,157</b>	<b>1,704,157</b>	<b>1,054,275</b>	<b>1,704,157</b>	<b>1,650,000</b>	<b>196,623</b>	<b>22%</b>	<b>(54,158)</b>	<b>-3%</b>	<b>(213,856)</b>	<b>-11%</b>	
<b>EXPENDITURES :</b>													
SALARIES - REGULAR EMPLOYEES	122,190	166,789	179,389	-	179,389	205,125	38,336	23%	25,736	14%	82,935	68%	
FICA ER MATCH	8,099	12,759	12,759	-	12,759	15,692	2,933	23%	2,933	23%	7,593	94%	
INSURANCE - MEDICAL	16,375	27,390	27,390	-	26,413	31,331	3,941	14%	4,919	19%	14,956	91%	
RETIREMENT MATCH	19,966	30,956	30,956	-	32,756	44,024	13,068	42%	11,268	34%	24,058	120%	
DEPUTIES COST	70,455	-	-	-	-	9,445	9,445	#DIV/0!	9,445	-	(61,010)	-87%	
BEACH UPKEEP	58,878	58,000	58,000	39,185	100,000	177,000	119,000	205%	77,000	77%	118,122	201%	
CHARGING STATIONS	-	-	-	-	-	140,000	140,000	#DIV/0!	140,000	#DIV/0!	140,000	#DIV/0!	
TURTLE PATROL	7,371	7,000	7,000	1,255	7,000	12,000	5,000	71%	5,000	71%	4,629	63%	
BEACH SUPPLIES COSTS	<u>-</u>	<u>2,500</u>	<u>2,500</u>	<u>-</u>	<u>2,500</u>	<u>2,500</u>	<u>-</u>	<u>0%</u>	<u>-</u>	<u>0%</u>	<u>2,500</u>	<u>-</u>	
<b>TOTAL LATAX EXPENDITURES</b>	<b>303,334</b>	<b>305,395</b>	<b>317,994</b>	<b>40,440</b>	<b>360,817</b>	<b>637,118</b>	<b>331,723</b>	<b>109%</b>	<b>276,300</b>	<b>77%</b>	<b>333,784</b>	<b>110%</b>	
<b>FUND TRANSFERS AND ALLOCATIONS TO OTHER FUNDS:</b>													
TRANSFER TO ARTS & CULTURAL FUND	237,386	209,920	209,920	-	229,920	211,540	1,620	1%	(18,380)	-8%	(25,846)	-11%	
TRANSFER TO GENERAL FUND	289,529	122,500	122,500	-	202,574	29,750	(92,750)	-76%	(172,824)	-85%	(259,779)	-	
TRANSFER TO CAPITAL FUND	<u>596,957</u>	<u>590,863</u>	<u>590,863</u>	<u>-</u>	<u>590,863</u>	<u>600,000</u>	<u>9,137</u>	<u>2%</u>	<u>9,137</u>	<u>2%</u>	<u>3,043</u>	<u>1%</u>	
<b>TOTAL LATAX FUND EXPEND, TRANSFERS &amp; ALLOCATIONS</b>	<b>1,427,206</b>	<b>1,228,678</b>	<b>1,241,278</b>	<b>40,440</b>	<b>1,384,174</b>	<b>1,478,408</b>	<b>249,730</b>	<b>20%</b>	<b>(182,067)</b>	<b>-13%</b>	<b>(282,582)</b>	<b>-20%</b>	
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>\$ 436,650</b>	<b>\$ 425,480</b>	<b>\$ 462,880</b>	<b>\$ 1,013,835</b>	<b>\$ 319,983</b>	<b>\$ 171,592</b>	<b>\$ (53,107)</b>	<b>-12%</b>	<b>\$ 594,769</b>	<b>186%</b>	<b>\$ 608,242</b>	<b>139%</b>	

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/16/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>REVENUES:</b>													
BEVERAGE TAX REVENUE	\$ 63,150	\$ 45,000	\$ 45,000	\$ 2,600	\$ 45,000	\$ 45,000	\$ -	0%	\$ -	0%	\$ (18,150)	-29%	\$3k per alcoholic beverage permit (15 entities)
	<b>63,150</b>	<b>45,000</b>	45,000	<b>2,600</b>	<b>45,000</b>	<b>45,000</b>	-	<b>0%</b>	-	<b>0%</b>	<b>(18,150)</b>	<b>-29%</b>	
<b>FUND TRANSFERS TO OTHER FUNDS :</b>													
TRANSFER TO CAPITAL FUND	63,150	45,000	45,000	-	50,000	45,000	-	0%	-	0%	(18,150)	-29%	
	<b>63,150</b>	<b>45,000</b>	<b>45,000</b>	-	<b>50,000</b>	<b>45,000</b>	-	<b>0%</b>	-	<b>0%</b>	<b>(18,150)</b>	<b>-29%</b>	
NET INCREASE/(DECREASE) IN FUND BALANCE	\$ -	\$ -	\$ -	\$ 2,600	\$ (5,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
HOSPITALITY TAX FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes	
REVENUES:														
HOSPITALITY TAX	\$ 931,309	\$ 829,177	\$ 829,177	\$ 462,292	\$ 891,347	\$ 900,000	\$ 70,823	9%	\$ 8,653	1%	\$ (31,309)	-3%	Based on historical averages	
INTEREST REVENUE	114,373	107,505	147,505	93,401	147,505	110,000	2,495	2%	(37,505)	-25%	(4,373)	-4%	Rate of return -4%	
TOTAL HOSPITALITY TAX REVENUES	1,045,682	936,682	976,682	555,693	1,038,852	1,010,000	73,318	15%	(28,852)	-3%	(35,682)	-3%		
EXPENDITURES:														
WATER & SEWAGE	42,030	32,500	32,500	39,104	32,500	32,500	-	0%	-	0%	(9,530)	-23%	Irrigation for KI Parkway, roundabout, Beachwalker Dr and Betsy Kerrison Parkway	
LANDSCAPING COSTS - MINOR	219,279	120,000	120,000	163,162	180,000	120,000	-	0%	(60,000)	-33%	(99,279)	-45%	Contract for maintenance of KI Parkway, roundabout, Beach Walker Dr and Betsy Kerrison	
CHRISTMAS DECORATIONS	10,819	11,000	11,000	1,818	1,818	11,000	-	0%	9,182	505%	181	2%	Estimate for Christmas decorations	
ELECTRICITY COSTS	2,579	3,000	3,000	806	3,000	3,000	-	0%	-	0%	421	16%	Electricity for roundabout lights	
TOTAL EXPENDITURES	274,707	166,500	166,500	204,890	217,318	166,500	-	0%	(50,818)	-23%	(108,207)	-39%		
FUND TRANSFERS TO OTHER FUNDS:														
TRANSFER TO ARTS & CULTURAL FUND	22,000	22,000	22,000	-	22,000	22,000	-	0%	-	0%	-			
TRANSFER TO GENERAL FUND	60,886	122,500	122,500	-	202,574	29,750	(92,750)	-76%	(172,824)	-85%	(31,136)	-142%	Transfer to GF for 35% cost of Beachwalker Dr and KI Parkway intersection improvements	
TRANSFER TO CAPITAL FUND	372,524	331,671	331,671	-	356,539	360,000	28,329	9%	3,461	1%	(12,524)	-21%	20% of Hospitality tax revenue for future projects on tourism related infrastructure , 20% -Emergency Fund	
TOTAL HOSPITALITY FUND EXPEND & TRANSFERS	730,117	642,671	642,671	204,890	798,431	578,250	(64,421)	-10%	(220,181)	-28%	(151,867)	-41%		
NET INCREASE/(DECREASE) IN FUND BALANCE	\$ 315,565	\$ 294,011	\$ 334,011	\$ 350,803	\$ 240,422	\$ 431,750	\$ 137,739	47%	\$ 191,328	80%	\$ 116,185	37%		

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
VICTIMS ASSISTANCE FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>SOURCES :</b>													
VICTIMS ASSISTANCE FEES	\$ 8,276	\$ 10,000	\$ 10,000	\$ 3,246	\$ 10,000	\$ 10,000	\$ -	0%	\$ -	0%	\$ 1,724	21%	
<b>TOTAL SOURCES</b>	<b>8,276</b>	<b>10,000</b>	10,000	<b>3,246</b>	<b>10,000</b>	<b>10,000</b>	-	0%	-	0%	<b>1,724</b>	<b>21%</b>	
<b>EXPENDITURES:</b>													
CONTRIBUTIONS TO VICTIMS PROGRAMS	8,276	10,000	10,000	7,645	10,000	10,000	\$ -	0%	\$ -	0%	1,724	21%	
<b>TOTAL EXPENDITURES</b>	<b>8,276</b>	<b>10,000</b>	<b>10,000</b>	<b>7,645</b>	<b>10,000</b>	<b>10,000</b>	\$ -	0%	\$ -	0%	<b>1,724</b>	<b>21%</b>	
<b>NET INCREASE/(DECREASE) IN FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,399)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>0%</b>	

TOWN OF KIAWAH ISLAND  
BUDGET DRAFT   FOR YEAR ENDED 6/30/25  
ARTS & CULTURAL FUND

	Actuals FY 2023	2023-2024 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2023-2024	2024-2025 Proposed Budget	FY 24 Budget \$ Change	FY 24 Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
SOURCES :													
TRANSFER FROM LATAX FUND	\$ 237,386	\$ 209,920	\$ 209,920	\$ -	\$ 229,920	\$ 211,540	\$ 1,620.00	1%	\$ (18,380)	-8%	\$ (25,846)	-11%	
TRANSFER FROM HOSPITALITY TAX FUND	22,000	22,000	22,000		22,000	22,000	-	0%	-	0%	-	0%	
TRANSFER FROM GENERAL FUND	170,250	118,000	118,000	-	151,020	118,000	-	0%	(33,020)	-22%	(52,250)	-31%	
TICKET SALES	<u>47,046</u>	<u>45,000</u>	<u>45,000</u>	<u>54,196</u>	<u>60,000</u>	<u>85,000</u>	<u>40,000</u>	<u>=</u>	<u>25,000</u>	<u>42%</u>	<u>37,954</u>	<u>81%</u>	
TOTAL SOURCES	476,682	394,920	394,920	54,196	462,940	436,540	41,620	11%	(26,400)	-6%	(40,142)	-8%	
											-		
EXPENDITURES:											-		
PAYROLL & RELATED EXPENSES	77,386	89,380	89,380	69,514	110,823	133,000	43,620	49%	22,177	20%	55,614	72%	
CONSULTING	52,250	-	-	28,640	28,640	-	-	-	(28,640)	-100%	(52,250)	-	
ARTS COUNCIL	116,741	118,000	118,000	81,861	118,000	118,000	-	0%	-	0%	1,259	1%	
ADMINISTRATIVE COST	3,957	5,540	5,540	3,137	5,540	5,540	-	0%	-	0%	1,583	40%	
CULTURAL EVENTS	<u>196,927</u>	<u>182,000</u>	<u>182,000</u>	<u>199,937</u>	<u>199,937</u>	<u>180,000</u>	<u>(2,000)</u>	<u>-1%</u>	<u>(19,937)</u>	<u>-10%</u>	<u>(16,927)</u>	<u>-9%</u>	
TOTAL EXPENDITURES	447,261	394,920	394,920	284,935	462,940	436,540	41,620	11%	(26,400)	-6%	(10,721)	-2%	
NET INCREASE/(DECREASE) IN FUND BALANCE	<u>\$ 29,421</u>	<u>\$ (0)</u>	<u>\$ (0)</u>	<u>\$ (230,739)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>	<u>0%</u>	<u>-</u>	<u>=</u>	<u>\$ (29,421)</u>	<u>-100%</u>	



TOWN OF KIAWAH ISLAND  
BUDGET DRAFT FOR YEAR ENDED 6/30/25  
CAPITAL & EMERGENCY FUND

	Actuals FY 2023	2022-2023 Budget	2023-2024 Amended Budget	Actuals thru 2/29/2024	Projected 2022-2023	2024-2025 Proposed Budget	FY 24 Amended Budget \$ Change	FY 24 Amended Budget % Change	FY 24 Annualized \$ Change	FY 24 Annualized % Change	FY 23 Actuals \$ Change	FY 23 Actuals % Change	Justifications/Notes
<b>REVENUES &amp; SOURCES :</b>													
INTEREST	<u>285,934</u>	<u>285,409</u>	<u>335,409</u>	<u>255,989</u>	<u>335,409</u>	<u>300,000</u>	<u>(35,409)</u>	<u>-11%</u>	<u>(35,409)</u>	<u>-11%</u>	<u>(14,066)</u>	<u>-5%</u>	Rate of return -4%
TOTAL REVENUES & SOURCES	<u>285,934</u>	<u>285,409</u>	<u>335,409</u>	<u>255,989</u>	<u>335,409</u>	<u>300,000</u>	<u>(35,409)</u>	<u>-11%</u>	<u>(35,409)</u>	<u>-11%</u>	<u>(14,066)</u>	<u>-5%</u>	
<b>EXPENDITURES:</b>													
TOTAL EXPENDITURES	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>	
NET INCREASE/(DECREASE) IN FUND BALANCE	<u>\$ 285,934</u>	<u>\$ 285,409</u>	<u>\$ 335,409</u>	<u>\$ 255,989</u>	<u>\$ 335,409</u>	<u>\$ 300,000</u>	<u>\$ (35,409)</u>	<u>-11%</u>	<u>\$ (35,409)</u>	<u>-11%</u>	<u>\$ (14,066)</u>	<u>-5%</u>	

Town of Kiawah Island  
Five Year Capital Improvements Plan

<u>Capital Expenditures</u>	<u>Projected FY2024</u>	<u>Budgeted FY2025</u>	<u>Projected FY2026</u>	<u>Projected FY2027</u>	<u>Projected FY2028</u>	<u>Projected FY2029</u>
Beach Renourishment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landscaping Enhancements	291,300	-	-	-	-	-
Upper Beachwalker	-	-	-	-	-	-
BW & KIP Intersaction	210,000					
Municipal Center Extention	-	225,000	-	-	-	-
Charging Stations/Town's Fleet	100,000	-	-	-	-	-
Charging Stations/Island Wide	-	200,000				
Vehicles	-	-	-	-	-	-
· Administration	-	35,000	-	55,000	-	-
· Planning		55,000				
· Building Department	55,000	34,000	-	-	55,000	-
· Public Safety	-	-	-	55,000	-	-
· Public Works	60,000	-	110,000	70,000	70,000	70,000
·Wildlife		81,000	55,000	-	55,000	55,000
	-	-	-	-	-	-
Total Capital Expenditures	<u>\$ 941,300</u>	<u>\$ 630,000</u>	<u>\$ 165,000</u>	<u>\$ 180,000</u>	<u>\$ 180,000</u>	<u>\$ 125,000</u>



Tab | 4

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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Action

**TO:** Ways and Means Committee Members

**FROM:** Craig Harris, Director of Public Safety

**SUBJECT:** Law Enforcement Coverage Feasibility Study

**DATE:** 04/23/2024

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## Background

On February 3, 2023, during a retreat, the Town Council of Kiawah Island directed the Public Safety Director to develop a Request for Proposal (RFP) for conducting a municipal public safety feasibility study. This study aims to address public safety challenges thoroughly and impartially to Kiawah Island. In March 2023, a significant development occurred when we received a 90-day notice from the Sheriff's office about the termination of the long-standing "permanent/full-time" deputy contract, effective June 1, 2023. Since 2019, this contract has provided Kiawah Island with four deputies, including two scheduled around-the-clock for the first shift. Historically, since 2013, the Town has also contracted with the Charleston County Sheriff's Office (CCSO) for off-duty deputy coverage during the second and third shifts. The Town still has an active off-duty contract with CCSO.

Financial details showing expenditures of \$1,792,874 for full-time deputy services and \$5,363,991 for off-duty deputy coverage up to April 2024 are attached.

## Project Scope and Objectives:

The Public Safety Committee has updated the RFP to include a detailed needs assessment and gap analysis. The initial phase will involve a comprehensive evaluation of the current public safety and policing landscape. This includes services provided by CCSO, the Town's Public Safety Department, and security personnel from KICA and KIGR. The consultant selected will engage with these entities, gather and analyze three years of incident data from Kiawah Island and Freshfields Village, and determine primary and overlapping responsibilities among the responders.

The consultant will also examine the effectiveness of existing policing contracts with CCSO, exploring alternatives and comparing these with potential municipal policing options. The goal is to pinpoint deficiencies and recommend enhancements to current practices and policies, thereby crafting practical, efficient, and cost-effective strategies that align with the Town's safety and security goals.

## Future Phases:

Should there be a recommendation to enhance or establish municipal law enforcement services, a second phase will commence. This will involve developing an implementation plan that includes detailed cost analysis, staffing needs, capital expenditures, and integration with broader Town strategies like the Emergency Management and Strategic Plans. The consultant will also outline the technological and equipment needs necessary to support this transition.

**Presentation and Bidding Process:**

The revised RFP was discussed at the February 2024 Town Council meeting and subsequently published for bidding on various platforms, with the process concluding on March 8, 2024.

**Analysis of Bids:**

The bids received were as follows:

1. Center for Public Safety Management, LLC - \$72,629
2. Matrix Consulting Group - \$154,900
3. Sumter Local Government Consultants (Except not all-inclusive) - \$60,000
4. AP Triton Consulting - \$134,457
5. CERTUS Public Safety Solutions - \$57,238

Each of these firms demonstrated a strong capability to fulfill the project requirements. However, the Public Safety Committee recommends selecting the **Center for Public Safety Management** based on their proposal, which balances cost-effectiveness with comprehensive coverage of the project scope.

**Action Requested:**

Staff requests that the Ways and Means Committee recommend to the Town Council to approve and finalize a contract with the Center for Public Safety Management for an amount not exceeding \$72,629.00.

**Budget Data:**

This expenditure of \$72,629 will be funded from the Public Safety line item within the budget, which has been allocated \$80,000 for consultancy services.

## **\*\*Analysis Breakdown of Consulting Firms for Kiawah Island Public Safety Feasibility Study\*\***

### **1. AP Triton**

- Price: \$134,457.00

- Strengths:

- Experience with Fire and Medical Services- AP Triton possesses extensive experience in Fire and Medical services, which could be beneficial for Kiawah Island's public safety considerations.

- Proposed Timeline: Completion within 5 to 6 months, indicating a relatively swift turnaround time.

- Concerns:

- Limited Law Enforcement Experience: The firm's expertise in law enforcement services is not highlighted, suggesting potential gaps in understanding specific needs related to law enforcement.

- High Cost: The proposed cost is considerably higher compared to other bidders, which may strain the town's budgetary allocations.

- Extra Travel Costs: Additional expenses for traveling are not included in the initial quote, potentially leading to unforeseen financial burdens.

### **2. Certus Public Safety Solutions**

- Price: \$57,238.00

- Strengths:

- Competitive Pricing- Certus offers the lowest bid among the contenders, providing cost-effective options for the town.

- Familiarity with NYPD- While narrow in focus, the firm's experience with NYPD personnel could offer valuable insights, especially in operational strategies.

- Concerns:

- Limited Scope- Certus' research primarily focuses on towns with existing police departments, potentially overlooking unique challenges faced by Kiawah Island without its own department.

- Methodological Depth- The methodology lacks depth, raising questions about the thoroughness and effectiveness of the proposed study.

### **3. CPSM-Center for Public Safety Management**

- Price: \$72,629.00

- Strengths:

- Comprehensive Methodology: CPSM presents a detailed methodology with a comprehensive understanding of pertinent issues, indicating a robust approach to the feasibility study.

- Extensive Client Portfolio: The firm boasts an extensive list of clients, suggesting a wealth of experience and expertise in public safety management.

- Coastal Community Experience: Specific experience with coastal communities could be advantageous for addressing Kiawah Island's unique requirements.

- Concerns:

- Moderate Cost: While not the lowest bid, CPSM's pricing is reasonable considering the proposed scope and expertise offered.

#### **4. Matrix Consulting Group**

- Price: \$154,900.00

- Strengths:

- Predictable Completion Timeline: The firm provides a clear timeline of completion, offering transparency and accountability in project management.

- Concerns:

- Limited Client Base: Matrix Consulting Group's relatively small client list raises questions about the breadth and depth of its experience in public safety consulting.

- Geographical Limitations: References primarily from Western States may indicate a lack of familiarity with the specific needs of East Coast communities like Kiawah Island.

- Lack of Attention to Detail: Spelling errors in the proposal suggest a lack of professionalism and attention to detail, potentially reflecting on the quality of work.

#### **5. Sumter Local Government Consulting**

- Price: \$60,000.00

- Strengths:

- Competitive Pricing: Sumter offers a competitive price for the feasibility study.

- Concerns:

- Limited Experience: Being in business for only two years and having a staff with limited experience could raise concerns about the firm's ability to deliver comprehensive and insightful recommendations.

- Professionalism: Described as the least professional among the bidders, the firm may lack the necessary standards of professionalism and quality assurance.

- Completion Timeline: While within a reasonable timeframe, the completion timeline is slightly longer compared to other contenders.

#### **Recommendation:**

Based on the analysis, CPSM-Center for Public Safety Management emerges as the most suitable candidate for conducting the feasibility study for Kiawah Island's public safety needs. With a comprehensive methodology, extensive experience, and specific expertise in coastal communities, CPSM offers a balanced combination of quality, reliability, and cost-effectiveness. Their proposal aligns closely with the town council's objectives and is likely to deliver valuable insights and actionable recommendations for enhancing public safety services on Kiawah Island.

Craig Harris

Director of Public Safety

PROPOSAL FOR

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# COMPREHENSIVE POLICE FEASIBILITY STUDY

---

TOWN OF KIAWAH ISLAND, SOUTH  
CAROLINA

---

TOWN OF

*Kiawah Island*®

ESTABLISHED  
1988

CPSM®

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CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW, SUITE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 616-813-3782

**ICMA**

Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association





Center for Public Safety Management, LLC

March 7, 2024

Craig Harris, Public Safety Director  
Petra Reynolds, Town Clerk  
Kiawah Island Municipal Center  
4475 Betsy Kerrison Parkway  
Kiawah Island, South Carolina 29455

#### RE: Response to a Request for Proposal

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to the Town of Kiawah Island located in South Carolina for a feasibility Study of its Police Operations.

CPSM is very familiar with the police challenges, having worked for several years with Bald Head Island, North Carolina, on its police and fire challenges. The barrier islands present unique challenges, in particular dealing with emergency situations that may be both human-made and natural. The CPSM approach is unique and more comprehensive than ordinary accreditation or competitor studies.

In general, our analysis involves the following major outcomes:

- Conduct a forensic data analysis to identify actual workload and locations of incidents on the island. Kiawah Island uses multi-tiers of responders that will be evaluated to provide a picture of the "as-is" condition of service delivery. We will look at all facets of the department to establish workloads and service demands.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function for policing.
- Examine the department's organizational structure and culture.
- Perform gap analysis, comparing the "as is" state of the department to the industry's best practices.
- Recommend a management framework to ensure accountability, increased efficiency, enhanced safety for responders and the community, and improved performance.
- Determine staffing analysis using workload and performance using research conducted by ICMA, IPMA-HR, CALEA, and CPSM.

CPSM works with CALEA and many other professional policing organizations to strategically deploy police resources.

This proposal is specifically designed to provide the local government with a thorough and unbiased analysis of emergency services in your community. We have developed a unique approach by combining the experience of dozens of emergency services subject matter experts. The team assigned to the project will have hundreds of years of practical experience

managing emergency service agencies, a record of research, academic, teaching and training, and professional publications, and extensive consulting experience from hundreds of projects completed for municipalities nationwide.

The team we assemble for you will be true "subject matter experts" with hands-on emergency services experience, not research assistants or interns.

CPSM has built upon nearly 40 years of research by ICMA and other academic researchers to develop the **CPSM Data Analytic Report™**. While other firms conduct interviews, charettes, and other intelligence gathering, only CPSM combines those processes by forensically analyzing and reporting an agency's workload and performance which incorporates metrics for future analysis of deployment change. CPSM and ICMA developed the "60% rule" that was authored by one of our SME's which serves as one more benchmark for staffing of police agencies and is often cited by CALEA as a best practice. That report is currently being updated by the current CPSM team of researchers.

ICMA has provided direct services to local governments worldwide for almost 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I will be the authorized signatory on any documents and can be reached at 616-813-3782 or via email at [twieczorek@cpsm.us](mailto:twieczorek@cpsm.us). CPSM has seven full-time employees, three full-time partners, and more than 30 Subject Matter Experts from whose experience and research we can draw from for this project!

Sincerely,

A handwritten signature in blue ink, reading "Thomas J. Wieczorek".

Thomas J. Wieczorek  
Director  
*Center for Public Safety Management. LLC*

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# COMPANY BACKGROUND: THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 110-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its **website**, [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

## Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management \(ICMA/CPSM\)](#) was launched in 2006 by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services. It has remained focused on public safety issues with the addition of dispatch, strategic planning, and Homeland Security.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it had for ICMA. We use our team of eight employees and 30 SME's to respond to the team our client has identified. With such expertise, we are able to evaluate all sizes of organizations that face challenges from every perspective. CPSM's local government technical assistance experience includes workload and deployment analysis, using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs as well as industry best practices.

We have conducted over 450 such studies in 46 states and provinces and more than 300 communities ranging in population size 269 (Bald Head Island, NC) to 4.1 million (Maricopa County, Arizona).

# RECENT PROJECTS

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## 2023 Projects

Delaware OH  
Powell OH  
Norristown PA  
West Des Moines IA  
Kalispell MT  
Roanoke VA  
Cocoa Beach FL  
Alpharetta GA  
Celina TX  
Maricopa County AZ  
Kent County MI  
Minot ND  
Olympia WA  
Plymouth MA  
Chattanooga TN  
Pulaski County AR  
Battle Creek MI

## 2022 Projects

Brookings  
El Mirage  
Little Rock  
Medford  
Myrtle Beach  
National City

New Braunfels (NBPD in the  
file name)  
Pembroke Park  
Petaluma  
Santa Rosa  
Sugar Land  
Sylvester  
Upper Arlington  
Yuma

## 2021 Projects

Darien, CT  
Jones Mayer  
Wauwatosa, WI  
Reno, NV  
Sylvester, GA  
Oakland, CA  
El Mirage, AZ  
Medford, OR  
Wauwatosa, WI  
New Braunfels, TX  
Dupage County Forest  
District  
Allen, TX  
Little Rock, AR  
Petaluma, CA  
Upper Providence  
Township, PA

Culver City, CA  
Santa Rosa, CA  
National City, CA  
Lake Wales, FL  
Redwood City, CA  
Brookings, SD  
Billings, MT  
Edmonds, WA  
Danville, KY  
Barancik Foundation, FL  
Myrtle Beach, SC  
Yuma, AZ  
Brownsville, TX  
Pinal County, AZ  
Palm Coast, FL  
Stearns County, MN  
Torrance CA



# STATEMENT OF UNDERSTANDING: MEET YOUR TEAM -- POLICE

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The Town of Kiawah Island is inviting proposals from eligible consultants to conduct a comprehensive review of public safety issues for Kiawah Island.

The project's initial phase will involve conducting a comprehensive needs assessment and gap analysis of current public safety and police services, including those provided by the Charleston County Sheriff's Office (CCSO) coverage of Kiawah Island and surrounding areas, the Town's current or proposed contract with CCSO for off-duty deputy coverage, the Town's Public Safety Department and code enforcement officers, Charleston County EMS, St. Johns Fire Department, and security services provided by KICA and KIGR personnel.

The consultant will meet with each of the above entities and compile a comprehensive database of incident reports on Kiawah Island (including Freshfields Village) over the past three years with the type of incident, first responder(s), and response time. The consultant will assess which organization has primary responsibility for certain types of incidents or incidents for which there is overlapping coverage.

The consultant will assess the level of cooperation and coordination among the various entities and make recommendations for improving the same. The consultant will identify critical gaps in coverage, responsibility, and response times and make recommendations for improving the same. The consultant will specifically assess whether there are critical gaps in coverage by armed law enforcement personnel serving Kiawah Island and its residents. The consultant will also hold listening sessions with the community to obtain feedback on the existing programs and community safety measures.

The consultant will carefully examine the efficacy of the Town's contracted policing services with CCSO, exploring alternatives to armed law enforcement services and conducting a detailed comparison of the services and costs under a municipal law enforcement program compared to the Town's existing or proposed contracts with the CCSO for full-time and/or off-duty deputy coverage.

The primary objective of this initial phase is to identify issues, make recommendations for changes to current practices and policies, and propose practical, efficient, and cost-effective strategies that align with the Town's overall safety and security objectives. The needs assessment and gap analysis will provide an independent assessment to the Town Council of the effectiveness and efficiency of the provision of public safety and police services and inform future decisions on the best approaches to delivering such services in the years to come.

To the extent that the consultant recommends that the Town consider providing armed law enforcement services beyond those provided by or contracted with the CCSO, it is anticipated that the Town of Kiawah Island will request the consultant undertake a second phase of work. The next phase will be addressed in a new Scope of Work, which will include developing an implementation plan with detailed cost projections, such as requirements for hiring and training personnel, one-time and ongoing capital costs, station planning considerations, and any related third-party costs. Additionally, the implementation plan will align with broader Town strategies, such as the Town's Emergency Management Plan and the upcoming Strategic Plan and include actionable performance metrics to track service quality and proactively identify areas for improvement.

Furthermore, any implementation plan will outline any necessary changes to the Town's existing programs and community safety measures, including implementing any new community safety measures. The consultant will also identify any technology, equipment, or other resources that may be required to implement the new plan.

The Town Council will be informed of the independent assessment of the effectiveness and efficiency of the provision of police services, and the consultant will make recommendations on the best approaches to delivering police services in the years to come. The consultant will also provide actionable performance metrics to track service quality and proactively identify areas for improvement.

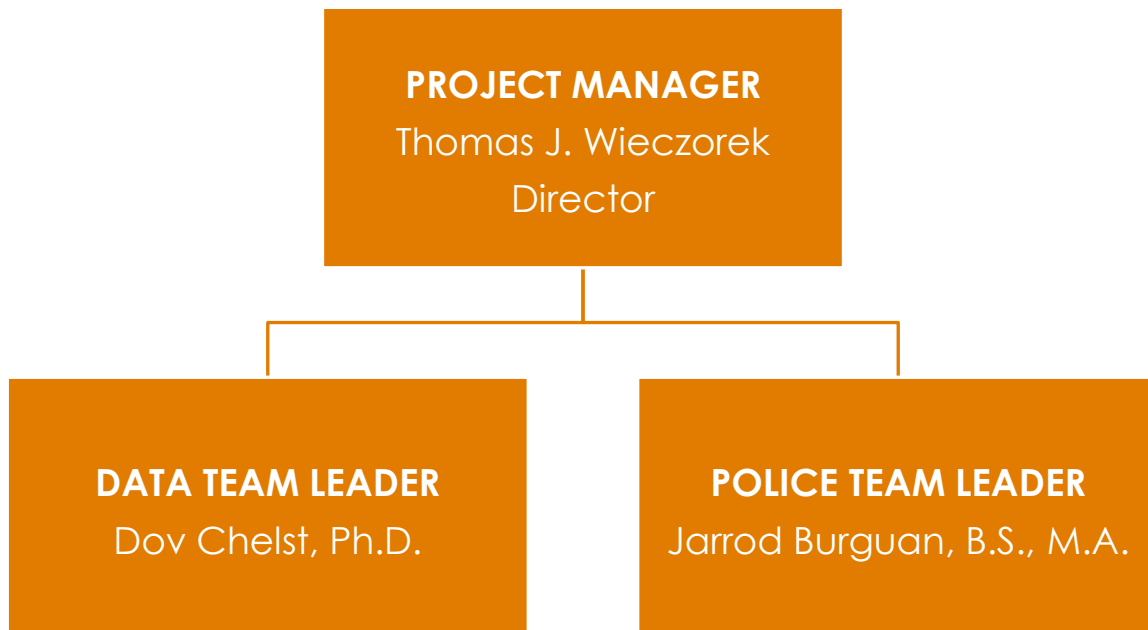
The expected outcomes include a review to assess the police force services currently being provided to Kiawah Island, detailed analysis of options related to delivering police services and existing operational effectiveness as measured by industry standards to deliver service in accordance and compliance with nationally recognized standards, benchmarks, and federal, state, and local industry-recognized laws and regulations. The consultant shall provide recommendations to optimize operational and financial effectiveness and service delivery to the community over the next five years.

This evaluation is designed to determine the potential to achieve the following benefits for the community:

- Meet community policing needs.
- Improved short-term efficiency and effectiveness for community safety and well-being.
- Projecting the impact of future growth on the safety of our community.
- Identify alternatives to police services for Kiawah Island.
- Enhanced or expanded current service(s), if necessary.
- Projecting the impact of future growth.
- Provide costs and cost avoidance opportunities (s) for today and in the future.
- Explain the Impact on future state and federal grant funding.

For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide critical emergency services consistent with the community's financial capabilities. The team will consist of a project manager, one Operations Leader and several senior public safety experts selected from our staff to meet the specific needs of the municipality.

The management organizational chart for the project includes the following key team members





# CORPORATE COMPLIANCE POLICE UNIT

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## PROJECT MANAGER

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### THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence



#### BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

## MANAGING PARTNER

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### LEONARD A. MATARESE, MPA, ICMA-CM, IPMA-CP

Director of Research and Project Development, Center for Public Safety Management



#### BACKGROUND

Mr. Matarese is a specialist in public sector administration with expertise in public safety issues. He has 44 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has subsequently trained thousands of municipal practitioners on the techniques of the community policing philosophy over the past 18

years. He has managed several hundred studies of emergency services agencies with attention to matching staffing issues with calls for service workload.

Recognized as an innovator by his law enforcement colleagues, he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He represents ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Office Bureau of Justice Assistance. He has also served as a project reviewer for the National Institute of Justice and is the subject matter expert on several ICMA / USAID police projects in Central America. As a public safety director, he has managed fire / EMS systems including ALS transport. He was an early proponent of public access and police response with AEDs.

Mr. Matarese has presented before most major public administration organizations at annual conferences on numerous occasions and was a keynote speaker at the 2011 annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a master's degree in public administration and a bachelor's degree in political science. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association-Human Resources. He also has extensive experience in labor management issues, particularly in police and fire departments. Mr. Matarese is a life member of the International Association of Chiefs of Police and of ICMA.

# FORENSIC DATA ANALYSIS TEAM

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## DATA ASSESSMENT TEAM – PROJECT LEADER

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DOV CHELST, PH.D.

Director of Quantitative Analysis



### BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 140 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University. He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

## SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

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DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University



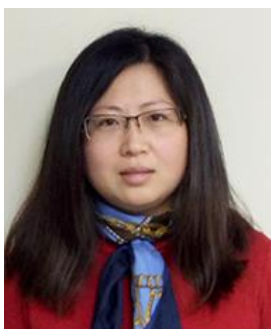
### BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

## PUBLIC SAFETY DATA ANALYST

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SHAN ZHOU, PH.D.



### BACKGROUND

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and

Development from University of Minnesota.

# OPERATIONS ASSESSMENT TEAM

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## POLICE PROJECT MANAGER

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### CHIEF JARROD BURGUAN, B.S., M.A.

Chief of Police, San Bernardino Police Department



#### BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.

During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and

internationally on police response to active shooter events following both an elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in business and a master's degree in management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

## TEAM LEADS

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### VICTOR LAURIA

Retired Assistant Police Chief, Novi Police Department



#### BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective, crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250<sup>th</sup> Session of the Federal Bureau of Investigations

National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.

Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

## CHIEF CRAIG JUNGINGER (RET), BS, MPA

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



### BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police since December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he was promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

## SENIOR ASSOCIATE

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### CHIEF JOHN E. PEREZ, B.S., M.S., PH.D.

Chief of Police, City of Pasadena Police Department

### BACKGROUND

John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community





initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events. After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives.

He is the recipient of the Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief

Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" – each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal justice, a master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF WAYNE HILTZ (RET)

Former Interim Chief of Police at Pasadena and Irwindale Police Departments

#### BACKGROUND



Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim Chief of Police at both the Pasadena and

Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San

Gabriel Peace Officers Association. He has served on the boards of community-based organizations with focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

## SENIOR ASSOCIATE

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### CHIEF ROBERT HANDY, M.S.

Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



#### BACKGROUND

Chief Robert Handy is a 30-year law enforcement professional having served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked on a wide variety of assignments from officer/detective through leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a

bachelor's and master's degree in public administration and is a graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, has provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF MARTIN BAEZA, B.A., M.A.

Retired Deputy Chief, Los Angeles Police Department



#### BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices.

He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement

programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing.

Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

## SENIOR ASSOCIATE

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**CHIEF DAVID SWING**  
Chief of Police, Pleasanton

### BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served most of his professional career in Morgan Hill, California starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked on a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a bachelor's degree in public relations and master's degree in public administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work, having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.



## SENIOR ASSOCIATE

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### CHIEF GENE ELLIS

Chief of Police, Belton, TX

#### BACKGROUND

A native of Houston, Texas, Chief Gene Ellis started his law enforcement career in the Houston area where he worked for the second largest city in Southeast Texas, Pasadena.

Chief Ellis has served as a Police Chief for over 20 years, including several years in the State of Iowa before returning to Texas in 2009 when he was appointed Chief of Police in Belton. Chief Ellis is a graduate of the University of Houston and St. Ambrose University.

He holds both Bachelor of Science and Master of Science Degrees in Criminal Justice. He is a graduate of the FBI National Academy, a law enforcement management program. He is a graduate of the Certified Public Manager Program through Texas State University. Chief Ellis is a member of the board of officers of the Texas Police Chiefs Association where he serves as a past president and liaison to the Texas Municipal League Board of Directors. Chief Ellis is a Past President of the Iowa Police Chiefs Association. He is a Life Member of the International Association of Chiefs of Police (IACP).

Gene Ellis also serves as Belton's Assistant City Manager, which is a dual role with his police chief duties. In this role he is responsible for other City departments including Code Compliance, Public (Communications) Information, Information Technology, and the library in addition to the Police Department. Gene leads the City of Belton's Excellence in Customer Service initiative and was instrumental in the creation of "Belton 101," an orientation program for new employees.

Gene enjoys travelling, cheering for the Houston Astros and the Green Bay Packers as a shareholder in the team, and spending time with family.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF JASON CLAWSON, M.S.

Retired Deputy Chief, Pasadena

Jason is a veteran of the U.S. Navy and has 31 years of experience in municipal law enforcement operations, serving the citizens of Pasadena, California.

Jason has worked in many ranks across various divisions to include Patrol Operations, a gang suppression team, Vice/Narcotics, S.W.A.T. and Detectives. Jason is an expert handling neighborhood quality of life issues by focusing on premise liability, prevention, intervention, and enforcement methods. He led a Safe Streets Task Force while assigned as a Task Force Supervisor with the Federal Bureau of Investigation, focusing on the transnational gang problem stemming from Central America.

He has coordinated jurisdictional Mutual Aid, Critical Incident Response Team operations, and focused on problem locations through Community Policing efforts in high crime zones. Jason has served as the Press Information Officer where he directed and coordinated the activities within the Office of the Police Chief; audits and inspections; and the on-going review of policy and procedures. He served as the Project Director of a \$2.5 million dollar grant from the

Bureau of State and Community Corrections focusing on reintegration efforts of previously incarcerated community members.

Jason has participated in the development of goals, objectives, and key performance indicators for assigned divisional functions as well developing and administering divisional budgets, to include developing a Homeless Initiative to combat Mental Health and Homelessness.

For the last 8 months of 2022, Jason served as the Interim Police Chief for the City of Pasadena where he drafted and presented the department's \$97,000,000 budget, conducted Administrative Reviews, worked out salary resolutions, oversaw the implementation of a new Computer Aided Dispatch / Records Management System, and navigated the installment of a police oversight commission and independent police auditor, until his retirement from service in January 2023.

Jason received his master's degree in organizational leadership from Union Institute & University in Los Angeles, California. He was also the recipient of the Police Chief's Special Award for Excellence in 2006, the Freemason's United States Constitutional Observance Award in 2010, and was the Pasadena Police Foundation's Officer of the year in 2021. He is a lifetime member of the California Narcotic Officer's Association and sits on the executive board of the Flintridge Center's Vision 20/20 Advisory Council.

# PROPOSED SERVICES: THE CPSM APPROACH

The Town seeks proposals from qualified consultants to conduct a review of the Town's current contract for law enforcement services and a feasibility study to determine the cost and scope of creating a municipal police department. There are four deliverables:

1. Information Gathering
2. Preliminary Findings
3. Proposals and comparison of options
4. Final Report

Each of the deliverables are outlined in the project phases. For CPSM, we would suggest some grouping differences that could be discussed at project launch which would achieve the same outcome. CPSM would note that public meetings should be targeted at times when the participants are more likely to be on the Island and that participation include the option for Zoom in case it is an active storm season.

The CPSM team developed a standardized approach to conducting analyses of Police and Sheriff's departments by combining the experience sets of dozens of subject matter experts.

We begin projects with a request for data, documents, and worksheets.

Next, we extract raw data on calls for service from an agency's computer-aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.) for comparison to industry benchmarks. Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for



presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

During Phase II, CPSM conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Prior to any on-

site review, agencies are asked to compile several key operational documents (i.e., policies and procedures, assets lists, etc.). Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on-site visits and data assessments, our subject matter experts produce a SWOT analysis (strengths, weaknesses, opportunities, and threats) of the department. We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

Additionally, this methodology can be integrated with ongoing support customized to the unique needs of your community. Strategic planning, risk assessment, and training services are also available to assist with the implementation of CPSM recommendations and developing

new processes and programs that may arise as implementation evolves and that may include formation of a new department.

The following information describes the CPSM approach to studying, understanding, evaluating, and reporting on Police and Sheriff's departments around the country. Although no two departments are the same, a standardized approach to department evaluation ensures a rigorous and methodological process that permits benchmarking, comparing, and assessing within the context of the best practices of American law enforcement. However, each locality has unique characteristics that present policing challenges. Integrating a standardized approach within the context of local variability permits an accurate assessment of the organization in its political environment, and further permits CPSM to offer recommendations that comport with the best practices in policing, yet customized for the client community.

## **PHASE I**

### **Data....why data?**

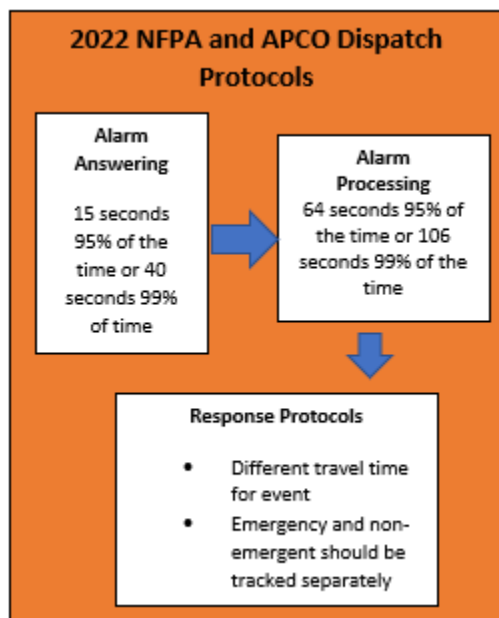
CPSM has found that there are tremendous amounts of data collected on a daily, even hourly basis on many departments. The challenge is how to access that data; how to clean that data; how to quantify that data; and how to present the product so that everyone understands.

CPSM does not use hypotheticals. We don't use "national averages" upon which to base our client team's individual recommendations and findings. We begin analyzing your data to establish your performance and paint a complete picture of how you are deploying with the accompanying results.

It is critical to have data and one of the biggest challenges for departments because rarely do they have the depth of our analytical team and its decades of research and trademarked processes. If we are going to recommend change and if our client team is going to make change – they need data to measure how it impacted their outcomes. It's not good enough to say, "this is what happens wherever." We need to provide you with the tools and launch point so that you can measure and report to your stakeholders – citizens, elected officials, appointed officials, and staff – how those changes affected the outcome.

The raw Computer Aided Dispatch data and our process is like a financial audit. No city, county or community ever imagines just skipping the annual audit. It's usually a mandate in the charter or state law. Yet we find few communities are willing to extend the same effort to delve into the operations of their largest emergency response departments whose actions can literally be life and death. Our process is the same for each community so that we can build national data reporting tables and compare you to like demographics, but we create our recommendations and findings based on your individual performance. The CAD system is also the official record of public safety services for communities. Like minute books for the County clerk, it is the record of times and actions taken by your response community. The information at dispatch needs to be collected; it needs to be correct; and it should be a resource to assist with decision making daily.

CPSM ensures this information and system is working and correct before we proceed to other facets of our work.



### Begins at dispatch

Armed with the data and information we gather; we start your project at the dispatch center. Benchmarks have been established for dispatch centers across the country in National Fire Protection Association Standards (NFPA 1220, NFPA 1221, NFPA 1710, NFPA 1720, etc). Many of those same benchmarks and standards have also been adopted by the Association of Public-Safety Communications Officials-International (APCO).

The dispatch protocols are continually being studied, particularly with the adoption of Priority Fire, Medical, and Police dispatch. The systems look at collecting what is happening, where, and alerting the right response to the right location for a positive outcome.

For that reason, it is important that two things occur at dispatch:

1. Caller expectations be established. In other words, if the dispatcher tells the caller that police and deputies will be "right there," the expectation is immediate response. Instead, dispatch centers should advise callers that officers are tied up on other calls and establish expectations for service delivery.
2. Calls should be categorized, monitored, and reported using multiple response time metrics. Crimes in progress and serious felonies should have established and monitored times. Outliers should be examined daily, and a report produced on why there may be extended time periods. For non-criminal and non-emergent calls, different metrics should exist with an explanation of why there were extended times.

### Dispatch Metrics

CPSM will look at the dispatch center to determine how often calls remain in the queue, trends on when lengthy queues develop, and whether the dispatch center is evaluating their operations on a regular basis to determine if they are meeting national standards and benchmarks.

The time that a fire, Police/Sheriff's, or EMS call occurs and for an alarm to be raised can vary from community to community. In urban, rural, and remote areas, it can be lengthy periods of time before a situation is noticed and the alert raised. In commuter communities, larcenies and break-ins may not be noticed until morning or people return home from work. These types of calls should be tracked independent of true emergencies to not corrupt the ongoing analysis of response times.

**TABLE 9-31: Reported Billings, Montana, and National Crime Rates, by Year**

Year	Billings				Montana				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	104,170	273	4,822	5,095	1,055,270	255	2,381	2,636	314,170,775	393	2,833	3,225
2011	105,095	299	4,467	4,766	1,064,639	256	2,220	2,476	317,186,963	376	2,800	3,176
2012	106,371	358	4,527	4,885	1,071,788	259	2,411	2,670	319,697,368	377	2,758	3,135
2013	107,802	395	5,208	5,603	1,078,577	264	2,379	2,642	321,947,240	362	2,627	2,989
2014	110,245	381	4,500	4,881	1,087,522	298	2,302	2,601	324,699,246	357	2,464	2,821
2015	109,997	442	4,730	5,172	1,099,717	327	2,452	2,779	327,455,769	368	2,376	2,744
2016	111,447	463	4,689	5,152	1,101,927	352	2,547	2,899	329,308,297	383	2,353	2,736
2017	111,317	493	5,458	5,951	1,050,493	377	2,592	2,969	325,719,178	383	2,362	2,745
2018	110,397	542	4,779	5,321	1,062,305	374	2,496	2,870	327,167,434	369	2,200	2,568
2019	110,198	610	4,083	4,693	1,068,778	405	2,193	2,598	328,239,523	379	2,010	2,489

**TABLE 9-32: Reported Billings, Montana, and National Crime Clearance Rates**

Crime	Billings			Montana			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	3	2	67%	35	20	57%	14,325	8,796	61%
Rape	75	10	13%	614	72	12%	124,817	41,065	33%
Robbery	98	38	39%	210	82	39%	239,643	73,091	31%
Aggravated Assault	499	285	57%	2,601	1,486	57%	726,778	380,105	52%
Burglary	608	58	10%	2,688	357	13%	981,264	138,358	14%
Larceny	3,266	835	26%	19,152	3,923	20%	4,533,178	834,105	18%
Vehicle Theft	625	76	12%	2,234	400	18%	655,778	90,497	14%

**Note:** \*National clearance counts were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

For call answering, we will benchmark your time against the latest editions of NFPA and APCO standards. In 2022, that time process changed. If your dispatch is not performing at these levels – or if they are not using metrics to constantly evaluate performance (particularly in emergencies requiring rapid response), your team needs to be able to intervene. CPSM finds many communities and dispatch centers do not regularly look at this critical step on the successful outcome matrix.

By establishing different metrics for evaluating emergency and non-emergency travel times, unrealistic expectations and demands will be removed from the patrol force. Every call is not the same and does not require the same response.

The travel time which will be reviewed by our expert Geographic Information and Data division.

Our data team will also begin to produce analytics that look at statistical information reported and compiled by a wide variety of agencies. Crime rate comparisons, clearance rates, crime trends analysis, and other information will be integrated with our client team information that they will be uploading to a secure site for our subject matter experts' review.

For Phase II and armed with information, our Operations Team will work with the client team to evaluate the following major areas of operations:



## I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the Sheriff's department operates.

The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.



CPSM reviews Census Information that may flag key demographics to be studied further: are there minority populations and are there disparities in service? In actions? In communication?

## II. Patrol Operations

Police and Sheriff's agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities.

**There are no such standards**, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few law enforcement agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created **The CPSM Patrol Workload & Deployment Analysis System®** with the ability to produce detailed information on workload even in those agencies without sophisticated management information systems.

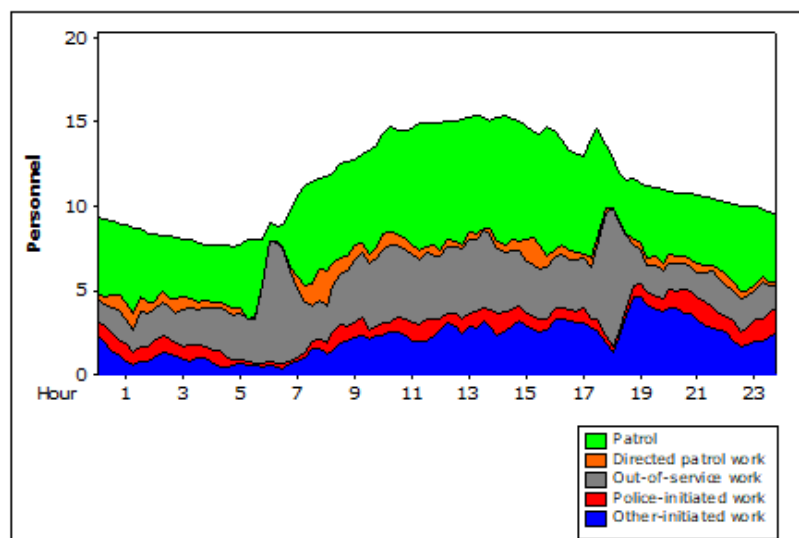
Using the raw data extracted from the department's CAD system our team converts calls for service into service workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other activities – including special events).

Service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of time required to handle calls for service from inception to completion. Various types of service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

CPSM has found that the most effective way to manage operations, including policing, is to make decisions based upon the interpretation and analysis of data and information.

To achieve this, a data analysis of department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the community with a meaningful methodology to determine appropriate costing allocation models.

**Figure 7: Deployment and Main Workload, Weekdays, Summer**



### Workload vs. deployment analysis sample

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see, we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are

approximately 9 hours of work (including citizen-initiated and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 officer-hours of available resources meaning that at that hour, on average, of the 15 officers on duty 9 are busy on activities.

The area shown in green and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a community wants and is willing to pay for.

### CPSM White Paper on Staffing

CPSM and ICMA conducted research on staffing for police departments that led to a white paper released in 2013. More than 50 departments' data was analyzed for staffing, workload, and patrol trends across 24/7 and 365 days a year.

The subsequent white paper has been regularly used and quoted by the International Chiefs of Police, the Commission for Accreditation of Law Enforcement Agencies (CALEA), the Police Executive Research Forum (PERF) and most consultants.

The white paper found that a best practice for evaluating departments would position 60 percent of the sworn resources into patrol activities. In addition, no more than 60% of their total available time would be encumbered with calls for service.



The research showed that when the 60% encumbered level was exceeded, officers moved from proactive into reactive mode. In other words, officers expected additional calls for service, understood there were no free resources, and thus disengaged and awaited dispatch to the next call in the queue at dispatch.

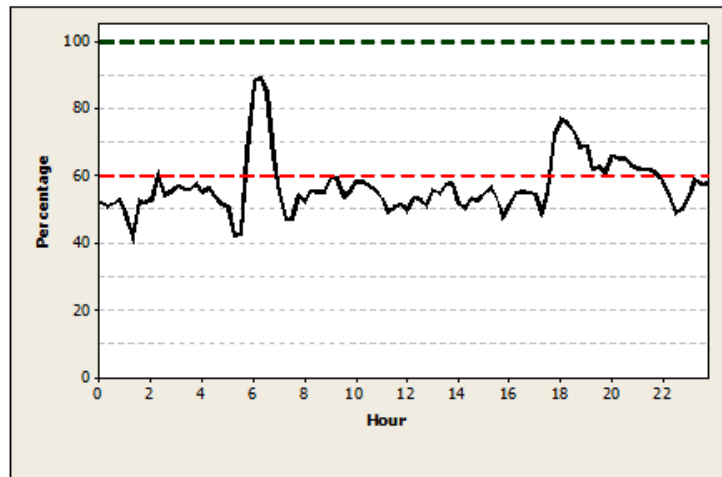
CPSM assembles the information on how much “time” is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

- What are the service demands made by the public as measured through the CAD system?
- Based on workload is the staffing deployment appropriate?
- Based on the workload, is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many officers and supervisors are needed to staff the patrol function in order to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

**Figure 8: Workload Percentage by Hour, Weekdays, Summer**

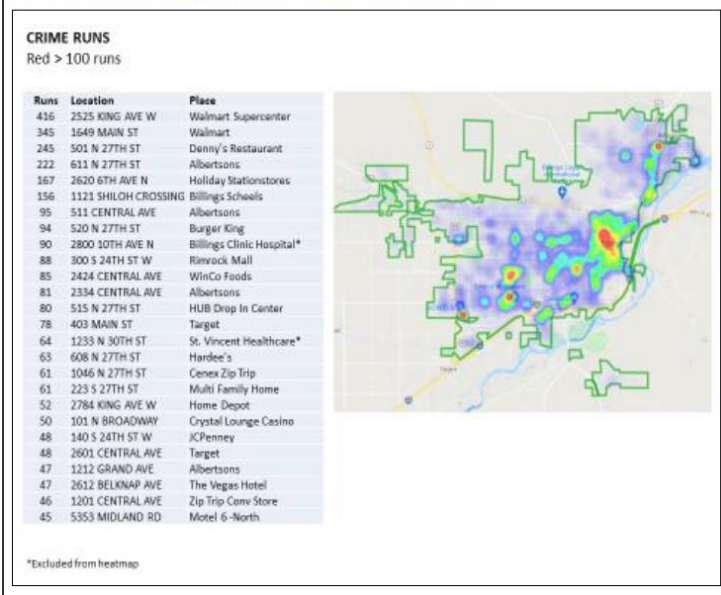


**Workload vs. Deployment – Weekdays, Summer**

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels.

FIGURE 4-3: High-volume Locations for Crime Calls, 2019



Our GIS team will use the analyzed data sets to identify high crime

locations, high accident locations, and "repeat calls for service" locations.

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department and community. Kiawah Island utilizes a multi-tier approach to policing with functions performed by several entities. How do these work? Can they work better?

To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department and other entities? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

### III. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there enough investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations' function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?
- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?

Using the information compiled, CPSM will be able to recommend what level of investigation is needed should the Town form its own department and at what cost.

#### IV. Administration and Support

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing.
- Workload.
- Civilianization possibilities.
- Cost saving opportunities.
- Outsourcing opportunities;
- Best practice comparisons and opportunities for improvement.

Position	Proposed Authorized	Proposed Added Positions
<b>Sworn</b>		
Captain	1	
Lieutenant	3	
Sergeant	13	1*
Patrol Officer	78	
K9	4**	
Billings Clinic	2	
STEP – Traffic (No K9s)	4***	
DBA	2	
Parks	1	
<b>Total Sworn</b>	<b>108</b>	<b>1</b>
<b>Civilian</b>		
Police Service Officer***	6	6
<b>Total Civilian</b>	<b>6</b>	
<b>Total Authorized Personnel</b>	<b>114</b>	<b>7</b>

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions. In Kiawah Island, one significant challenge will be where officers will live and their availability in case of emergencies that exceed the regularly deployed workforce. We will look at opportunities that the department can use non-sworn personnel for non-criminal activities and keep sworn officers available for calls for service requiring certified officers.

The CPSM team has subject matter experts in police management and

administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit.
- Evaluate the performance of the unit. In most cases this is a quantitative evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

#### V. Operation of Evidence and Property

CPSM will conduct a review of the evidence room and evidential processes of the department. We will determine if there is adequate staffing and a technology system for managing property and evidence.

CPSM starts by looking at the intake process: When officers seize property or evidence what occurs next? How are items transported to the evidence facility and what are the next steps?

We will look to create totals for the workload of not only the evidence and property but other component functions of the department.

This data should be a performance benchmark, as it reflects an effective operation and the necessary workspace.

#### **Evidence & Property Inventory, Intake, and Release, 2019**

	<b>Number of Items</b>
Items in inventory	69,448
Items received	18,202
Items released/disposed	19,807
Items awaiting disposition	647

#### **VI. Duty to Intercede and Report, De-escalation Provisions**

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an

objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

Sample Duty to Intercede and Report policy from Lexipol states:

*Any officer present and observing another law enforcement officer or an employee using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances, shall, when in a position to do so, intercede to prevent the use of unreasonable force. Any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary shall promptly report these observations to a supervisor as soon as feasible.*

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person."

#### **Review of Use of Force Incidents**

CPSM will review policies that authorize deadly force when an officer is justified and what actions were taken in monitoring, documenting, and investigating police use of force.

## Use of Force Incidents, 2017–2019

Year	Incidents	Policy Violations
2017	78	0
2018	90	1
2019	131	2
Total	299	3

## VII. Organizational Culture

During the operational evaluation described above, organizational “themes” emerge. What does the department “think” about providing Sheriff’s service to the community and how does this thinking align with the stated mission and department policies? How does the department interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of an organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational readiness and need. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey. This survey is designed to understand the culture of the department, assess internal and external communications, and determine what it “thinks” about various elements of organizational life.

## VIII. Health and Safety

Officer health and mental health are extremely important. In 2022, more officers died from suicide than in other line-of-duty incidents.

CPSM will review what programs the department has in place and during interviews, charrettes, and focus groups will seek to determine how those programs are being received.

## IX. Performance Management

The overarching philosophy of the CPSM approach is to evaluate the department in terms of performance management. Identifying workload, staffing, and best practices is just the beginning. It is also important to assess the organization's ability to carry out its mission.

Essentially, does the department know its goals, and how does it know they are being met. It is very difficult for an organization to succeed at any given level of staffing unless it has a clear picture of success. How does the department “think” about its mission, how does it identify and measure what’s important to the community, how does it communicate internally and externally, how does it hold managers accountable, and how does it know the job is getting done? The CPSM team will evaluate the department and make recommendations to assist with improving capacity in this area, if necessary.



This would conclude the “Information Gathering Phases.” We would provide for public meetings and opportunities for input from as many sources as possible. If the community desires, an on-line survey could also be created to maximize the capacity to allow public participation. CPSM does note that surveys can often only represent those that have concerns; satisfied community members will often decline the opportunity to participate.

## **PHASE II & III**

Once the CPSM team has data and information, we begin to prepare our preliminary findings. CPSM does not regurgitate a list of Ideas but instead focuses on concerns expressed or uncovered that can be supported by data as well as comparing the performance of conditions in Kiawah Island to best practices across the United States.

Using the community input, the data, and the information compiled by the Operations Team, preliminary findings are created that can be shared with our Kiawah Island Team. This allows us to get added feedback from the team to determine if some practices have been tried and failed or that may be outright rejected. We rely on our Kiawah Island Team to add this additional feedback so that more definitive ideas and courses can be created that are relevant to the conditions on Kiawah Island. All communities are different and some “best practices” may not be viewed as best or appropriate for Kiawah Island and its policing initiatives.

## **PHASE IV**

Once we have shared the draft report which will be created with Phase II and III, we will create the final report. Normally we allow about 15-30 days for this feedback.

The CPSM team can return for public meetings at a fee which is \$1,500 per subject matter expert along with travel expenses at cost with no administrative mark-up. Our team is also regularly consulted and available for questions at no additional cost. CPSM prides itself that we are not “drop and run” type consultants. We value the relationships our Team builds with Your Team and make every effort for that to continue.



# PROJECT SCHEDULE

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## **Milestone 1 – Full execution of the agreement**

Agreement will identify Project Launch date.

## **Milestone 2 – Project Launch**

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

## **Milestone 3a – Information Gathering and Data Extraction – 30 Days**

Immediately following project launch, the operations leads will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

## **Milestone 3b – Data Extraction and Analysis – 14 Days**

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

## **Milestone 3c – Data Certification – 14 days**

## **Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days**

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to the department for review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

## **Milestone 4b – Departmental Review of Draft Data Report – 14 days**

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

## **Milestone 4c – Final Data Report – 10 days**

CPSM would propose that this step would complete the first phase of the project as proposed by the Town. After receipt of the department's comments, the data report will be finalized within 10 days.

## **Milestone 5 – Conduct On-Site Visit – 30 days**

This milestone begins the second phase of the proposed project by the Town. CPSM does have a concern about the availability of residents because this may occur during the winter months. Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

## **Milestone 6 – Draft Operations Report – 30 days**

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the department point of contact. Again, the department will have 10 days to review and comment.

## **Milestone 7 – Final Report 15 days**

Once the department's comments and concerns are received by CPSM the combined final report will be delivered to the Town within 15 days.

**TOTAL ELAPSED TIME: 130 – 155 days**

# PROPOSED FEES

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The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

We would propose the following grouping and total pricing:

PHASE I, II, and III -- \$70,529 (includes all travel) which developing and holding process meetings with the community, meetings with agencies, and two public presentations of the findings.

SHOULD WEATHER preclude in-person participation (active hurricane season), CPSM will negotiate a reduction in price and attempt to continue using on-line platforms to reach residents and others that might be forced from the Island.

PHASE IV – \$2,100.

PHASE I, II, and III would be billed in three installments: 40% with the project launch and data transfer; 40% with the delivery of the draft data report; 20% with the delivery of the draft data/operations report with findings. Phase IV would be billed with delivery of the final report.

## **Deliverables**

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$1,500 per day/per person plus travel expenses.



# CONCLUSION

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

For copies of reports (as released by clients) and testimonials of our work, please visit the QR code that will take you to our webpage at [www.cpsm.us](http://www.cpsm.us)



# REFERENCES AND PAST & CURRENT ENGAGEMENTS

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## **Bald Head Island, North Carolina**

**Chris McCall, City Manager**

**[cmccall@villagebhi.org](mailto:cmccall@villagebhi.org)**

**910-457-9700, extension 1002.**

## **Cocoa Beach, Florida**

**Robin Hayes, City Manager**

**[citymanager@cityofcocoa-beach.com](mailto:citymanager@cityofcocoa-beach.com)**

**321-868-3200**

## **Powell, Ohio**

**Andy White, City Manager (we also conducted a study for CM White while he was in Huron, Ohio on Lake Erie, a summer community)**

**[awhite@cityofpowell.us](mailto:awhite@cityofpowell.us)**

**614-885-5380**

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<b>LOCALITY</b>	<b>ST</b>	<b>PROJECT DESCRIPTION</b>
Edmonton	AB	Comprehensive Analysis of Fire Services.
Leduc	AB	Fire Consolidation Plan
Leduc	AB	Comprehensive Analysis of Fire Services.
Kenai	AK	Comprehensive Analysis of Fire Services
Anniston	AL	Comprehensive Analysis of Police Services
Auburn	AL	Comprehensive Analysis of Fire Services
Auburn	AL	Comprehensive Analysis of Police Services
Dothan	AL	Comprehensive Analysis of Police Services
Casa Grande	AZ	Comprehensive Analysis of Police Services
Florence	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Police Services
Lake Havasu City	AZ	Comprehensive Analysis of Fire Services
Florence	AZ	Comprehensive Analysis of Police Services
Pinal County	AZ	Comprehensive Analysis of Sheriff's Office
Prescott	AZ	Comprehensive Analysis of Fire Services
Prescott	AZ	Comprehensive Analysis of Police Services
Queen Creek	AZ	Police Strategic Plan

Queen Creek	AZ	Comprehensive Analysis of Fire services
Scottsdale	AZ	Comprehensive Analysis of Police Services
Tucson	AZ	Comprehensive Analysis of Police Services
Youngtown	AZ	Comprehensive Analysis of Police Services
Alameda	CA	Comprehensive Analysis of Fire Services
Alameda	CA	Comprehensive Analysis of Police Services
Burbank	CA	Analysis of Investigations Workload / Staffing
Carlsbad	CA	Comprehensive Analysis of Police Services
El Centro	CA	Comprehensive Analysis of Police Services
Fairfield	CA	Comprehensive Analysis of Police Services
Greenfield	CA	Comprehensive Analysis of Police Services
Hermosa Beach	CA	Comprehensive Analysis of Fire services
Hermosa Beach	CA	Comprehensive Analysis of Police Services
Laguna Woods	CA	Review of Sheriff's Office Service
Milpitas	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Police Services
Morgan Hill	CA	Comprehensive Analysis of Fire Services
Palm Desert	CA	Comprehensive Analysis of Fire Services
Palo Alto	CA	Comprehensive Analysis of Fire Services
Placentia	CA	Comprehensive Analysis of Police Services
Rohnert Park	CA	Comprehensive Analysis of Police Services
San Diego County	CA	EMS Study
San Jose	CA	Fire Study Review
San Jose	CA	Police Study Review
San Mateo	CA	Dispatch Operations Review
Santa Ana	CA	Comprehensive Analysis of Police Services
Santa Clara	CA	Comprehensive Analysis of Police Services
Santa Cruz	CA	Comprehensive Analysis of Police Services
Santa Monica	CA	Police Chief Selection
Santa Rosa	CA	Performance Measurement Analysis
Stockton	CA	Comprehensive Analysis of Police Services
Stockton	CA	Comprehensive Analysis of Fire Services
Union City	CA	Comprehensive Analysis of Fire Services
Whittier	CA	Comprehensive Analysis of Police Services
Woodlands	CA	Police Chief Selection
Yuba City	CA	Comprehensive Analysis of Fire Services
Yuba City	CA	Comprehensive Analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Police Services
Federal Heights	CO	Comprehensive analysis of Fire Services
Littleton	CO	Comprehensive Analysis of Fire Services
Steamboat Springs	CO	Comprehensive Analysis of Fire Services
Cheshire	CT	Police Management Review
Southington	CT	Comprehensive Analysis of Fire Services
Dover	DE	Comprehensive Analysis of Police Department
Dover	DE	Comprehensive Analysis of Fire Services

Alachua	FL	Expert Witness Law Enforcement Issues
Tamarac	FL	Analysis of Sheriff's Contract Services
Inverness	FL	Comprehensive Analysis of Fire Services
Delray Beach	FL	Comprehensive Analysis of Police Services
Delray Beach	FL	Comprehensive Analysis of Fire Services
Dunedin	FL	Police Consolidation Review
Hollywood	FL	Police Internal Affairs Review
Indian River Shores	FL	Public Safety Staffing Analysis
Indian River Shores	FL	Public Safety Study
Jacksonville Bch	FL	Police Chief Selection
Jupiter	FL	Police and Fire
Hobe Sound	FL	Public Safety Consolidation
Kenneth City	FL	Comprehensive Analysis of Police Services
Miami Beach	FL	Comprehensive analysis of Fire Services
Naples	FL	Presentation
North Port	FL	Comprehensive Analysis of Police Services
Orlando	FL	Expert Witness Law Enforcement Issues
Land O' Lakes	FL	Comprehensive analysis of Fire Services
New Port Richey	FL	Sheriff Budget Analysis
Pompano Beach	FL	Comprehensive Analysis of Police Services
Venice	FL	Comprehensive Analysis of Fire Services
Kingsland	GA	Comprehensive Analysis of Fire Services
Kingsland	GA	Fire Consolidation St Marys
Woodbine	GA	Police Consolidation Study
Garden City	GA	Preliminary Analysis Public Safety Merger
Johns Creek	GA	Analysis of Fire Services
Kingsland	GA	Fire Consolidation Study
Sandy Springs	GA	Comprehensive Analysis of Police Department
St. Marys	GA	Fire Consolidation Study
Boone	IA	Public Safety Consolidation
Boone	IA	Performance Measurement of Municipal
Hayden	ID	Comprehensive Analysis of Police Services
Jerome	ID	Analysis of Police Services
Algonquin	IL	Performance Measurement Analysis
Glenview	IL	Comprehensive Analysis of Police & Fire Services
Glenview	IL	Comprehensive Analysis of Police Services
Glenview	IL	Dispatch Operations Review
Highland	IL	Comprehensive Analysis of Fire Services
Highland Park	IL	Comprehensive Analysis of Fire Consolidation
Highwood	IL	Comprehensive Analysis of Fire Consolidation
Lake Bluff	IL	Analysis of Fire Consolidation
Lake Bluff	IL	Fire Data Review
Lake Forest	IL	Analysis of Fire Consolidation
Lake Zurich	IL	Comprehensive Analysis of fire services
Naperville	IL	Workload, Staffing & Schedule Design

Roseville	IL	Comprehensive Analysis of Police Services
Skokie	IL	Police Study
Western Springs	IL	Comprehensive Analysis of Police Services
Indianapolis	IN	Police Workload & Deployment Services
Plainfield	IN	Comprehensive Analysis of Police Services
Topeka	KS	Preliminary review of Fire Department
Northborough	MA	Comprehensive Analysis of Police Services
Northborough	MA	Comprehensive Analysis of Fire Services
Cambridge	MD	Performance Measurement Study
Annapolis	MD	Comprehensive Analysis of Police Services
Ocean City	MD	Dispatch Operations Review
Ann Arbor	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Fire Services
Auburn Hills	MI	Comprehensive Analysis of Police Services
Benton Harbor	MI	Public Safety Consolidation
Chesterfield	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Police Services
Lansing	MI	Comprehensive Analysis of Fire Services
Detroit	MI	Police Department Review
Douglas	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive Analysis of Fire Services
Flint	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Police Services
Grand Rapids	MI	Comprehensive Analysis of Fire Services
Kingsley	MI	Comprehensive Analysis of Fire Services
Interlochen	MI	Comprehensive Analysis of Fire Services
Grosse Pointe	MI	Public Safety Consolidation
Grosse Pointe	MI	Public Safety Consolidation
Hamtramck	MI	Police Study
Grand Rapids	MI	Comprehensive Analysis of Police & Fire Services
Grand Rapids	MI	Analysis of Police Services Consolidation
Kentwood	MI	Analysis of Fire Services Consolidation
Flint	MI	Comprehensive Analysis of Police Services
Flint	MI	Comprehensive analysis of Fire Services
Novi	MI	Comprehensive Analysis of Police Services
Novi	MI	Comprehensive analysis of Fire Services
Kalamazoo	MI	Police Workload / Contract for Services Analysis
Petoskey	MI	Public Safety Consolidation
Plymouth	MI	Fire Services Consolidation
Plymouth	MI	Fire Service Analysis
Royal Oak	MI	Comprehensive Analysis of Police Services
Royal Oak	MI	Comprehensive Analysis of Fire Services
Saginaw	MI	Comprehensive Analysis of Police Services
Saginaw	MI	Comprehensive Analysis of Fire Services
Vicksburg	MI	Financial Analysis of Fire Authority

Saint Joseph	MI	Public Safety Consolidation
Sturgis	MI	Public Safety Analysis
Troy	MI	Comprehensive Analysis of Police Services
Troy	MI	Review of Fire Administration and Inspections
Wyoming	MI	Comprehensive Analysis of Police Services 2012
Wyoming	MI	Comprehensive Analysis of Fire Services 2012
Wyoming	MI	Comprehensive Analysis of Police Services 2009
Wyoming	MI	Comprehensive Analysis of Fire Services 2009
Mankato	MN	Public Safety Study
Moorhead	MN	Comprehensive Analysis of Fire Services
Saint Cloud	MN	Police Strategic Planning Review
Saint Cloud	MN	Comprehensive Analysis of Police Services
Brentwood	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Comprehensive Analysis of Fire Services
Saint Louis	MO	Comprehensive Analysis of Police Services
Saint Louis	MO	Standard of Response / risk assessment
Bozeman	MT	Fire Protection Master Plan
Bald Head Island	NC	Public Safety Staffing Review
Bald Head Island	NC	Public Safety Consolidation
Chapel Hill	NC	Comprehensive Analysis of police services
Cornelius	NC	Fire Consolidation Study
Davidson	NC	Fire Consolidation Study
Greenville	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Fire Services
Oxford	NC	Comprehensive Analysis of Police Services
Rocky Mount	NC	AED Grant assistance
Rocky Mount	NC	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Police Services
Grand Island	NE	Comprehensive Analysis of Fire Services
South Sioux City	NE	Fire Services Strategic Plan
East Brunswick	NJ	EMS Study
Oradell	NJ	Comprehensive Analysis of Police Services
Paterson	NJ	Comprehensive Analysis of Police Services
South Orange	NJ	Comprehensive Analysis of Police Services
Westwood	NJ	Comprehensive Analysis of Police Services
Bernalillo	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Fire Services
Las Cruces	NM	Comprehensive Analysis of Police Services
Ruidoso	NM	Comprehensive Analysis of Police Services
Boulder City	NV	Police Organizational Study
Henderson	NV	Comprehensive Analysis of Police Services
Las Vegas	NV	Comprehensive Analysis of Fire Services
North Las Vegas	NV	Fire Workload Analysis
Bria Cliff Manor	NY	Analysis of police consolidation
Garden City	NY	Comprehensive Analysis of Fire Services

Long Beach	NY	Comprehensive Analysis of Fire and EMS services
Armonk	NY	Comprehensive Analysis of Police Services
Oneonta	NY	Comprehensive Analysis of Fire and EMS services
Oneonta	NY	Fire Apparatus Review
Orchard Park	NY	Comprehensive Analysis of Police Services
Ossining	NY	Analysis of police consolidation
Ossining	NY	Analysis of police consolidation
Rye	NY	Police Chief Selection
Watertown	NY	Comprehensive Analysis of Fire Services
Cincinnati	OH	Police Dispatch Review
Dayton	OH	Police Internal Affairs Review
Huron	OH	Comprehensive Analysis of Police Services
Huron	OH	Comprehensive Analysis of Fire Services
Independence	OH	Comprehensive Analysis of Police Services
Independence	OH	Comprehensive Analysis of Fire Services
Sandusky	OH	Fire Study
Sandusky	OH	Police Study
Broken Arrow	OK	Comprehensive Analysis of Police Services
Broken Arrow	OK	Comprehensive Analysis of Fire Services
Edmond	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Police Services
Jenks	OK	Comprehensive Analysis of Fire Services
Muskogee	OK	Comprehensive Analysis of Police Services
Tulsa	OK	Comprehensive Analysis of Fire Services
Bend	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Comprehensive Analysis of Fire Services
Grants Pass	OR	Comprehensive Analysis of Police Services
Grants Pass	OR	Public Safety Strategic Plan Development
Ontario	OR	Comprehensive Analysis of Police Services
Ontario	OR	Comprehensive Analysis of Fire Services
Mohnton	PA	Comprehensive Analysis of Police Services
Mohnton	PA	Police Chief Selection
Ephrata	PA	Comprehensive Analysis of Police Services
Farrell	PA	Comprehensive Analysis of Police Services
Jamestown	PA	Comprehensive Analysis of Police Services
Wrightsville	PA	Comprehensive Analysis of Police Services
Lancaster	PA	Police Study
Berwyn	PA	Comprehensive Analysis of Police Services
East Providence	RI	Comprehensive Analysis of Fire Services
East Providence	RI	Expert Witness Fire Issues
Beaufort	SC	Review of Fire Service Contract
Beaufort	SC	Comprehensive Analysis of Police Services
Beaufort	SC	Comprehensive Analysis of Fire Services
Walterboro	SC	Comprehensive Analysis of Public Safety Dept.
Rapid City	SD	Comprehensive Analysis of Fire Services

Germantown	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Fire Services
Johnson City	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Police Services
Smyrna	TN	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Fire Services
Addison	TX	Comprehensive Analysis of Police Services
Baytown	TX	EMS Study
Belton	TX	Comprehensive Analysis of Police Services
Belton	TX	Comprehensive Analysis of Fire Services
Belton	TX	Police Chief Selection
Belton	TX	Fire Chief Selection
Buda	TX	Comprehensive Analysis of Police Services
Cedar Park	TX	Comprehensive Analysis of Police Services
Conroe	TX	Fire Services Analysis and Standard of Response
Frisco	TX	Comprehensive Analysis of Fire Services
Highland Village	TX	Fire Review
Hutto	TX	Comprehensive Analysis of Fire Services
Lucas	TX	Fire and EMS Analysis
New Braunfels	TX	Fire Study
New Braunfels	TX	Police Study
Prosper	TX	Comprehensive Analysis of Police Services
Round Rock	TX	Comprehensive Analysis of Fire Services
Sugarland	TX	Fire Department Overtime Analysis
Sugarland	TX	Comprehensive Analysis of Fire Services
Victoria	TX	Comprehensive Analysis of Police Services
Washington City	UT	Comprehensive Public Safety Analysis
Hampton	VA	Police Chief Selection
Leesburg	VA	Comprehensive Analysis of Sheriff Services
Leesburg	VA	Comprehensive Analysis of Fire Services
Bonney Lake	WA	Comprehensive Analysis of Police Services
Lacey	WA	Comprehensive Analysis of Fire Services
Snoqualmie	WA	Police Workload & Deployment Analysis
Spokane Valley	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Comprehensive Analysis of Police Services
Vancouver	WA	Police Chief Selection
Menomonie	WI	Sheriff Office Study
Wauwatosa	WI	Comprehensive Analysis of Fire Services
Wauwatosa	WI	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review
Laramie	WY	Comprehensive Analysis of Police Services
Jackson	WY	Police Consolidation Review





CENTFOR-04

MDICELLO

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/9/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Clements Worldwide 1220 L St. NW Suite 1200 Washington, DC 20005	<b>CONTACT NAME:</b>	
	<b>PHONE (A/C, No, Ext):</b> (202) 872-0060	<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b> Info@Clements.com	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A:</b> Lloyds of London	
	<b>INSURER B:</b> Hartford	
<b>INSURED</b> Center for Public Safety Manag Leonard A. Matarese 475 K Street, NW, Suite 702 Washington, DC 20001	<b>NAIC #</b> 22357	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY			PSK0839452708	5/5/2023	5/5/2024	EACH OCCURRENCE \$ 2,000,000
	<input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR		DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000				
			MED EXP (Any one person) \$ 5,000				
			PERSONAL & ADV INJURY \$ 2,000,000				
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 4,000,000
	<input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$ 2,000,000
	OTHER:						\$
A	AUTOMOBILE LIABILITY			PSK0839452708	5/5/2023	5/5/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS		BODILY INJURY (Per person) \$				
	<input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		BODILY INJURY (Per accident) \$				
			PROPERTY DAMAGE (Per accident) \$				
							Deductible \$ 2,500
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED <input type="checkbox"/> RETENTION \$						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			30WBCCQ4108	5/5/2023	5/5/2024	PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y / N					
	If yes, describe under DESCRIPTION OF OPERATIONS below						
A	Professional Liabili			PSK0839452708	5/5/2023	5/5/2024	Prof Liability \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

## CANCELLATION

Proof of Coverage

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
DEPARTMENT OF LICENSING AND CONSUMER PROTECTION  
CORPORATIONS DIVISION



**C E R T I F I C A T E**

**THIS IS TO CERTIFY** that all applicable provisions of the District of Columbia Business Organizations Code (Title 29) have been complied with and accordingly, this ***CERTIFICATE OF GOOD STANDING*** is hereby issued to

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC

**WE FURTHER CERTIFY** that the domestic entity is formed under the law of the District on 04/07/2014 ; that all fees, and penalties owed to the District for entity filings collected through the Mayor have been paid and Payment is reflected in the records of the Mayor; The entity's most recent biennial report required by § 29-102.11 has been delivered for filing to the Mayor; and the entity has not been dissolved. This office does not have any information about the entity's business practices and financial standing and this certificate shall not be construed as the entity's endorsement.

**IN TESTIMONY WHEREOF I** have hereunto set my hand and caused the seal of this office to be affixed as of 9/6/2023 2:30 PM

Business and Professional Licensing Administration



*Rebecca Janovich*

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REBECCA JANOVICH  
Superintendent of Corporations,  
Corporations Division

Muriel Bowser  
Mayor

Tracking #: PgaZVwgN

## OFFEROR'S CHECKLIST

NOTE: These items are the criteria on which your proposal will be evaluated.

Please make sure that the following items are included with your submittal:

- X Submittal Form (**Required**)
- X Non-Collusion Oath (**Required**)
- X Documentation of Insurance Coverage (**Required**)
- X Copy of Business License (If applicable)
- N/A Minority/Women Owned Business Certification (Preferred but not required)

**NOTE: IN ADDITION TO THE ABOVE, THE FOLLOWING ITEMS MUST ALSO BE INCLUDED OR ADDRESSED IN YOUR SUBMITTAL:**

- X Organization Information (**Required**)
- X Personnel List (i.e. names of persons to be used in this engagement) (**Required**)
- X References (**Required**)
- X All Inclusive Cost (**Required**)

**You do not have to submit the Offeror's Checklist. This list is included for your convenience. However, all required information must be provided.**

**Failure to submit the required items may deem your submittal to be non-responsive.**

**SUBMITTAL FORM**

**(Offeror to complete all blanks)**

**Page One**

DATE: March 7, 2024

**ORGANIZATIONAL INFORMATION**

NAME OF OFFEROR: Center for Public Safety Management, LLC

BUSINESS ADDRESS: 475 K Street NW, Suite 702

Washington, DC 20001

**BY SUBMITTING HIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:**

1. that he has carefully examined specifications for the Services;
2. that he is familiar with all the conditions surrounding the performance of the Services;
3. that, if awarded the Contract, he will provide all labor, material, supplies and equipment necessary to execute the Services in accordance with the Contract Documents;
4. that he understands that the Town reserves the right to reject any or all responses which does not meet the proposal requirements, or all proposals in the event that the Project is canceled, postponed, or if it is in the best interest of Town of Kiawah Island;
5. that, if awarded the Contract, he will enter and execute a contract as required in the Invitation to Bid;
6. that the Offeror is legally able to enter into and perform a contract, if awarded;
7. that the Offeror is current on all taxes and fees owed to the Town.
8. that the Offeror has provided proof of insurance as required by the Town.

**I. PERSONNEL:**

Provide a list of personnel that will be committed to this engagement and their job function.

---

Thomas J. Wieczorek, Project Manager (on-site and off)

---

Leonard Matarese, Managing Partner (administrative support)

---

Dr. Dov Chelst, Director of Quantitative Analysis

---

Dr. Shan Zhou, Data Analyst for Police

---

Dr. David Martin, Geospatial location and analytics

---

Jarrold Burguan, Project Specialist

---

SME's as determined for specific functions

---

Other personnel that may be called upon depending on findings, conditions, and direction are included in response.

**II. EXPERIENCE:**

**At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.**

**1. COMPANY NAME:**

**ALL REFERENCES ARE INCLUDED IN THE PROPOSAL AND WOULD BE CITY MANAGERS/CITY OFFICIALS INSTEAD OF COMPANIES.**

We have included a master listing of other cities, departments, and communities in which we have performed work.

---

**II. COST:**

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all materials, equipment, and labor, except as otherwise provided noted, for the Services agreement for the following cost:

***All-inclusive Cost for Services:*****Phase I, II, III -- \$70,529****Phase IV-- \$2,100****TOTAL BOTH PHASES: \$72,629**

NAME OF COMPANY: Center for Public Safety Management, LLC

By: Thomas J. Wieczorek

Title: Director/Partner (i.e., Owner, Partner, Corporate Officer, etc.)

Address: 475 K Street NW, Suite 702

City: Washington

State: DC

Zip: 20001

Telephone Number: 616-813-3782 Business Fax Number: \_\_\_\_\_

Is your firm a ☒ Corporation, ☐ Sole Proprietorship, or ☐ Partnership?

If incorporated, please list state of incorporation: District of Columbia (attached)

FEIN or SSN: 46-5366606

**III. BUSINESS LICENSE:**

The Offeror is not required to have valid business licenses to submit a Proposal. However, Offeror's must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid Town of Kiawah Island Business License?

\_\_\_ Yes X No If yes, list the number \_\_\_\_\_

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

**IV. INSURANCE:**

Contractor shall carry and maintain Worker's Compensation Insurance in statutory amounts for its employees, unless exempt by State statute. Contractor shall provide Town with certification of this coverage, or if exempt, written confirmation of this.

Contractor shall be insured with Worker's Compensation, carry a Comprehensive Liability Policy of at least One Hundred Thousand (\$100,000) Dollars per occurrence (combined single limit of liability) to cover operations equipment and contractual liability, and have a (\$50,000 minimum) janitorial bond. Contractor shall provide Town with a copy of the policy which shall name the Town as an additional insured.

Contractor shall defend, indemnify, and hold harmless the Town, its elected officials and employees from and against any and all actions, costs, claims, losses, expenses and/or damages arising out of performance of the working contractor. **COPY OF INSURANCE ATTACHED**

**V. MINORITY/WOMEN-OWNED ENTERPRISE:**

Are you a Minority or Woman-Owned business? \_\_\_ Yes X No

If so, are you certified? \_\_\_ Yes X No

If you are certified, you must furnish a copy of your certificate with your submittal.



Thomas J. Wiczorek

Director CPSM

**NON-COLLUSION OATH**

**SEE NOTARIZED DOCUMENT ATTACHMENT**



CITY OF: ~~WASHINGTON~~  MCKINNEY

STATE OF: ~~DISTRICT OF COLUMBIA~~  Texas

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared THOMAS J. WIECZOREK and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS 7<sup>th</sup> DAY OF MARCH, 2024

*Thomas Joseph Wieczorek*

Authorized Signature for Offeror

Please print Offeror's name and address:

Thomas J. Wieczorek

475 K Street NW, Suite 702

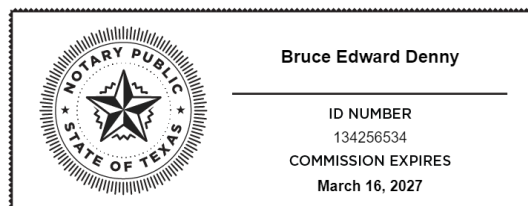
Washington, DC 20001



Notary Signature

Electronically signed and notarized online using the Proof platform.

NOTARY PUBLIC FOR THE STATE OF Texas



My Commission Expires: 03/16/2027

Print Name:      Bruce Edward Denny



## REQUEST FOR PROPOSAL

### PROJECT OVERVIEW

DATE:	<b>February 16, 2024</b>
DESCRIPTION OF WORK:	<b>An Evaluation of Options Related to Delivering Municipal Police Services Feasibility Study</b>
BID DUE DATE/TIME:	<b>March 8, 2024, on or before 1:00 pm</b>
LOCATION:	<b>KIAWAH ISLAND MUNICIPAL CENTER 4475 BETSY KERRISON PARKWAY KIAWAH ISLAND, SC 29455</b>
CONTACT PERSON:	<b>CRAIG HARRIS, PUBLIC SAFETY DIRECTOR 843-768-9166 <a href="mailto:charris@kiawahisland.org">charris@kiawahisland.org</a></b>

---

The Town of Kiawah Island reserves the right, without prejudice, to reject, in whole or in part, all proposals received, to waive all technicalities, or to negotiate any term(s) or provision(s) of such proposals. Such rejection, waiver, or negotiation shall be accomplished in any manner necessary to serve the best interests of the Town. It also reserves the right to be the sole judge of the suitability of all proposals for use by the Town.

The Town of Kiawah Island reserves the right to reject or otherwise disregard, in whole or in part, any ambiguous proposals or proposals that are uncertain as to terms, delivery, quantity, or compliance with specifications.

## **Introduction**

The Town of Kiawah Island, a political subdivision in the State of South Carolina, is seeking the services of qualified consultants to review the existing contract with the Charleston County Sheriff's Office (CCSO) for law enforcement services and explore the feasibility of police force options in the Town of Kiawah Island to replace or complement those services. Proposals are due on or before 1:00 pm on March 8, 2024. Completed proposals must be emailed to Petra Reynolds, Town Clerk, at [preynolds@kiawahisland.org](mailto:preynolds@kiawahisland.org) or delivered to 4475 Betsy Kerrison Parkway, Kiawah Island, SC 29455, in a sealed envelope marked **"Kiawah Island Public Safety Feasibility, Needs Assessment and Gap Analysis Study RFP."** For questions or additional information, please contact Craig Harris, Public Safety Director, by calling 843-768-9166 or by email at [charris@kiawahisland.org](mailto:charris@kiawahisland.org).

## **General Overview**

The Town of Kiawah Island was established as a municipality in 1988. Situated on a barrier island, Kiawah Island spans over 10 miles of public beach, which the Town manages. The gated community was designed as a residential community with resort amenities behind the gate. The Town's central hub is Freshfields, which is located within the Town limits of Kiawah. It offers a wide range of amenities such as restaurants, shopping, a hotel, a grocery store, gas stations, banks, and other services that cater to the residents and visitors of Kiawah and Seabrook Islands. Tourism plays a crucial role in the Town's economy.

The full-time resident population of Kiawah Island is approximately 1,900, while the number of tourists and part-time residents ranges between 8,000 and 10,000 per day during the summer. The median age of the residents is 61 years old.

Kiawah Island is a private gated community. Kiawah Island makes up most of the Kiawah town limits. To understand the Town of Kiawah Island is to understand the maze of K's and its role in terms of public safety and security.

- Town of Kiawah Island (TOKI) [Municipality] – we are responsible for the public health, safety, and welfare of Kiawah Island residents, visitors, and guests. We do this by contracting with the Charleston County Sheriff's Office, which is briefly explained below in the "current law enforcement services." We hired a Public Safety Director in 2021 to manage said contract and other town-related code enforcement services and emergency management and to work with the other entities on the island that operate a security team.
- Kiawah Island Community Association (KICA) [Master HOA] – they manage the two private gates on the island. They have a security department. The Security Department's authority comes from KICA's Covenants. The department is licensed by the South Carolina State Law Enforcement Division (SLED) as unarmed security guards and is led

by the KICA Director of Security. The Security Department controls access to Kiawah Island, enforces the association's Rules and Regulations, and conducts vehicular and bicycle patrols of the island. Over the recent July 4th holiday, 36,000 vehicles came through the main gate.

- Kiawah Island Golf Resort (KIGR) [Kiawah Resort] – The Kiawah Island Golf Resort Safety and Security Department has a team of 15 Security Officers who provide service to both internal and external guests of Kiawah Island Golf Resort. The Security Team responds to calls for service that lie within the scope of duties of the Safety and Security Department within the Resort, and the team follows through with these calls for service to a successful conclusion. The team leverages technology to conduct surveillance of Resort property to ensure that safety problems are reported and remedied. As required, the Security Team patrols Resort property; buildings are inspected to ensure proper working order of access control, building alarms, and life safety systems, such as fire alarms and public address systems.

The Kiawah Island Golf Resorts Security Team promotes and maintains professional working relationships with the Town, KICA, and other local, State, and Federal agencies. When necessary, the Kiawah Island Golf Resorts Safety and Security team coordinates with local, state, and federal agencies for National and International events to include executive protection details for celebrities and dignitaries who frequent Kiawah Island Golf Resort. All Kiawah Island Golf Resort Safety & Security Officers are registered through the South Carolina Law Enforcement Division and trained in CPR, First Aid, and AEDs.

### **Current Law Enforcement Services**

The Town of Kiawah Island has been receiving public safety enforcement services from the Charleston County Sheriff's Office (CCSO) for a long time. We have approximately 25 off-duty deputy sworn law enforcement personnel on our payroll roster, which is a drop from up to 50 off-duty deputies just eight years ago, with up to two deputies scheduled for the second and third shifts as outlined in the off-duty deputy contract with CCSO. For Fiscal Year 23-24, the annual cost for CCSO services is budgeted at \$535,000. In March 2023, the Town received a 90-day written notice from the Sheriff's office that the "permanent/full-time" deputy contract would terminate on June 1, 2023. This contract had four deputies assigned to the Town of Kiawah Island, with two deputies scheduled 7:00 am – 7:00 pm for the first shift. The contract amount was \$442,000.

### **General Outcomes**

The expected outcomes include a review to assess the police force services currently being provided to Kiawah Island, detailed analysis of options related to delivering police services and existing operational effectiveness as measured by industry standards to deliver service in accordance and compliance with nationally recognized standards, benchmarks, and federal,

state, and local industry-recognized laws and regulations. The consultant shall provide recommendations to optimize operational and financial effectiveness and service delivery to the community over the next five years.

This evaluation is designed to determine the potential to achieve the following benefits for the community:

- Meet community policing needs.
- Improved short-term efficiency and effectiveness for community safety and well-being.
- Projecting the impact of future growth on the safety of our community.
- Identify alternatives to police services for Kiawah Island.
- Enhanced or expanded current service(s), if necessary.
- Projecting the impact of future growth.
- Provide costs and cost avoidance opportunities (s) for today and in the future.
- Explain the Impact on future state and federal grant funding.

## **The Scope of Work**

The Town of Kiawah Island is inviting proposals from eligible consultants to conduct a comprehensive review of public safety issues for Kiawah Island.

The project's initial phase will involve conducting a comprehensive needs assessment and gap analysis of current public safety and police services, including those provided by the Charleston County Sheriff's Office (CCSO) coverage of Kiawah Island and surrounding areas, the Town's current or proposed contract with CCSO for off-duty deputy coverage, the Town's Public Safety Department and code enforcement officers, Charleston County EMS, St. Johns Fire Department, and security services provided by KICA and KIGR personnel.

The consultant will meet with each of the above entities and compile a comprehensive database of incident reports on Kiawah Island (including Freshfields Village) over the past three years with the type of incident, first responder(s), and response time. The consultant will assess which organization has primary responsibility for certain types of incidents or incidents for which there is overlapping coverage. The consultant will assess the level of cooperation and coordination among the various entities and make recommendations for improving the same. The consultant will identify critical gaps in coverage, responsibility, and response times and make recommendations for improving the same. The consultant will specifically assess whether there are critical gaps in coverage by armed law enforcement personnel serving Kiawah Island and its residents. The consultant will also hold listening sessions with the community to obtain feedback on the existing programs and community safety measures.

The consultant will carefully examine the efficacy of the Town's contracted policing services with CCSO, exploring alternatives to armed law enforcement services and conducting a detailed

comparison of the services and costs under a municipal law enforcement program compared to the Town's existing or proposed contracts with the CCSO for full-time and/or off-duty deputy coverage.

The primary objective of this initial phase is to identify issues, make recommendations for changes to current practices and policies, and propose practical, efficient, and cost-effective strategies that align with the Town's overall safety and security objectives. The needs assessment and gap analysis will provide an independent assessment to the Town Council of the effectiveness and efficiency of the provision of public safety and police services and inform future decisions on the best approaches to delivering such services in the years to come.

To the extent that the consultant recommends that the Town consider providing armed law enforcement services beyond those provided by or contracted with the CCSO, it is anticipated that the Town of Kiawah Island will request the consultant undertake a second phase of work. The next phase will be addressed in a new Scope of Work, which will include developing an implementation plan with detailed cost projections, such as requirements for hiring and training personnel, one-time and ongoing capital costs, station planning considerations, and any related third-party costs. Additionally, the implementation plan will align with broader Town strategies, such as the Town's Emergency Management Plan and the upcoming Strategic Plan, and include actionable performance metrics to track service quality and proactively identify areas for improvement.

Furthermore, any implementation plan will outline any necessary changes to the Town's existing programs and community safety measures, including implementing any new community safety measures. The consultant will also identify any technology, equipment, or other resources that may be required to implement the new plan.

The Town Council will be informed of the independent assessment of the effectiveness and efficiency of the provision of police services, and the consultant will make recommendations on the best approaches to delivering police services in the years to come. The consultant will also provide actionable performance metrics to track service quality and proactively identify areas for improvement.

## **Project Phases**

**The deliverables can be summarized into four phases and can be amended during the course of the evaluation:**

## **Phase I – Information gathering**

- Assessment of all aspects of the Maze of K's security operations (listed above), the Town's Public Safety Department, and the current off-duty deputy contract with CCSO.
- Identify issues and make recommendations for changes to current practices and policies.
- Propose practical, efficient, cost-effective strategies aligning with the Town's overall safety and security objectives.
- Include a process for holding listening sessions with the community to obtain feedback on the existing programs and community safety measures.

## **Phase II – Preliminary findings**

- Opportunities for community engagement.
- Initial observations and findings; development of a Needs Assessment and Gap Analysis.
  - Detailed status report providing the data gathered at the beginning of the project about the number of incidences, response times, etc., in a visualized fashion.
  - Description of findings from the review of the existing CCSO contract.
- Develop two or three feasible organizational staffing/deployment options.
  - Develop initial models and criteria for evaluating shared services and contracting options.
    - What are the unfunded liabilities, internal issues, and administrative structure of contracted or shared services?
  - Based on the options, conduct five-to-ten-year financial sustainability forecasts. If one of the options includes a stand-alone law enforcement department for the Town of Kiawah Island, the costs should include technology, equipment, personnel, and training.

## **Phase III – Proposals & comparison of options**

- Meet with agencies identified above to include CCSO to discuss Kiawah's current contract with CCSO and shared services options and preferences.
- If an option: Describe the effectiveness of a possible municipal program compared to the existing CCSO service model and the order of magnitude comparison in services and costs.
- Organizational plan for a recommended proposed program in the future, including an organizational chart comparison to the existing CCSO, staffing projections, and an estimated timeline to transition between service models.
- Description of a plan for temporarily increasing law enforcement and/or security personnel during major special events.
- At a minimum, provide two public presentations & input of initial conclusions and draft report.

## **Phase IV – Final report**



- Complete final report and recommendations.

## **Proposal Organization**

Respondents (Teams) must provide all information as requested in this RFP. Responses must follow the format outlined below. The Town may reject as non-responsive at its sole discretion any incomplete proposal, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

**Cover Letter.** An overall introduction to the Proposal is required, including a statement of the Team's understanding of the needs of the Town. The Cover Letter must state the name of the person(s) authorized to represent the Team in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone, and email address. A legal representative authorized to bind the Team in contractual matters must sign the Cover Letter. The letter may also briefly set forth any information the Team wishes to bring to the Town's attention.

**Company Background.** Teams must respond to the following statements and questions in this section of their Proposal.

- Name of company (and parent company, if applicable)
- Company website address.
- Number of years in business.
- Number of employees
- Employees assigned to this project.
- Experience in providing comparable services to other organizations.

**Statement of Understanding.** Teams shall include a statement of understanding of the program scope, representing the company's knowledge of the functions, methods, and problems related to providing effective services as described in this RFP.

**Proposed Services.** Propose and describe in detail the services that will be provided as requested in the Scope of Work of this RFP.

**Proposed Schedule.** Teams shall provide a list of milestones/deliverables associated with either a task or phase of the scope of work over the course of the project.

**Proposed Fee.** Propose and describe in detail the fee structure corresponding to the related professional services.

**References.** Teams shall include up to three references of the most relevant projects completed by the company of equivalent size (or larger) and similar complexity to this project. Please include the following information for each reference:

- Contact Name and Title Address
- Phone Number & Email Address
- Location/Jurisdiction
- Project Name
- Project Description

- Project Dates
- Project Contract Value (initial and current or ending value)

## **Selection Criteria**

The Town of Kiawah Island will evaluate the proposals based on, but not limited to, the following criteria:

1. Understanding of the Scope of Work to be Performed
  - a. Demonstrated understanding of the project objectives
  - b. Consultant's approach to accomplishing the scope of work
  - c. Timetable and costs for completing the project
2. Consultant's Methods and Procedures to be used
  - a. Consultant's general approach to evaluating the issues
  - b. Complete description of the procedures and analytical methods to be utilized
3. Management, Personnel, and Experience
  - a. Qualifications of each participant and overall "skill mix" of the Consultant
  - b. Experience and performance on projects of a similar nature
  - c. Information obtained by contacting references listed by the consultant
  - d. Demonstrated experience working with local government and, jurisdictions, and Districts
4. Cost Estimates
  - a. Use of personnel appropriate to the tasks included in the proposal
  - b. Expected quality of the product and the cost of the product
  - c. Reasonableness of the cost of the work product Time Requirements.

The Town may also contact and evaluate the bidder's and subcontractor's references; contact any bidder to clarify any response; contact any current user of a bidder's service; solicit information from any available source concerning any aspect of a proposal; and seek and review any other information deemed pertinent to the evaluation process. The evaluation committee shall not be obligated to accept the lowest-priced proposal but shall make an award in the best interests of the Town.

## **OFFEROR'S CHECKLIST**

*NOTE: These items are the criteria on which your proposal will be evaluated.*

Please make sure that the following items are included with your submittal:

- ☐ Submittal Form **(Required)**
- ☐ Non-Collusion Oath **(Required)**
- ☐ Documentation of Insurance Coverage **(Required)**
- ☐ Copy of Business License (If applicable)
- ☐ Minority/Women Owned Business Certification (Preferred but not required)

***NOTE: IN ADDITION TO THE ABOVE, THE FOLLOWING ITEMS MUST ALSO BE INCLUDED OR ADDRESSED IN YOUR SUBMITTAL:***

- ☐ Organization Information **(Required)**
- ☐ Personnel List (i.e., names of persons to be used in this engagement) **(Required)**
- ☐ References **(Required)**
- ☐ All-Inclusive Cost **(Required)**

***You do not have to submit the Offeror's Checklist. This list is included for your convenience. However, all required information must be provided.***

***Failure to submit the required items may deem your submittal to be non-responsive.***

DATE: \_\_\_\_\_, 2024

## ORGANIZATIONAL INFORMATION

NAME OF OFFEROR: \_\_\_\_\_

BUSINESS ADDRESS: \_\_\_\_\_

\_\_\_\_\_

### **BY SUBMITTING HIS PROPOSAL, THE UNDERSIGNED OFFEROR REPRESENTS:**

1. that he has carefully examined specifications for the Services;
2. that he is familiar with all the conditions surrounding the performance of the Services;
3. that, if awarded the Contract, he will provide all labor, material, supplies, and equipment necessary to execute the Services in accordance with the Contract Documents;
4. that he understands that the Town reserves the right to reject any or all responses which do not meet the proposal requirements or all proposals in the event that the Project is canceled, postponed, or if it is in the best interest of the Town of Kiawah Island;
5. that, if awarded the Contract, he will enter and execute a contract as required in the Invitation to Bid;
6. that the Offeror is legally able to enter into and perform a contract, if awarded;
7. that the Offeror is current on all taxes and fees owed to the Town.
8. that the Offeror has provided proof of insurance as required by the Town.

**I. PERSONNEL:**

Provide a list of personnel that will be committed to this engagement and their job function.

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**II. EXPERIENCE:**

**At least three (3) references for similar work performed are required; however, you may provide as many as five (5) references.**

1. COMPANY NAME: \_\_\_\_\_

Contract Title: \_\_\_\_\_

Contract Period: From \_\_\_\_\_ To \_\_\_\_\_

Geographic Area Served: \_\_\_\_\_

Scope of Work: \_\_\_\_\_

Contracting Office: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

**II. EXPERIENCE (Continued):**

2. COMPANY NAME: \_\_\_\_\_  
Contract Title: \_\_\_\_\_  
Contract Period: From \_\_\_\_\_ To \_\_\_\_\_  
Geographic Area Served: \_\_\_\_\_  
Scope of Work: \_\_\_\_\_  
Contracting Office: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Email: \_\_\_\_\_

3. COMPANY NAME: \_\_\_\_\_  
Contract Title: \_\_\_\_\_  
Contract Period: From \_\_\_\_\_ To \_\_\_\_\_  
Geographic Area Served: \_\_\_\_\_  
Scope of Work: \_\_\_\_\_  
Contracting Office: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Email: \_\_\_\_\_

**SUBMITTAL FORM**

**Page Four**

**II. EXPERIENCE (Continued):**

4. COMPANY NAME: \_\_\_\_\_  
Contract Title: \_\_\_\_\_  
Contract Period: From \_\_\_\_\_ To \_\_\_\_\_  
Geographic Area Served: \_\_\_\_\_  
Scope of Work: \_\_\_\_\_  
Contracting Office: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Email: \_\_\_\_\_

5. COMPANY NAME: \_\_\_\_\_  
Contract Title: \_\_\_\_\_  
Contract Period: From \_\_\_\_\_ To \_\_\_\_\_  
Geographic Area Served: \_\_\_\_\_  
Scope of Work: \_\_\_\_\_  
Contracting Office: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_  
Telephone: \_\_\_\_\_  
Email: \_\_\_\_\_

**SUBMITTAL FORM**

**Page Five**

**III. COST:**

In Compliance with Request for Proposals, the undersigned hereby proposes to provide all materials, equipment, and labor, except as otherwise provided noted, for the Services agreement for the following cost:

<b><i>All-inclusive Cost for Services:</i></b>
\$

NAME OF COMPANY: \_\_\_\_\_

By: \_\_\_\_\_  
Print Name

Title: \_\_\_\_\_ (i.e., Owner, Partner, Corporate Officer, etc.)

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Business Fax Number: \_\_\_\_\_

Is your firm a \_\_\_\_\_ Corporation, \_\_\_\_\_ Sole Proprietorship, or \_\_\_\_\_ Partnership?

If incorporated, please list the state of incorporation: \_\_\_\_\_

FEIN or SSN: \_\_\_\_\_

**SUBMITTAL FORM**

**Page Six**

**IV. BUSINESS LICENSE:**



The Offeror is not required to have valid business licenses to submit a Proposal. However, the Offeror must possess a valid Business License for business undertaken within the corporate limits of the Town of Kiawah Island.

Does your business have a valid Town of Kiawah Island Business License?

☐ Yes ☐ No If yes, list the number \_\_\_\_\_

Contact (843) 768-9166 with any questions. If no, a business license must be obtained upon award of the contract.

**V. INSURANCE:**

The contractor shall carry and maintain Worker's Compensation Insurance in statutory amounts for its employees unless exempt by State statute. The contractor shall provide the Town with certification of this coverage or, if exempt, written confirmation of this.

The contractor shall be insured with Worker's Compensation, carry a Comprehensive Liability Policy of at least One Hundred Thousand (\$100,000) Dollars per occurrence (combined single limit of liability) to cover operations equipment and contractual liability, and have a (\$50,000 minimum) janitorial bond. The contractor shall provide the Town with a copy of the policy, which shall name the Town as an additional insured.

The contractor shall defend, indemnify, and hold harmless the Town, its elected officials, and employees from and against any and all actions, costs, claims, losses, expenses, and/or damages arising out of the performance of the working contractor.

**V. MINORITY/WOMEN-OWNED ENTERPRISE:**

Are you a Minority or Woman-Owned business? ☐ Yes ☐ No

If so, are you certified? ☐ Yes ☐ No

If you are certified, you must furnish a copy of your certificate with your submittal.

**NON-COLLUSION OATH**

COUNTY OF: \_\_\_\_\_

STATE OF: \_\_\_\_\_

Before me, the Undersigned, a Notary Public, for and in the County and State aforesaid, personally appeared \_\_\_\_\_ and made oath that the Offeror herein, his agents, servants, and/or employees, to the best of his knowledge and belief, have not in any way colluded with anyone for and on behalf of the Offeror, or themselves, to obtain information that would give the Offeror an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Offeror, or themselves, to gain any favoritism in the award of the contract herein.

SWORN TO BEFORE ME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2024

\_\_\_\_\_  
Authorized Signature for Offeror

Please print the Offeror's name and address:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Notary Signature

NOTARY PUBLIC FOR THE STATE OF \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

Print Name: \_\_\_\_\_



Tab | 5

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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Action

**TO:** Ways and Means Committee Members

**FROM:** John Taylor, Jr., Planning Manager

**SUBJECT:** KI Parkway Annual Traffic Count Assessment

**DATE:** May 7, 2024

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## **BACKGROUND:**

The Town has historically collected traffic data along the Kiawah Island Parkway primarily for the purposes outlined within the formerly executed 2013 Amended and Restated Development Agreement By and Between Kiawah Resort Associates and the Town of Kiawah Island. This development agreement stated the property owner shall provide traffic mitigation measures approved by the Town whenever a specified traffic volume is reached pursuant to traffic volumes on the Kiawah Island Parkway and Kiawah Island Bridge. In order to conclude if traffic mitigation measures were required, traffic counts would be conducted by the Town on the Bridge and Parkway (Intersections of Betsy Kerrison to the intersection of Governors Drive) three times a year. These counting periods would be the first two weeks of June (June 1-14); the second and third week of July (July 8-22); and the last two weeks of August (August 17-31). The Town also currently utilizes traffic counters at the roundabout for overall traffic assessments, where we analyze daily traffic counts on the various movements of the roundabout.

## **ANALYSIS:**

Town staff desires to continue collecting data, even after the expiration of the 2013 ARDA. As there is no longer a mitigation requirement for traffic volumes based on trigger points, it is still imperative that the Town monitor traffic volumes from a planning and public safety perspective. Comparative data allows us to analyze trends as we reach a build-out and understand the growth's impact on our major roads on Kiawah. As significant development projects come online both within the Town and outside of the Town's jurisdiction, which access the Kiawah Island Parkway, these data points allow the Town to better understand trends and appropriately respond to transportation needs as outlined within our Comprehensive Plan.

Regarding the requested 2024 Annual Traffic Counts, compared to previous years, staff has reduced the number of counting locations from 14 locations to 9 locations. The previous 14 locations corresponded to the 2013 ARDA, whereas the identified 9 locations are primarily responsive to Kiawah Island Parkway, Beachwalker Drive, and Kiawah Beach Drive. These locations can be identified in the exhibit included. Additionally, previous counts show the disbursement traffic as you travel further east.

The same time counting periods will be utilized to compare year to year, which also responds to peak times of high traffic volumes on Kiawah.

The deployment method proposed is pneumatic tubes set across the right of way. Quality Counts would set up tube counters with a camera as a backup. In the case that the tubes fail, they would use the cameras to replace that data.

Included are two additional received quotes for this service. Quality Counts has proven to be responsive to failed equipment and has made considerations in real time due to unforeseen circumstances.

**ACTION REQUESTED:**

Town staff requests that the Ways and Means Committee recommend to the Town Council the approval to enter into a contract with Quality Counts to prepare daily traffic counts for 2024.

**BUDGET & FINANCIAL DATA:**

The cost for this proposal is \$18,225. This project will be funded through 80% Restricted Funds and 20% General Funds.

In 2023, the Town contracted with Quality Counts for a total cost of \$27,300 for 14 locations. This was reduced to the Town paying \$26,810 due to missing data due to an impending hurricane during the collection period. This proposal results in approximately \$9,000 in reduced costs from 2023 to 2024.

## Request for Traffic Data Collection

Town of Kiawah Island | Traffic counts will be conducted by the Town on the Bridge and Parkway three times a year. The three times specified.

- the first two weeks of June (June 1-14);
- the second and third week of July (July 8-22); and
- the last two weeks of August (August 17-31)

Data should include three data points Speed, Class, Volume at each of the identified 9 locations

Highlight of AM / PM Peak hours

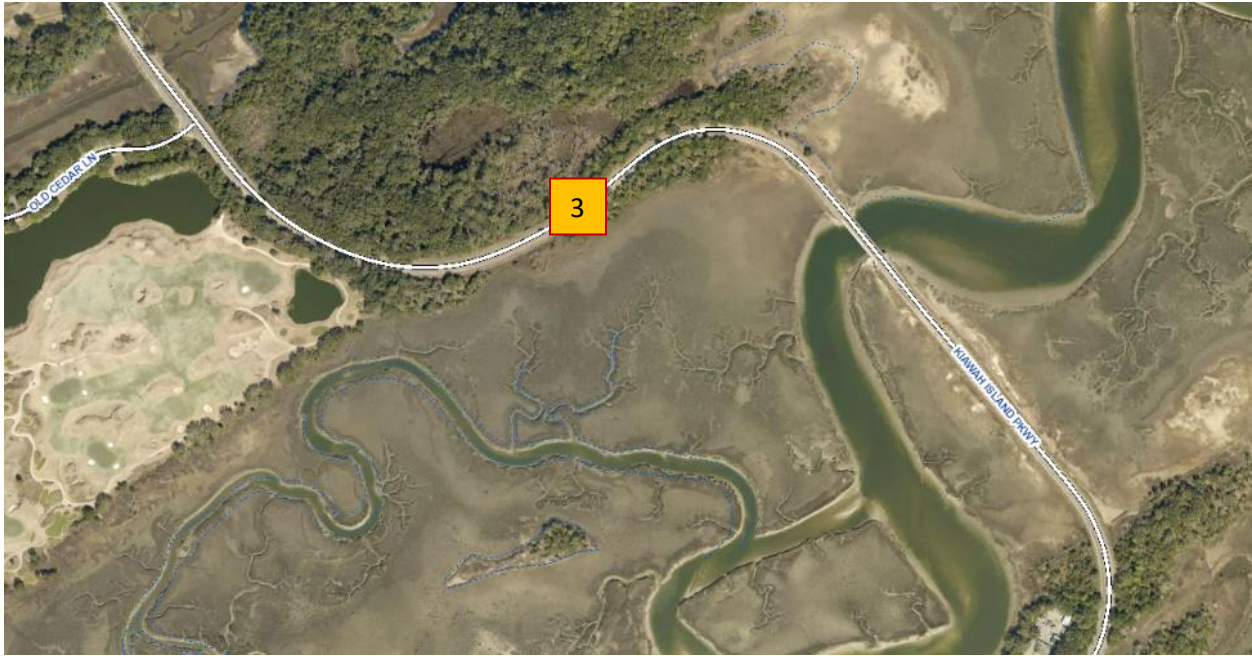
Data Results should include PDFs and Raw Data Spreadsheets

### Locations Requested.

- 1) Kiawah Island Parkway after round about before Freshfields Drive (Captures Kiawah Inbound and Outbound Traffic including exiting traffic of Freshfields Village via Freshfields Drive)
- 2) Kiawah Island Parkway after Freshfields Drive (Captures Kiawah Inbound and Outbound Traffic including exiting traffic of Freshfields Village via Freshfields Drive)



- 3) Kiawah Island Parkway at Bridge (Captures Kiawah Inbound and Outbound traffic and at the Bridge including turn outs at Old Cedar (Cassique).)





- 4) Kiawah Island Parkway at Beachwalker Drive (Captures Kiawah Inbound and Outbound traffic beyond the Bridge including turn outs after Mingo Point, Little Rabbit and Kiawah Island Real Estate.)
- 5) Beachwalker Drive at Bobcat Lane (Captures inbound and outbound traffic before the general store before Bobcat Lane)
- 6) Beachwalker Drive at Bobcat Lane (Captures inbound and outbound traffic beyond the general store before Bobcat Lane)



- 7) Beachwalker Drive at County Park (Captures Kiawah Inbound and Outbound traffic before entering Beachwalker County Park.)





- 8) Kiawah Island Parkway (Captures Kiawah Inbound and Outbound traffic before Kiawah Beach Drive)
- 9) Kiawah Beach Drive (Captures Kiawah Inbound and Outbound traffic before Greensward.)





CHA:SC

BILL TO : Town of Kiawah Island  
4475 Betsy Kerrison Parkway  
Kiawah Island,SC 29455  
(843) 768-9979

CLIENT PROJECT # : ESTIMATE DATE : 4/16/2024 ORDER DATE : 4/16/2024

ORDER No	PROJECT NAME	PAYMENT TERMS	ORDER BY
165719	Kiawah Island Counts 2024	PWP	John Taylor

QTY	DESCRIPTION	RATE	TOTAL
27	1-3 Lanes-Speed, Class, Volume	\$675.00	\$18,225.00
	9 Location(s) for time period(s): 15 Days (Speed, Class, Volume) June 1st - 14th		
	-Kiawah Island Pkwy W of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Old Cedar Ln, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Beachwalker Dr, Kiawah Island, SC		
	-Beachwalker Dr near General Store, Kiawah Island, SC		
	-Beachwalker Dr N of Bobcat Ln, Kiawah Island, SC		
	-Beachwalker Dr N of County Park, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Kiawah Beach Dr, Kiawah Island, SC		
	-Kiawah Beach Dr between Kiawah Island Pkwy and Greensward Rd, Kiawah Island, SC		
	9 Location(s) for time period(s): 15 Days (Speed, Class, Volume) July 8th - 22nd		
	-Kiawah Island Pkwy W of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Old Cedar Ln, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Beachwalker Dr, Kiawah Island, SC		
	-Beachwalker Dr near General Store, Kiawah Island, SC		
	-Beachwalker Dr N of Bobcat Ln, Kiawah Island, SC		
	-Beachwalker Dr N of County Park, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Kiawah Beach Dr, Kiawah Island, SC		
	-Kiawah Beach Dr between Kiawah Island Pkwy and Greensward Rd, Kiawah Island, SC		
	9 Location(s) for time period(s): 15 Days (Speed, Class, Volume) August 17th-31st		
	-Kiawah Island Pkwy W of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Freshfields Dr, Kiawah Island, SC		
	-Kiawah Island Pkwy E of Old Cedar Ln, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Beachwalker Dr, Kiawah Island, SC		
	-Beachwalker Dr near General Store, Kiawah Island, SC		

QTY	DESCRIPTION	RATE	TOTAL
	-Beachwalker Dr N of Bobcat Ln, Kiawah Island, SC		
	-Beachwalker Dr N of County Park, Kiawah Island, SC		
	-Kiawah Island Pkwy W of Kiawah Beach Dr, Kiawah Island, SC		
	-Kiawah Beach Dr between Kiawah Island Pkwy and Greensward Rd, Kiawah Island, SC		
		TOTAL	\$18,225.00

Balances unpaid by end of Payment term (listed above) will be charged 1.5% interest per month

Quality Counts, LLC  
15615 SW 74th Ave #100  
Tigard, OR 97224  
(877) 580-2212  
qualitycounts.net



**MBE Certified**  
Charles County  
Howard County  
Prince George's County

**MFD Certified**  
Montgomery County

**CORPORATE OFFICE**  
**Baltimore, MD**  
Suite H  
9900 Franklin Square Drive  
Baltimore, Maryland 21236  
410.931.6600  
fax: 410.931.6601  
1.800.583.8411

**DELMARVA OFFICE**  
443.290.4060

**SOUTH CAROLINA OFFICES**  
Columbia: 803.422.9965  
Rock Hill: 803.693.4216

**FIELD OFFICE LOCATIONS**  
Arizona  
Arkansas  
Florida  
Maine  
Mississippi  
New York  
North Carolina  
Ohio  
Pennsylvania  
South Carolina  
Texas  
Utah  
Virginia  
West Virginia

April 19, 2024

Mr. John Taylor  
Town of Kiawah  
4475 Betsy Kerrison Pkwy  
Kiawah Island, SC 29455

RE: Kiawah Island Parkway Traffic Counts  
**TRAFFIC COUNTS**  
Kiawah Island, South Carolina  
Our Agreement No.: 2023-0418

Dear Mr. Taylor:

While traffic engineering and transportation planning is our passion, exceptional client service and high value to the client is imperative. There is nothing more important and nothing more satisfying to us at The Traffic Group (TTG) than serving you, the client. We want you to succeed and we will assist you to ensure that happens!

Our team believes strongly that the best planning and design solutions come out of a thoughtful, collaborative approach – a partnership – and we look forward to working with you in that capacity.

Thank you for the confidence you have placed in us and for the opportunity to provide traffic consulting services related to Kiawah Island Parkway Traffic Counts in Kiawah Island, South Carolina (the "Project"). We are pleased to submit the following agreement (this "Agreement") for your consideration.

## **DESCRIPTION OF WORK (HEREINAFTER, THE "SERVICES"):**

1. Conduct axle-based classification, volume, and speed counts for a 2-week period during 3 separate time periods at the following locations:
  - a. Kiawah Island Pkwy west of Freshfields Dr
  - b. Kiawah Island Pkwy east of Freshfields Dr
  - c. Kiawah Island Pkwy east of Old Cedar Ln
  - d. Kiawah Island Pkwy west of Beachwalker Dr
  - e. Beachwalker Dr north of general store (north of Bobcat Ln)
  - f. Beachwalker Dr north of Bobcat Ln
  - g. Beachwalker Dr north of County Park Access
  - h. Kiawah Island Pkwy west of Kiawah Beach Dr
  - i. Kiawah Beach Dr south of Kiawah Island Pkwy

2. Counts will be collected June 1<sup>st</sup> through June 14<sup>th</sup>, July 8<sup>th</sup> through July 22<sup>nd</sup>, and August 17<sup>th</sup> through August 31<sup>st</sup>.
3. Reports will detail AM/PM peak hours.
4. Reports will be provided in PDF. Raw data files will be provided as requested by the client.
5. Road tape will be applied to the roadway surface to secure the road tubes during collection. Once it is applied, the tape cannot be removed and will wear down and embed in the road surface over time. This tape will NOT be removed upon completion of the counts.

**NOTE: If additional services are requested by you or a government agency, we will provide an additional cost agreement or conduct the work on an hourly basis with your authorization.**

### **ESTIMATED TIME OF COMPLETION:**

2 weeks after the data is collected.

### **FEE:**

**Lump Sum = \$28,800.00**

Meetings and hearings beyond those identified above are not included.

Travel time, meetings, and hearings will be billed on an hourly basis. Our hourly rates are available upon request.

This Agreement, the obligations of the parties hereto, and the Services provided by The Traffic Group, Inc. shall be governed by the Standard Terms & Conditions attached hereto as Exhibit A, which are expressly incorporated herein in their entirety and made a part of this Agreement.

While The Traffic Group, Inc. will not discuss details of the work it is performing on behalf of the Client, the firm is permitted to promote the fact that it has been retained by the Client through posts on its website or in social media, or through news releases or other promotional vehicles.

If the terms and conditions of this Agreement are acceptable to you, please countersign below, return this copy to me, and keep a copy for your files. Each executed counterpart of this Agreement will be deemed to be an original copy of this Agreement and all counterparts together will be deemed to constitute one and the same agreement. Faxed or other electronically delivered signatures may be used in lieu of original signatures and shall constitute effective execution and delivery of this Agreement.

We look forward to working with you on this Project.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald Ruth". The signature is fluid and cursive, with the first name "Donald" written in a larger, more prominent script than the last name "Ruth".

Donald Ruth  
Project Manager, Data Division

DR:amr/smb/amr

(M:\Proposals\2023\2023-0418\_Town of Kiawah Island SC Traffic CountsP\DOCS\PROPOSALS\BG001\_Proposal\_Traffic Counts\_Taylor 2024.docx)

This Agreement (including the Standard Terms & Conditions attached hereto as Exhibit A, which are expressly acknowledged as being received) as stated herein is hereby accepted by the undersigned. The undersigned is an authorized officer or representative of the Client and possesses the power and authority to execute this Agreement on behalf of the Client. The undersigned hereby agrees to unconditionally and irrevocably guarantee full payment and performance of the obligations of Client set forth herein. The undersigned hereby executes this Agreement, under seal, as of the date first set forth above, and upon such execution, authorization to proceed is hereby granted.

Company Name/Responsible Party:

\_\_\_\_\_

By: \_\_\_\_\_ (SEAL)

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company Address: \_\_\_\_\_

\_\_\_\_\_

Phone No.: \_\_\_\_\_

Email: \_\_\_\_\_

Date: \_\_\_\_\_

Special Billing Instructions: \_\_\_\_\_

\_\_\_\_\_

## **EXHIBIT A**

### **STANDARD TERMS & CONDITIONS**

Capitalized terms used herein shall have the means set forth in the agreement between The Traffic Group, Inc. and the Client.

#### **PAYMENT FOR SERVICES:**

Invoices for Service may be issued semi-monthly or as otherwise appropriate for the level of work activity as determined in the sole and absolute discretion of The Traffic Group, Inc. Payment is due thirty (30) calendar days from date of invoice. Any late payment shall constitute a material breach of, and default under, the attached Agreement and the unpaid balance shall accrue interest at the monthly rate of one and one-half (1½%) percent per month. Any collection efforts undertaken by The Traffic Group, Inc. (including but not limited to referral to an attorney or collection agency, by judicial proceeding or otherwise) commenced to enforce this Agreement (including recover amounts due under the Agreement), shall become the responsibility of Client and all of The Traffic Group, Inc.'s reasonable costs and expenses associated with the enforcement, including without limitation, attorney's fees, court costs and expenses, whether incurred prior to or during the enforcement action, shall be added to the balance due under the Agreement. The Traffic Group, Inc.'s remedies under the Agreement are cumulative and in addition to, and not in lieu of, any other remedies allowed by law or equity except where specifically stated otherwise herein.

Should invoices remain outstanding for a period in excess of thirty (30) days from the date of the invoice, The Traffic Group, Inc. shall have the sole right to suspend and/or discontinue the Services associated with the Project without penalty. Upon payment of invoice, Client and The Traffic Group, Inc. shall readjust schedules accordingly. No work product, deliverable or other materials will be released or provided to the Client until delinquent accounts have been satisfied in full.

If Client materially breaches this Agreement in any respect, The Traffic Group, Inc. shall be entitled to the immediate payment from Client of all amounts which are or would become due and payable to The Traffic Group, Inc., throughout the full term of the Project including this Agreement, plus interest, in addition to any other remedies allowed by law or under this Agreement.

Should Client decide to terminate this Agreement prior to the completion of the Services contemplated in this Agreement, Client agrees to compensate The Traffic Group, Inc. in full for all Services performed to date prior to the termination.

To the extent that Client's Project constitutes or involves the improvement of property, Client acknowledges that The Traffic Group, Inc.'s Services constitute work for or about the improvement and, as such, constitutes an integral part of said construction or development as set forth in the Maryland Mechanics Lien Law.

In the event Client is a corporation, partnership, limited liability company or any other legal entity, the individual whose signature appears on the Agreement, whether executing the Agreement on behalf of Client or otherwise, hereby agrees to be bound by the terms and conditions set forth in this Agreement and does hereby personally guarantee, jointly and severally with Client, payment for any and all Services, costs, fees, charges, and expenses arising out of or due in connection with the Agreement or The Traffic Group, Inc.'s work for Client.

#### **COMPLIANCE WITH STANDARDS; WAIVER OF REPRESENTATIONS AND WARRANTIES; SPECIAL AND EXTRA SERVICE**

The Traffic Group, Inc. shall provide all work, services, and activities in accordance with the Description of Work set forth in this Agreement, in a manner consistent with all applicable codes, laws, regulations, standards and ordinances ("Standards") for the location of the Project, using all commercially reasonable efforts and in a timely manner. Any request by Client which The Traffic Group, Inc. believes could cause or result in a violation of the applicable Standards, The Traffic Group, Inc. shall so advise Client. If Client disagrees with The Traffic Group, Inc.'s assessment, The Traffic Group, Inc. may terminate this Agreement upon five (5) days-notice without penalty. Client shall remain liable to The Traffic Group, Inc. for all services provided through the date of termination.

OTHER THAN COMPLIANCE WITH THE STANDARDS IN A COMMERCIALY REASONABLE MANNER, THE TRAFFIC GROUP, INC. MAKES NO OTHER REPRESENTATION, EXPRESS OR IMPLIED, AND NO WARRANTY AND/OR GUARANTEE IS INCLUDED OR INTENDED TO BE INCLUDED IN THIS AGREEMENT OR IN RELATION TO THE SERVICES PROVIDED BY THE TRAFFIC GROUP, INC. UNDER THIS AGREEMENT.

The Traffic Group, Inc. will provide certain services in addition to those listed in the Agreement when such services are requested in writing and authorized by the Client and subsequently agreed to by The Traffic Group, Inc. Such services may include special requests, other than those required by the Agreement; additional meetings requested beyond those identified in the Agreement; changes due to causes beyond the control of The Traffic Group, Inc.; changes due to modifications in the Land Use Plan submitted to The Traffic Group, Inc.; special additional services which may be required if the work is suspended, abandoned, or extended; or any other special engineering services not included above which may be requested. Payment to The Traffic Group, Inc. when authorized, as compensation for these services, shall be in accordance with our hourly rates set forth in the Agreement, and under the same invoicing scheduled as set forth herein.

#### **FILES AND DRAWINGS**

Upon satisfaction of all outstanding invoices, Client shall be entitled to make and retain a copy of all data, files, drawings and, if applicable, reports generated by The Traffic Group, Inc. relating to this Project. It is expressly acknowledged and agreed that the ORIGINAL data, files, drawings and, if applicable, reports, are the property of The Traffic Group, Inc. The Traffic Group, Inc. shall retain all such data, files, and original drawings generated in the performance of the Services for a period of time necessary will remain in possession of The Traffic Group, Inc. for a maximum of five (5) years after being generated.



**LIABILITY FOR ACCURACY OF DATA PROVIDED TO THE TRAFFIC GROUP, INC.**

Client shall provide The Traffic Group, Inc. with all information necessary for rendering the services under the Agreement and the Client shall be liable for the accuracy or completeness of the data provided by the Client or any of Client's agents. Client shall obtain from the owner thereof any and all consents required to reproduce data protected by patent, trademark, service mark, copyright or trade secret, and Client indemnifies and holds The Traffic Group, Inc. harmless from any claims, demands, suits, actions, losses or damages against The Traffic Group, Inc. resulting or arising from the reproduction, use or distribution of such materials.

**LIMITATION OF LIABILITY/WAIVER OF CONSEQUENTIAL DAMAGES AND INDEMNIFICATION/NON-ASSIGNABILITY**

CLIENT AGREES TO ALLOCATE CERTAIN OF THE RISKS ASSOCIATED WITH THE PROJECT BY LIMITING THE TRAFFIC GROUP, INC.'S TOTAL LIABILITY TO CLIENT, SUBJECT TO AVAILABLE INSURANCE PROCEEDS, ARISING FROM THE TRAFFIC GROUP, INC.'S SERVICES, ERRORS, OR OMISSIONS AND FOR ANY AND ALL CAUSES INCLUDING NEGLIGENCE, STRICT LIABILITY, BREACH OF CONTRACT, OR BREACH OF WARRANTY, INJURIES, DAMAGES, CLAIMS, LOSSES, EXPENSES, OR CLAIM EXPENSES (INCLUDING REASONABLE ATTORNEY'S FEES) UNDER THIS AGREEMENT TO THE FULLEST EXTENT PERMITTED BY LAW. THE TRAFFIC GROUP, INC.'S LIABILITY SHALL BE LIMITED TO THE LESSER OF THE ACTUAL COSTS OF THE TRAFFIC GROUP, INC.'S SERVICES PAID THROUGH THE DATE OF THE EVENT TRIGGERING LIABILITY OR AVAILABLE AND APPLICABLE INSURANCE PROCEEDS.

The Client further agrees that The Traffic Group, Inc. shall not be liable for any special, incidental, indirect, punitive, or consequential damages. Rather, Client's sole remedies, upon proper notice to The Traffic Group, Inc., shall be to (a) permit The Traffic Group, Inc. the opportunity to address any and all claims relating to unsatisfactory services provided the Client provides such notice within 30 days of the completion of such Service; and (b) if Client remains unsatisfied with The Traffic Group, Inc.'s Services, to terminate this Agreement.

Client shall indemnify and hold The Traffic Group, Inc. harmless against any claim, demand, suit, action, loss or damage resulting or arising from injury to or death of any employee or agent of The Traffic Group, Inc. (including consultants, subcontractors, or associates retained by The Traffic Group, Inc. for the purpose of fulfilling the terms of the Agreement) while on Client's property or arising out of any act or omission of the Client, its employees or agents.

No part of the Agreement or any other understanding or agreement between The Traffic Group, Inc. and Client may be assigned by Client without The Traffic Group, Inc.'s express written approval, executed by an authorized officer of The Traffic Group, Inc., such approval to be granted at the sole and absolute discretion of The Traffic Group, Inc.

**CONSENT TO JURISDICTION AND FORUM SELECTION**

The parties hereto agree that all actions or proceedings arising in connection with the Agreement shall be tried and litigated exclusively in the Courts of the State of Maryland, County of Baltimore (not City). The aforementioned choice of venue is intended by the parties to be mandatory and not permissive in nature, thereby precluding the possibility of litigation between the parties with respect to or arising out of the Agreement in any jurisdiction other than that specified in this paragraph. Each party hereby waives any right it may have to assert the doctrine of forum non conveniens or similar doctrine or to object to venue with respect to any proceeding brought in accordance with this paragraph, and stipulates that the Courts of the State of Maryland shall have in personam jurisdiction and venue over each of them for the purpose of litigating any dispute, controversy, or proceeding arising out of or related to the Agreement. The Client agrees to venue in the District or Circuit Court of Maryland for Baltimore County. Any final judgment rendered against a party in any action or proceeding shall be conclusive as to the subject of such final judgment and may be enforced in other jurisdictions in any manner provided by law.

**MISCELLANEOUS PROVISIONS**

The Agreement is binding upon and shall inure to the benefit of the parties hereto, and their respective, successors-in-interest, and assigns. The Agreement shall be governed by the laws of the State of Maryland without regard to any conflicts of laws rules. Whenever possible, each provision of the Agreement will be interpreted in such manner as to be effective and valid under applicable law, but if any provision of the Agreement is held to be prohibited by or invalid under applicable law, such provision will be deemed severable and ineffective only to the extent of such prohibition or invalidity, without invalidating the remainder of such provision or the remaining provisions of the Agreement.

The Agreement constitutes the entire and integrated agreement and understanding between the parties with respect to the subject matter hereof and may only be modified by an agreement signed by all of the parties hereto. A waiver of any term herein or the acquiescence by The Traffic Group, Inc. to insist upon strict compliance with any term or condition recited herein shall not constitute a waiver or any subsequent default or failure, whether similar or dissimilar.

# MT-22756 Kiawah Island, SC



## Map & Notes:

- the first two weeks of June (June 1-14)
- the second and third week of July (July 8-22)
  - the last two weeks of August (August 17-31)

 Town of Kiawah Request for Traffic Data Collection (1)

<b>Bi-directional Count SC- 14 Day [Speed Volume &amp; Classification]</b> the first two weeks of June (June 1-14)	1,400.00 x 9 12,600.00
<b>Bi-directional Count SC- 14 Day [Speed Volume &amp; Classification]</b> - the second and third week of July (July 8-22)	1,500.00 x 9 13,500.00
<b>Bi-directional Count SC- 14 Day [Speed Volume &amp; Classification]</b> - the last two weeks of August (August 17-31)	1,500.00 x 9 13,500.00
<b>Client Discount</b>	-9,600.00 x 1 -9,600.00
<b>Total</b>	<b>\$30,000.00</b>

## \*\*\* Please Provide PO# or your order/reference number \*\*\*

Please provide the PO# or order/reference number for invoicing for this project when accepting cost estimate.

Thank you, we appreciate your business.

## Questions & Answers

JT

**John Taylor** 19 Apr 2024 at 1:44 PM

1. Can you provide a narrative of the technology and installation process for data collection to be used?
2. Can you explain the listed Client Discount as part of the quote?
3. If technology fails, do you have someone local to respond in a timely fashion?

NP

**Nate Prathaftakis** 19 Apr 2024 at 2:06 PM

FROM

**Nate Prathaftakis**

**Marr Traffic**

Tennessee

+1 (615) 431-3750

Georgia

+1 (404) 348-0344

Florida

+1 (407) 542-6156

North Carolina

+1 (919) 825-0302

Kentucky

+1 (502) 795-3702

Texas

+1 (214) 382-2014

hello@marrtraffic.com

www.marrtraffic.com

PHONE

+1 (800) 615-3765

FOR

**Town of Kiawah Island**

TO

John Taylor

EMAIL

jtaylor@kiawahisland.org

QUOTE NUMBER

22756

DATE

18 April 2024

VALID UNTIL

17 July 2024 at 12:00 PM

John,

Nice speaking with you earlier. Let me know if you have any additional questions.



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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Action

**TO:** Ways and Means Committee Members

**FROM:** Brian Gottshalk, Public Works Manager

**SUBJECT:** Request to Purchase Electric UTV

**DATE:** 7 May 2024

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## **BACKGROUND:**

The Public Works Department actively maintains road shoulders and leisure trails, often facing challenges due to the limited space available for parking full-sized trucks. This frequently results in traffic disruptions or damage to the landscape when trucks are parked on the road's shoulders. To address these issues, a smaller vehicle like a Utility Task Vehicle (UTV) would greatly enhance operational efficiency. A UTV would enable staff to perform their tasks away from the road, significantly reducing the likelihood of damaging the landscape and minimizing interference with traffic. The UTV would be housed in the garage and can be driven from Town Hall to the bike path to be used on the leisure trails, or it can be transported longer distances on the trailer the Town has.

Additionally, a UTV would streamline several daily activities. It is ideally suited for tasks such as efficient litter collection along the parkway and Beachwalker Drive, traffic sign maintenance, and conducting inspections on leisure trails, landscapes, and roadways. It has a max speed of 30 mph, and its compact size ensures minimal disruption to motorists and to cyclists and walkers using the leisure trails. Furthermore, the UTV's 4-wheel drive capabilities make it versatile enough to operate on various terrains, including beach areas, when necessary. This adaptability makes it an invaluable asset in enhancing the effectiveness of public works operations while safeguarding the environment and community enjoyment.

## **ANALYSIS:**

In the current FY24 budget, \$18,000 has been approved to purchase a UTV. Since then, staff has explored new Electric UTVs to be consistent with the Kiawah Goes Green initiative. After researching options for electric UTVs, staff came across a company with reasonable pricing and the capabilities the department will need to fulfill daily operations. The estimated quote for a UTV from DRR USA is \$22,000. This is \$4,000 more than what was originally budgeted prior to looking into electric options.

## **ACTION REQUESTED:**

Town staff is requesting that the Ways and Means Committee approve the purchase of an electric UTV, which would add an estimated \$4,000 to the current budget of \$18,000.

## **BUDGET & FINANCIAL DATA:**

If approved, this will be funded through the Restricted and General Funds



Thanks for getting in touch Brian Gottshalk

---

You requested a quote for a EV Pathfinder UTV (MSRP: \$18,999). The estimated shipping cost to South Carolina is \$850 per unit\*, Making your estimated grand total with shipping: \$19,849 plus applicable tax and fees. (Which cannot be estimated until final purchase is made.) \*Subject to change dependent on shipping prices.

If you would like to reserve Gas ATV(s), please click the link below!

<https://www.drrusa.com/event-details/drr-usa-gas-atv-reservations>

If you want to reserve an Electric ATV/UTV/Motorcycle(s), please click the link below!

<https://www.drrusa.com/event-details/drr-usa-electric-atv-utv-reservations-1>

If you have any questions, feel free to contact us!

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Back to Site







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## **WAYS AND MEANS**

### **Agenda Item**



# Request for Ways and Means Committee Action

**TO:** Ways and Means Chairman and Committee Members

**FROM:** Stephanie Tillerson, Town Administrator

**SUBJECT:** Charitable Grant Funding Request

**DATE:** May 7, 2024

---

## **BACKGROUND:**

The Town Council allocates up to \$200,000 annually to its charitable contribution grants program, which supports non-profit organizations that provide essential services in Health, Housing, or Hunger within the Sea Island community. This program is a critical component of the Town's commitment to supporting our neighbors on the Sea Islands. For the current funding cycle, the Town received 18 applications totaling \$208,813. The staff-led Charitable Contributions Review Committee carefully evaluated these applications prior to the March meetings. Their recommendations for funding 17 applications amounting to \$198,813 were presented during the Ways and Means Committee meeting, and subsequently, they received approval from the Town Council.

The current discussion centers on a procedural oversight involving Habitat for Humanity, a regular participant in the grant program. This organization properly submitted its funding request through the designated electronic process to Petra Reynolds, the Town Clerk, by the application deadline of January 12, 2024. However, Ms. Reynolds did not receive the application due to a mishap. It was later discovered that an issue with the Town's email spam filtering service had incorrectly quarantined the email, leading to its omission during the Ways and Means and Council's review and approval processes. Since it is not standard practice for Town staff to routinely check their quarantined email folders, this error remained unaddressed until a board member from Habitat for Humanity raised concerns after the funding decisions had been finalized. This unfortunate oversight has prompted the present request for the Council to reconsider the application.

## **ACTION REQUESTED:**

It is recommended that the Ways and Means Committee consider a special review and subsequent recommendation to the Town Council for an exception to approve funding outside of the regular Charitable Contributions grant application cycle. This application aligns with the overarching goals of the Charitable Contributions guidelines, specifically addressing one of the foundational pillars: Health, Housing, or Hunger. The applicant, Habitat for Humanity, is requesting \$20,000 in funding.

## **BUDGET & FINANCIAL DATA:**

Funding from General Fund.



Building Homes. Improving Lives.

Town of Kiawah Island  
4475 Betsy Kerrison Parkway  
Kiawah Island, SC 29455  
Attn: Town Clerk

Pleased find attached an application from Sea Island Habitat for Humanity for 2024 charitable grant funding from the Town of Kiawah. We have benefitted from your generous support of our mission in the past, so I know that you are already familiar with our work. We are proud to have helped many working families in this area who are not able to qualify for conventional mortgages -- and we continue to be committed to that mission.

We propose to build an affordable new home on Keswick Drive, Johns Island for a single woman who is employed by Harris Teeter, loves going on walks with her sister, and has always wanted a home of her own. Funds, if awarded, will help to pay for construction materials.

The supporting documents you request are attached. If you have questions or would like further information, please do not hesitate to contact me, by phone at (843) 768-0998 x113, or by e-mail at [emily@seaislandhabitat.org](mailto:emily@seaislandhabitat.org). Thank you in advance for your consideration of our application.

Yours truly,

A handwritten signature in blue ink, appearing to read "Emily Speck".

Emily Speck  
Director of Development



## Town of Kiawah Island Charitable Grant Application

Fiscal Year 2023-2024

**APPLICATION DEADLINE: 3:00 pm**

**Friday, January 12, 2024**

NAME OF ORGANIZATION \_\_\_\_\_

NAME OF APPLICANT \_\_\_\_\_

Date of application: \_\_\_\_\_ Amount of request: \$ \_\_\_\_\_

Name of organization: \_\_\_\_\_

Address: \_\_\_\_\_

Name and position of person submitting request: \_\_\_\_\_

Email address: \_\_\_\_\_

Telephone # \_\_\_\_\_ Fax # \_\_\_\_\_

Website address: \_\_\_\_\_

**MISSION STATEMENT:**



## Town of Kiawah Island Charitable Grant Application

Fiscal Year 2023-2024

**APPLICATION DEADLINE: 3:00 pm**

**Friday, January 12, 2024**

Briefly describe your organization's goals and objectives.

PROJECT TITLE:

---

Give a brief project overview:

Briefly describe the proposed project, and how does this project advance the mission of the organization?

Does it build on existing programs or services? If so, how?



## Town of Kiawah Island Charitable Grant Application

Fiscal Year 2023-2024

**APPLICATION DEADLINE: 3:00 pm**

**Friday, January 12, 2024**

Number of people served by the organization annually:

Geographic area served:

Demographics of those served by the proposed project (i.e., Age, income, ethnicity, education level....)

Include a timeline or date(s) of the project.

What are the outcomes you hope to achieve through this project and how will you know if your outcomes are achieved?



## Town of Kiawah Island Charitable Grant Application

Fiscal Year 2023-2024

**APPLICATION DEADLINE: 3:00 pm**

**Friday, January 12, 2024**

What is your measure of success?

If the project involves partners, List who they are and what role they will have.

What will it cost to execute this project and what amount is being requested? Provide a detailed budget of expenditures for this project and list other sources of funding if applicable.

If the applying organization received funding in the last year, please provide details on how the funds were spent:

Cost Category	Funds Awarded	Funds Spent	
		To Date	Final

Cost Category examples: supplies, equipment, staffing, transportation... etc.



## Town of Kiawah Island Charitable Grant Application

Fiscal Year 2022-2023

**APPLICATION DEADLINE: 3:00 pm**

**Friday, January 13, 2023**

**Other Comments:**

### Required Attachments:

- ✓ Verification of tax-exempt status (IRS determination letter)
- ✓ List of Board of Directors, Officers, and Staff
- ✓ Annual Budget

If the Town provides funds, I agree to provide the Town of Kiawah Island a copy of the audited financial statements.

This organization assumes full legal responsibility for any suit or action at law or equity, and any or all claims arising from this project/activity and do hereby indemnify and hold harmless the Town of Kiawah Island from any liability in any action at law or equity associated with its support for this project/activity.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Organization

\_\_\_\_\_  
Date

The completed application and attachments can be emailed to the Town Clerk at [preynolds@kiawahisland.org](mailto:preynolds@kiawahisland.org) or mailed to:

Town of Kiawah Island  
Attn: Town Clerk  
4475 Betsy Kerrison Parkway  
Kiawah Island, SC 29455





*Help build it!*

August 12, 2019

Sea Island HFH  
2545 Bohicket Rd  
Johns Island, SC 29455-7204

**RE: 501(c)(3) Letter for Sea Island HFH, Partner ID# 0072-2098**

Dear affiliate leader:

This letter will confirm that Sea Island HFH, with employer identification number 57-0840667, is considered a subordinate under the group tax exemption umbrella of Habitat for Humanity International, Inc. ("HFHI") under Section 501(c)(3) of the Internal Revenue Code.

The group exemption number assigned to HFHI by the IRS is 8545. This number may be provided to prospective donors, foundations and other grant organizations as they request it and is required on certain IRS forms.

Enclosed is a copy of the determination letter dated June 18, 2019, provided by the IRS as evidence of HFHI's tax exempt status as well as its group exemption. The determination letter, together with this letter, confirms Sea Island HFH's subordinate status and provides evidence of its tax exempt status under Section 501(c)(3) of the Code.

In partnership,

A handwritten signature in black ink, appearing to read "Jim Mellott", with a horizontal line extending to the right.

**Jim Mellott**  
VP Finance

Enclosure



Department of the Treasury  
Internal Revenue Service

P.O. Box 2508, Room 4010  
Cincinnati OH 45201

In reply refer to: 4077383720  
June 18, 2019 LTR 4167C 0  
91-1914868 000000 00

00034202

BODC: TE

HABITAT FOR HUMANITY INTERNATIONAL  
INC  
HABITAT FOR HUMANITY INTRNL PARENT  
322 W LAMAR ST  
AMERICUS GA 31709-3543

019599

Employer identification number: 91-1914868  
Group exemption number: 8545

Dear Taxpayer:

This is in response to your request dated Mar. 28, 2019, for information about your tax-exempt status.

Our records indicate we issued a determination letter to you in January 1987, and you're currently exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also recognized the subordinates on the list you submitted as exempt from federal income tax under IRC Section 501(c)(3).

For federal income tax purposes, donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106 and 2522.

Because IRC Section 170(c) describes your subordinate organizations, donors can deduct contributions they make to them.

Please refer to [www.irs.gov/charities](http://www.irs.gov/charities) for information about filing requirements. Specifically, IRC Section 6033(j) provides that, if you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked on the filing due date of the third required return or notice.

In addition, each subordinate organization is subject to automatic revocation if it doesn't file a required return or notice for three consecutive years. Subordinate organizations can file required returns or notices individually or as part of a group return.

For tax forms, instructions, and publications, visit [www.irs.gov](http://www.irs.gov) or call 1-800-TAX-FORM (1-800-829-3676).

If you have questions, call 1-877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific Time).

4077383720

June 18, 2019 LTR 4167C 0

91-1914868 000000 00

00034203

HABITAT FOR HUMANITY INTERNATIONAL  
INC  
HABITAT FOR HUMANITY INTRNL PARENT  
322 W LAMAR ST  
AMERICUS GA 31709-3543

Sincerely yours,

*Stephen A. Martin*

Stephen A. Martin  
Director, EO Rulings & Agreements



2545 Bohicket Road  
 Johns Island, SC 29455  
 843-768-0998

**Board of Directors  
 2024**

<i>Name</i>	<i>Address</i>	<i>Telephone</i>	<i>Title/Profession</i>
Kimberly Borts	2860 Ortega Drive Johns Island, SC 29455	843-296-8296	Director of Charitable Giving and Communications, Bishop Gadsden
Maryanne Connelly <b>President</b>	4927 Green Dolphin Way Kiawah Island, SC 29455	973-610-4889	Human Resources, Retired
Peter Conway	33 Turtle Beach Ln, Kiawah Island, SC 29455-5453	440-915-9241	Real Estate Developer
Kimberly Anuszkiewicz	240 Fish Hawk Lane Kiawah Island, SC	678-575-6541	Loan Officer, Retired
Jack Gibbs <b>Vice President</b>	200 Meeting Street Charleston, SC 29401	843-579-5450	VP, Global Commercial Banking Bank of America
William Greubel,	2460 Cat Tail Pond Road Seabrook Island, SC 29455	843-768-8390	Businessman, Retired
Charlotte Moran	2530 Bent Twig Seabrook Island, SC 29455	843-768-3083	Banking Executive, Retired
Christopher Ibsen	Dolphin Architects & Builders 3730 Betsy Kerrison Parkway Johns Island, SC 29455	843-768-2404	Luxury Home Builder
Gail Kavanaugh	2458 Golf Oak Park Seabrook Island, SC 29455	843-768-8896	Retired
Erik Mack	790 Meeting Street Charleston, SC 29403	843-853-8344	Retired
Bonnie MacDonald	146 Hooded Merganser Court Kiawah Island, SC 29455	603-489-1186	Retired
Diana Permar	81 Dungannon Hall Kiawah Island, SC 29455	843-670-0186	Real Estate Developer
Kimberly Perry	415 Woodland Shores Rd Charleston, SC 29412	843-469-8899	Executive, Software Company

## SIHH Staff 2024

John Rhoden	Executive Director
Emily Speck	Director of Development
Cathleen Granger	Controller
Essence Blue	Development Manager
Natalie Lankes	Major Gift Officer
Louis Kines	Family Services Director
Josie Spa	Family Services Manager
Michelle Keiper	Administrative Assistant
Hannah Tyre	Volunteer Coordinator
Amy Sanchez	Receptionist
Alec Rovniak	Construction Superintendent
Doug MacKenzie	Project Manager
Gary Kratz	Repair Program Manager
Kate Kormorous	Construction Supervisor
Kali Tanguay	Construction Supervisor
Abigail Barnard	Americorps Member
Jackson Powell	Americorps Member
Matt Justice	ReStore Manager
Kate McCalip	ReStore Assistant Manager
Cindy Brown	ReStore Scheduler
Dawn Peacock	Home Goods Pricing Associate
Bruce Hoch	Customer Sales Specialist
Gina Bluthardt	Customer Sales Specialist

Sea Island Habitat for Humanity  
Annual Operating Budget, FYE June 30, 2024

	<b>TOTAL</b>
<b>Income</b>	
<b>4000 · Grants</b>	
Total 4010 · Government	75,000
Total 4000 · Grants	75,000
Total Private Funding	1,364,700
Total 4320 · Resale Store Net Contribution	719,514
Total 4400 · Contribution-in-Kind	180,000
4500 · Mortgage Sales	750,000
4501 · Home Sales - Open Market	-
Total 4900 · Other Income	5,025
<b>Total Income</b>	<b>3,019,239.32</b>
<b>Cost of Goods Sold</b>	
Total 5000 · Direct Construction Costs	1,032,000
<b>Gross Profit</b>	<b>1,987,239</b>
<b>Expense</b>	
Total 6000 · Salary & Wage Expense	1,014,909
Total 6100 · Payroll Taxes & Benefits	213,512
6200 · Facilities	
Total 6200 · Facilities	54,150
Total 6300 · Vehicle Expense	60,244
Total 6400 · Homeowner Services	2,800
Total 6500 · Insurance	31,098
Total 6600 · Advertising & Marketing	6,960
Total 6700 · Fundraising Expense	5,500
Total 6800 · Volunteer Expense	5,300
6900 · Tithes	9,000
Total 7000 · Supplies & Equipment	24,636
Total 7100 · Property Upkeep	6,200
Total 7300 · Travel & Seminars	21,100
<b>Total 7400 · Dues &amp; Subscriptions</b>	<b>32,487</b>
7480 · Postage	3,900
7510 · Critical Repair Program	60,000
7510 · Ramp Repair Program	-
7515 · Roof Repair Rally	100,000
7520 · Tools	4,800
Total 7600 · Professional Fees	145,869
Total 7700 · Taxes & Licences	4,000
Total 7800 · Interest Expense	22,800
8000 · Home Warranty	6,000
Total 8400 · Depreciation & amortization exp	103,000
<b>Total Expense</b>	<b>1,938,265</b>
<b>Net Income Before Reserves</b>	<b>48,974</b>

**HOME CONSTRUCTION**  
**MATERIALS COST BUDGET/ONE HOME/2024**

ITEM	COST, \$
Footings, foundation, piers	6,304
Framing lumber	18,851
Roof materials	15602
Driveways	350
Exterior finishes (siding, hardiplank, soffit)	4711
Windows and doors	2,358
HVAC	12,287
Plumbing materials and labor	26,019
Drywall materials and labor	7154
Electrical materials and labor	7,878
Insulation and weatherization	2,914
Paint and supplies	202
Interior trim and millwork	3,719
Cabinets and vanities	1,689
Floor coverings	3,183
Appliances	2,408
Fixtures	259
Site finishes	4,107
Termite mold treatment	425
Job site maintenance	1,028
Utilities pending close	368
Closeout	619
Tools	1,616
Soft cost	425
<b>TOTAL</b>	<b>\$124,476</b>

# Raul Galvan

3754 Back Pen Road  
Johns Island, SC 29455  
(854)222-5416

## Invoice

Submitted on 11/17/2023

### Invoice for

Sea Island Habitat for Humanity  
2545 Bohicket Road  
Johns Island, SC 29455

### Project

2737 Mullet Hall Road  
Johns Island, SC 29455

*code pls?*

Description	QTY	Unit price	Total price
<b>Materials:</b>			
Concrete for footing		\$4,322.00	\$4,322.00
Concrete for cells		\$1,300.00	\$1,300.00
Concrete footing pump rental	1	\$400.00	\$400.00
Fill cells pump rental	1	\$400.00	\$400.00
Chairs for rebar		\$200.00	\$200.00
Extra rebar		\$300.00	\$300.00
Simpson PA28 purlin anchor		\$860.00	\$860.00
Purchase block		\$1,600.00	\$1,600.00
<b>Labor:</b> Cmu block 16x16	80	\$8.00	\$640.00
Column block 12x12	40	\$6.00	\$240.00
Standard block 8x16	260	\$5.00	\$1,300.00
labor for footing	223	\$18.00	\$4,014.00
Fill cells labor		\$1,000.00	\$1,000.00
Notes:	<b>TOTAL</b>		<b>\$16,576.00</b>

*(26)*

**\$16,576.00**

ENTERED ON: 11/28/23  
BY: *KS*



DATE	INVOICE NO.
10-31-23	68623971

843-554-8280

# INVOICE

\*\*INVOICE\*\*

PG 1

S 207354  
L SEA ISLAND HABITAT (M)  
D 2545 BOHICKET RD  
T  
O JOHNS ISLAND, SC 29455-0000

S 230184  
H SEA ISLAND HABITAT (R)  
P 2737 MULLETT HALL ROAD  
2737 MULLETT HALL ROAD  
T  
O JOHNS ISLAND, SC 29455

(HEREINAFTER REFERRED TO AS CUSTOMER)

JOB NO.	CUST. ORDER NO.	COST CODE	DATE SHIPPED	SALES ORDER #	TERMS
2737 MULLETT HALL			10-31-23	71134891	N10TH

ORDERED	SHIPPED	B/O	ITEM NO.	DESCRIPTION	U/M	UNIT PRICE	EXTENSION
SF							
2737							
1	1		2616SYP2	2X6-16' #2&BTR SYP	EA	10.80	10.80 N
30	30		2812T	2X8-12' #2 TRTD GC	EA	13.51	405.30 N
35	35		54612TSGC	5/4X6-12' STD TRTD GC RE	EA	9.61	336.35 N
20	20		2416T2PR	2X4-16' #2 TRTD GC PREM	EA	12.49	249.80 N
25	25		2816T	2X8-16' #2 TRTD GC	EA	17.30	432.50 N
20	20		4412T1	4X4-12' #1 TRTD GC	EA	16.87	337.40 N
45	45		54616TSGC	5/4X6-16' STD TRTD GC RE	EA	12.37	556.65 N
50	50		LUS28Z	LUS28Z 2X8&10 JOIST HGR Z-MAX	EA	1.99	99.50 N

30

ENTERED ON: 11/12/23  
BY: KM

CHARLESTON UNINCORP/SC 9%

SC1010	SJISYD	2,428.30	.00	.00	DWD304WZ	2,428.30
TAX CODE	SHIPPED FROM	SALES AMOUNT	SALES TAX	SHIPPING CHARGE	MISCELLANEOUS	TOTAL

TERMS &amp; CONDITIONS can be found at www.blr.com/terms

P731089 ADAM MORROW  
BUYER: alec rovnaik  
ENT BY: David DellaTorre

DUE DATE

12-10-23



T a b | 8

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## **WAYS AND MEANS**

### **Agenda Item**



# Memorandum

**TO:** Chair and Members of Ways and Means Committee

**FROM:** Dorota Szubert, Finance Director

**SUBJECT:** Budget Report for the First Nine Months Ended 3/31/2024

**DATE:** May 7, 2024

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## Overview:

Presented here is the Town's Balance Sheet as of March 31, 2024, and Budget to Actual Report for the first nine months. The Budget to Actual Report is compiled on a cash basis, and all the funds are consolidated. The original budget was amended on February 6, 2024, to adjust the totals to the current projections.

As of March 31, 2024, the Town's governmental funds combined have an ending fund balance of approximately \$38M, an increase of approximately \$3.6M from June 30, 2023. Of this amount, approximately 55%, or \$21M, is available for spending at the Town's discretion (unassigned fund balance), 22%, or \$8.4M, is reserved for capital and emergency reserves, and 23% or \$8.7M restricted for tourism-related funding.

Overall, for the first nine months, the Town's consolidated revenues of \$11.2M are 12%, or \$1.4M higher when compared to year-to-date for the last fiscal, FY2023, and are at 72% of the total amended budgeted revenues for the current year. In general, the revenues are within the budget, with Building Permits, Interest Income, and Miscellaneous Income exceeding the budget. The Miscellaneous Income includes a one-time reimbursement from CCSO of \$161K for the vehicles and equipment book value.

With 75% of the year elapsed, expenditures of \$7.6M are 4% or \$296K higher than for fiscal year FY2023 and account for 45% of the current year's budget. The majority of the expenditures are reasonable and in line with the amended budget, with the exception of the two-line items that will carry the negative variance throughout the year: professional services and non-budgeted cost for storm cleanup.

Town of Kiawah Island  
Budget Report -Cash basis  
3.31.24

Fiscal 2024						FY2024 VS FY2023		
Revenue:	TOTAL BUDGET	TOTAL AMENDED BUDGET	Y-T-D ACTUALS	\$ VARIANCE	% OF BUDGET	FY2023 Y-T-D	\$ VARIANCE	% VARIANCE
Building Permits	\$ 1,200,000	\$ 1,200,001	\$ 1,282,244	\$ 82,243	107%	\$ 1,355,463	\$ (73,219)	-6%
Building Permits-Special Projects	300,000	959,182	959,182	-	100%	623,908	335,274	35%
Business Licenses	3,100,000	3,100,019	1,373,425	(1,726,594)	44%	1,232,534	140,891	10%
STR Application Fees	400,000	400,000	155,000	(245,000)	39%	165,000	(10,000)	-6%
Franchisee Fees	970,000	970,000	711,691	(258,309)	73%	760,563	(48,872)	-7%
Local Option Tax	891,347	891,347	644,687	(246,660)	72%	645,371	(684)	0%
State ATAX	2,936,510	2,936,510	1,645,632	(1,290,878)	56%	1,671,942	(26,310)	-2%
Local ATAX	1,477,158	1,477,158	1,085,490	(391,668)	73%	1,051,751	33,739	3%
County ATAX	450,000	450,000	400,084	(49,916)	89%	201,118	198,966	50%
Hospitality Tax	829,177	829,177	548,932	(280,245)	66%	549,230	(298)	0%
Environmental Services	640,000	640,000	652,338	12,338	102%	656,677	(4,339)	-1%
Interest	1,176,281	1,501,281	1,461,403	(39,878)	97%	730,396	731,007	50%
Other	224,536	224,536	306,743	82,207	137%	201,117	105,626	34%
Total Revenue	14,595,007	15,579,208	11,226,851	(4,352,358)	72%	9,845,070	1,381,781	12%
Expenses:								
Salaries/Regular Employees	2,030,719	2,152,469	1,585,595	(566,874)	74%	1,356,026	(229,569)	-14%
Overtime	8,000	8,000	10,288	2,288	129%	6,658	(3,630)	-35%
Benefits	714,590	746,521	475,370	(271,151)	64%	445,308	(30,062)	-6%
Payroll Tax	169,592	183,613	145,790	(37,823)	79%	112,735	(33,055)	-23%
Employee Subtotal	2,922,901	3,090,604	2,217,043	(873,561)	72%	1,920,727	(296,316)	-13%
Public Safety/Payroll and Related/ Off Duty Deputies	736,569	350,000	249,575	(100,425)	71%	486,133	236,558	95%
STR Code Enforcement	389,376	389,376	292,032	(97,344)	75%	194,618	(97,414)	-33%
Beach Patrol	584,000	584,000	437,999	(146,001)	75%	389,333	(48,666)	-11%
Utilities & Supplies	237,440	247,440	243,481	(3,959)	98%	160,397	(83,084)	-34%
Communications	77,460	77,460	55,657	(21,803)	72%	60,005	4,348	8%
Waste Management	1,278,000	1,278,000	921,002	(356,998)	72%	812,732	(108,270)	-12%
Insurance	190,176	190,176	202,674	12,498	107%	172,891	(29,783)	-15%
Professional Services	176,900	251,900	298,967	47,067	119%	162,255	(136,712)	-46%
Consultants	488,000	618,803	242,061	(376,742)	39%	281,233	39,172	16%
Maintenance	556,000	556,000	477,755	(78,245)	86%	435,647	(42,108)	-9%
Travel	74,300	74,300	48,038	(26,262)	65%	36,339	(11,699)	-24%
Rentals	46,000	46,000	31,627	(14,373)	69%	31,798	171	1%
Tourism & Recreations	2,516,032	2,516,032	1,489,357	(1,026,675)	59%	1,357,102	(132,255)	-9%
Contributions	200,000	200,000	-	(200,000)	0%	-	-	0%
Other	353,920	375,528	203,153	(172,375)	54%	213,081	9,928	5%
Building	5,000,000	5,000,000	-	(5,000,000)	0%	202,596	202,596	-
Infrastructure	250,000	250,000	-	(250,000)	0%	-	-	-
Vehicles	115,000	115,000	-	(115,000)	0%	159,837	159,837	-
Other	450,000	487,370	-	(487,370)	0%	76,133	76,133	-
MUSC Pledge	200,000	200,000	200,000	-	100%	200,000	-	0%
Non Budgeted-Storm Clean up	-	-	38,000	38,000	=	-	(38,000)	-100%
Total Expenses	16,842,074	16,897,989	7,648,421	(9,249,568)	45%	7,352,857	(295,564)	-4%
Net Changes in Fund Balance	\$ (2,247,067)	\$ (1,318,781)	\$ 3,578,430	\$ 4,897,211		\$ 2,492,213	\$ (1,086,217)	-30%