

## A MESSAGE FROM CHIEF GONZALES



FIPOA Board of Directors,

I am writing to inform you; Security Management of South Carolina (Fripp Island Site) has completed the strategic planning process. We believe your input was vital in effectively improving our services to you and developing a five-year strategic plan. The plan will address the many security issues that have been impacting Fripp Island for over 10 years. The planning process consisted of the following: surveys sent to external and internal sources, six focus group sessions, Security Management leadership meetings and client final review meetings. The SWOT analysis provided the following about Fripp Island's security status: strengths, weaknesses, opportunities, and threats.

The 2023-2028 strategic plan will serve as a roadmap to the community as it pursues its priorities over the next five years to guide the community towards its vision to enjoy the island and all it has to offer: safely and by adhering to the rules.

The foundation of the strategic plan is built upon the following strategic priorities:

- 1. Changing the security culture and enforcement strategies to deter and reduce criminal activity.***
- 2. Purchase and implement security technology equipment to help deter and reduce criminal activity to improve the quality of life for homeowners and visitors.***
- 3. Build a new gate house with gate access control system technology to help control access to Fripp Island.***
- 4. Improve security staff retention and annual salaries.***
- 5. Improve law enforcement relationships between law enforcement and Fripp Island Security staff. Assist Fripp POA with enhancing emergency operation plans.***

As a result, we have developed a progressive five-year strategic plan that we feel will improve the quality of life for property owners and visitors. Our goal is to ensure homeowners and visitors enjoy all what Fripp Island has to offer safely. We look forward to continuing our community partnership with Fripp Island.

Sincerely,

Christian Gonzales  
Chief of Security

## *Strategic Goals*

### *Goal 1- Changing the security culture and enforcement strategies to deter and reduce criminal activity.*

	<b>Activities</b>	<b>Measurement</b>	<b>To Be Completed By:</b>
Trained Security Officers	<ol style="list-style-type: none"> <li>1. Create a field training program (FTO) for new hires.</li> <li>2. Add advanced firearms training.</li> <li>3. Become nationally accredited</li> </ol>	<ol style="list-style-type: none"> <li>1. Research and implement FTO program.</li> <li>2. Send two security staff to advanced firearms training instructor school then train all staff.</li> <li>3. Research how to become nationally accredited and began the process.</li> </ol>	<ol style="list-style-type: none"> <li>1. February 1, 2024</li> <li>2. March 5, 2025</li> <li>3. April 1, 2026</li> </ol>
Community Support	<ol style="list-style-type: none"> <li>1. Annual cookout with residents and Security</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold a cookout once a year.</li> </ol>	<ol style="list-style-type: none"> <li>1. April 1, 2024</li> </ol>
Help all when needed	<ol style="list-style-type: none"> <li>1. Continue welfare check. (Care program)</li> </ol>	<ol style="list-style-type: none"> <li>1. Document service in weekly report.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed</li> </ol>
Communication	<ol style="list-style-type: none"> <li>1. Make a rules video visitors and property owners to view.</li> <li>2. Create security website that address Fripp security operations</li> </ol>	<ol style="list-style-type: none"> <li>1. Create the video, put it on the website and ABDI pass system.</li> <li>2. Created security website.</li> </ol>	<ol style="list-style-type: none"> <li>1. January 1, 2024</li> <li>2. February 1, 2026</li> </ol>
Vandalism	<ol style="list-style-type: none"> <li>1. Increase all fines by \$100 (except disorderly conduct and failure to comply new fine \$1000).</li> </ol>	<ol style="list-style-type: none"> <li>1. Get Board approval about slight increase.</li> <li>2. Research locations with the most vandalism and put</li> </ol>	<ol style="list-style-type: none"> <li>1. January 1, 2024</li> <li>2. June 1, 2023</li> </ol>

	<ol style="list-style-type: none"> <li>2. More visibility in high vandalism areas.</li> <li>3. Unmarked vehicle patrols.</li> </ol>	<p>officers and technology there.</p> <ol style="list-style-type: none"> <li>3. Security Management lease an unmarked vehicle.</li> </ol>	<ol style="list-style-type: none"> <li>3. December 1, 2023</li> </ol>
Speeding/no passing zone ticketing	<ol style="list-style-type: none"> <li>1. Increase traffic enforcement by 5% over 1 year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase traffic enforcement by 5%</li> </ol>	<ol style="list-style-type: none"> <li>1. June 1, 2024</li> </ol>
Underage Drivers of golf carts	<ol style="list-style-type: none"> <li>1. Research and create rules to tow golfcarts with underage drivers.</li> <li>2. Increase underage traffic enforcement for the next 2 years to reduce said violations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with Resort/Research rules/implement need approval from POA.</li> <li>2. Increase traffic tickets and warnings.</li> </ol>	<ol style="list-style-type: none"> <li>1. February 1, 2024</li> <li>2. February 1, 2026</li> </ol>
Lack of innovated security enforcement	<ol style="list-style-type: none"> <li>1. Annual pass audits (off season x1 in season x2) safety checks during busy season (two times daily). Conduct golf Cart/bike/walking patrols/ drone patrols (must purchase equipment). Conduct 24-hour camera surveillance monitoring. Conduct plain clothes enforcement. Utilize night vision equipment. Bollards installed at front gate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Purchase security equipment and train staff and implement new enforcement strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. April 1, 2024</li> </ol>
Educate community on Security's Role	<ol style="list-style-type: none"> <li>1. Create video to address POA/wildlife rules for guest/website.</li> <li>2. Host two POA/wildlife/hurricane preparedness rules events for property owners and resort staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create video.</li> <li>2. Prepare and host information events annually.</li> </ol>	<ol style="list-style-type: none"> <li>1. May 1, 2023</li> <li>2. June 1, 2023</li> </ol>
Continue Training (outside training)	<ol style="list-style-type: none"> <li>1. Activity addressed in another section.</li> </ol>		
Neighborhood Watch	<ol style="list-style-type: none"> <li>1. Neighborhood watch program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Research and develop program</li> </ol>	<ol style="list-style-type: none"> <li>1. February 1, 2025</li> </ol>

More interaction with people/events	1. Security leadership make a visit to every organized community event.	1. Take digital photographs of attendance and add to website.	1. March 1, 2024
Teens putting multiple passes for friends, creating large groups of teens)	1. Create a property owners/resort owners' rule; property owners assume responsibility for guests and fines. 2. Reduce Prom Incidents with juveniles from 2022 using prom campaign with district	1. Rules to be enforced. 2. Reduce prom incidents with juveniles from 2022. Provide communication with school district/private schools and security management.	1. October 1, 2026 2. April 1, 2023
Parking	1. Increase each parking fine by \$100.00.	1. Get approval from board to increase fines	1. May 1, 2024

***Goal 2- Purchase and implement security technology equipment to help deter/reduce criminal activity and improve the quality of life.***

	Activities	Measurement	To Be Completed By:
Responding to calls	1. Axon body camera	1. Issue body cameras to all security staff while on duty and create a policy for body worn cameras.	1. May 1, 2023
Improved front island entry security/monitoring (automatic gate)	1. Implement LPR technology for criminal investigations. (Flock Safety)	1. Purchase two solar flock safety LPR cameras and install at foot of bridge.	1. December 1, 2023
Vandalism	1. Surveillance cameras	1. Implement a strategic camera plan in three phases.	1. January 1, 2024
Neighborhood Watch	1. Purchase my PD app to send alerts and messages via cell phone.	1. Purchase app and implement to notify property owners of emergencies.	1. February 1, 2025

Improve medical response	1.Purchase AED equipment and train all staff. 2. Train all staff first aid/cpr and Narcan.	1. All current and future staff are trained annually with AED equipment. 2. All current staff trained in cpr and first aid annually.	1. March 28, 2023 2. March 28, 2023

***Goal 3- Build a new gate house with gate access control system technology to help control access to Fripp Island.***

	Activities	Measurement	To Be Completed By:
Improved front island entry security/monitoring (automatic gate)	1. New gate and access control system 2. Implement procedure for contractor pass entry (minus new construction)	1. Research and implement new gate access control. 2. Research and implement ways to have homeowners put all contractor passes in system (POA rules)	1. January 1, 2024 2. January 1, 2024
Vehicle forged stickers/unauthorized entry	1. RIFD reader/decals 2. QRF codes for pass	1. Research RIFD decals and implementation 2. Implement rules for all rental companies to use the QR codes	1. May 1, 2024 2. May 1, 2024
Summer Traffic (Check-ins)	1. Reduce wait times on bridge by opening two lanes	1. Create a gate operation plan	1. January 1, 2024

	(outbound and incoming) at main gate for 10 minutes at 3 different sessions for Saturday check in days. (Schedule to be sent out to homeowners and resort staff)	for Saturday. Compare 2021-2022 peak season and provide a report of results.	
Teens putting multiple passes for friends, creating large groups of teens)	1. Change the POA rule; name on pass for every person visiting on the island. 2. Change POA rule; to limit passes allowed per property owner/with a GM exception approval.	1. Get approval from the board to change rules. 2. Get approval from Board to change rules.	1. October 1, 2024 2. October 1, 2025
Gate Operations	1. Activity Addressed in another section		

***Goal 4- Improve security staff retention and annual salaries.***

	Activities	Measurement	To Be Completed By:
Officer Recognition	1. Officer of the quarter and Officer of the year	1. Chief pick one security officer per quarter and one security officer of the year.	1. January 1, 2024
Pay	1. Create a pay plan to promote recruitment and retention. 2. Enhance retirement plan	1. Implement a pay plan to address longevity. 2024 implement a new starting wage of \$20.00 an hour for armed security and \$19.00 an hour for unarmed. Increase current employees to the new minimum. Provide pay increase to all to all first line	1. January 1, 2024 2. December 1, 2023

		supervisors and command staff. Total increase cost to budget \$130,149. 2. Security Management Research retirement plans and implement.	
Turnover	1.Improve pay and benefits package to include a pay step plan. 2.Permit staff to work out one hour a day while on duty by adding 30 minutes to lunch <i>(while working out staff will still be available for service as needed.)</i>	1. Same as above measurement 2. Supervisors implement into current schedule.	1. January 1, 2024 2. January 1, 2024
Communication (between shifts)	1.Create emails for each employee	1. Create emails and give information to officers	1. April 1, 2023
Money Shortfalls (costs exceeding revenue sources)	1.Get with POA/Resort develop plan to provide more funds for security salaries/equipment as mentioned in the above activities.	1. Approved funds from POA and Resort.	1. June 1, 2026

***Goal 5- Improve law enforcement relationships between law enforcement and Fripp Island Security Staff. Assist Fripp POA with enhancing emergency operation plans.***

	Activities	Measurement	To Be Completed By:
Build Better Relationship with Beaufort County	1. Provide free passes for law enforcement. 2. Host annual cookout for BCSO and SCHIP	1. POA creates passes for LE. 2. Plan and execute a cookout for	1. March 1, 2024 2. March 1, 2025 3. May 1, 2023

	3. Update MOU to reflect security management and BCSO agreement.	BCSO and SCHIP 3. New document on file.	
Create an emergency operation plan and annex's	<ol style="list-style-type: none"> <li>1. Enhance a basic emergency operation plan and provide it to POA.</li> <li>2. Create the following annexes. <i>Hurricane response</i> <i>Hurricane Recovery</i> <i>Active Shooter</i> <i>Flood</i> <i>Pandemic</i> <i>Epidemic</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Provide document to POA to implement.</li> <li>2. Provide the listed annexes.</li> </ol>	<ol style="list-style-type: none"> <li>1. January 1, 2024</li> <li>2. January 1, 2024</li> </ol>

## **OUR COMPANY**

With headquarters in Columbia, SC, Security Management is a privately-owned company providing private security services throughout the Southeast. Since opening for service in 1996, Security Management has maintained an employee first culture. Our dedicated employees provide security across many diverse industries. The owners and operators of Security Management live within the communities we serve, and have a strong, customer-focused orientation. This allows us to maintain exclusive focus on our clients' needs and immediately adapt to any client demand. We have all the necessary resources to provide our clients with world-class services. Our reputation, founded on an unwavering commitment to client service and determination to protect you with dedicated, well-trained officers, has allowed us to become the leader in the security industry.

## **OUR MISSION:**

To provide our clients with the highest level of Security and Peace of Mind and create Solid Partnerships on the foundation of Trust and Accountability.

## **OUR VISION:**

Recognized as the security industry leader by fulfilling the unique needs and ambitions of every client and every employee.

## **OUR CORE VALUES:**

**Integrity:** Uphold the standards in the absence of an audience.

**Servant Leadership:** Stand with your people to serve the common good.

**Passion for Quality:** Be the best, lead the rest.

**Sincere Partnerships:** Anyone can identify an incident; it takes a unified effort to create security and peace of mind.

**Courage:** Do what's right, and what must be done - Let's roll!

**Preservation of Culture:** A client will not love our company until our employees love it first.

## Security Management of South Carolina Leadership Team (Fripp Island Security Site)





Client:

## Fripp Island

Property Owners Association

“If you are visiting for the first time, this is a special place. Fripp island allows you to escape to another world – a world of long pure white 3½ miles of wide beaches, and where the lazy surf rolls in from the Atlantic. Even though you’re only 19 miles from the bustling port city and one of America’s most charming cities, Beaufort, make this South Carolina Sea Island the ideal destination for families. Our 3,000-acre gated community – is a designated wildlife sanctuary that combines scenic coastal nature and private beach access with an appealing array of real estate options, resort services, and recreational amenities. Our island is just close enough to major services and amenities, but secluded enough that it feels like its own private world, and in a way, it is.

Fripp Island is the perfect retreat for a family that enjoys biking, kayaking, restful excursions to the beach, and nature walks. Our unspoiled Atlantic beaches are a nesting area for the loggerhead turtles. The on-site marina provides direct access to superb boating and fishing among South Carolina Lowcountry’s barrier islands. Once you travel over the bridge onto our private community, you will see why many call us a paradise.

We are proud to have more than 1,600 full-time and part-time property owners whose houses dot the landscape. We all have one thing in common; we love this place. Once you arrive, you know what lies ahead – a place to relax and unwind, a place for fun, friendships, and family memories. Fripp Island is a treasure chest of relaxation for a short time or a lifetime — you’re invited to discover it yourself.” The seasonal population is estimated at 45,899.

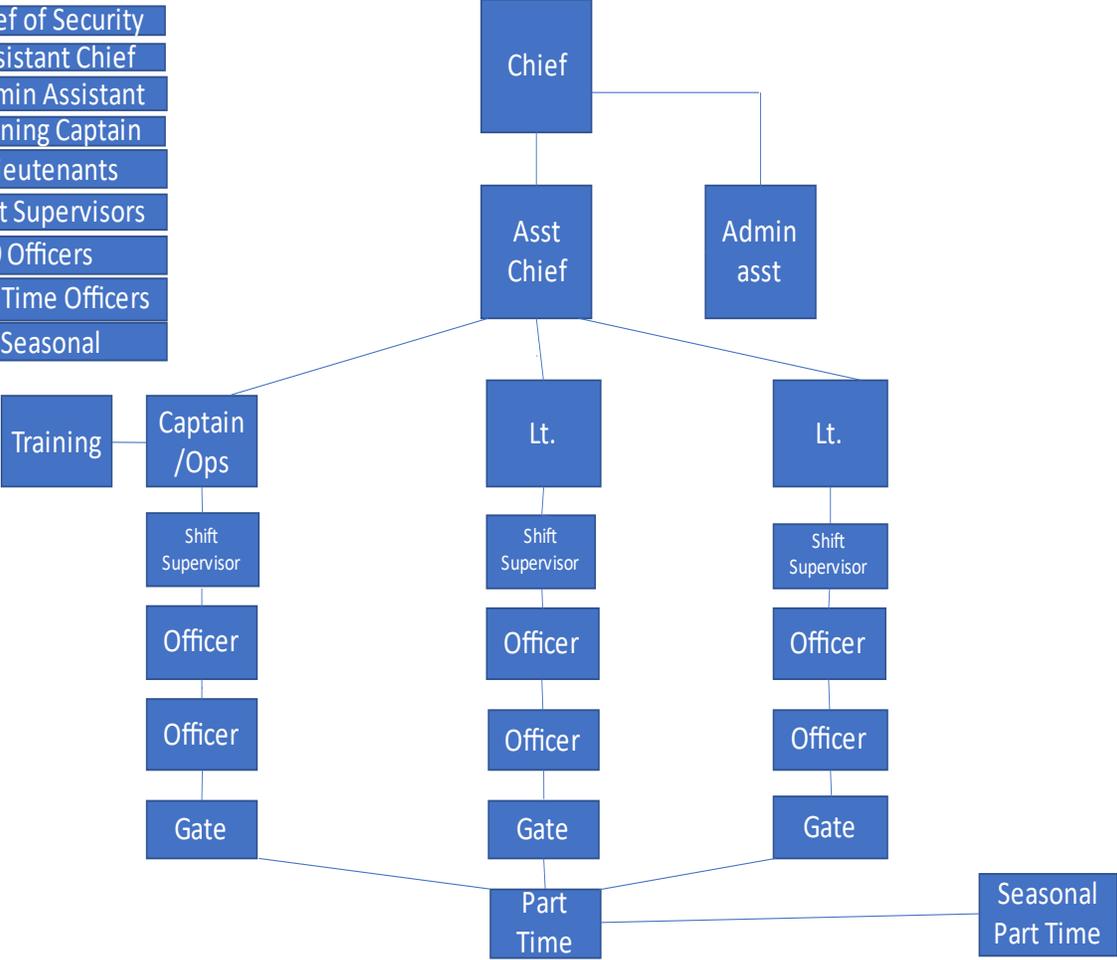
*Fripp Island Property Owners Association*

## Special Recognition

*Security Management of South Carolina would like to thank the Fripp Island Property Associations Board of Directors and the Fripp Island Property Association General Manger for your strong leadership and continuous support of our homeowners and visitors. Fripp Island Property Associations Board of Directors and the Fripp Island Property Association General Manger have continued to show their support and focus on providing leadership for the homeowners and visitors of Fripp Island. They recognize the importance of safety on Fripp Island, which is a critical cornerstone to not only the overall quality of life for homeowners and visitors of Fripp Island, but also to our community's ability to achieve our established goals.*

# Fripp Island Security Organizational Structure

- 1 Chief of Security
- 1 Assistant Chief
- 1 Admin Assistant
- 1 Training Captain
- 2 Lieutenants
- 3 Shift Supervisors
- 9 Officers
- 4 Part Time Officers
- 3 Seasonal



Full time: 18  
 Part time: 4  
 Seasonal: 5

# Security Issues

1. Access control (no homeowner contractor confirmation)
  - a. Contractor just drives up and provides an address; staff manually create a pass and charge the appropriate fee. Homeowners are notified via text/email.
2. Gate Staff-Daily operations should require a minimum of two officers. One officer to focus on entry and the other to deal with passes, currency exchanges, and answering phones.
  - a. Off-Season: Two staff members.
  - b. In-season: Three staff members during peak hours and days.

## Types of Vandalism-

1. Damaged mailboxes
2. Damage to residential yards
3. Damage to stop signs and street signs.
4. Golf carts

## Types of Misbehavior-

1. Wildlife mistreatment
2. Public intoxication
3. Illegal parking
4. Underage operation of golfcarts
5. DUI
6. Sneaking onto the island and transferring passes
7. Underage drinking
8. Noise complaints

## 2022 Yearly Incident/Enforcement

INCIDENT REPORTS	
	2022
PROACTIVE CALLS	
	<b>Totals</b>
BUSINESS CHECKS	8,760
HOUSE CHECKS	3,214
911 RESPONSE	110
ACTIVATED ALARM	22
ANIMAL COMPLAINT	337
ASSIST OUTSIDE AGENCY	118
PARKING COMPLAINTS	455
SERVICE CALL	1,124
TRAFFIC INCIDENT	382
UNSECURE PREMISE	110
WATER CRAFT	2
INCIDENT/CRIMES	
AGGRAVATED ASSAULT	1
ALCOHOL RELATED	0
ARSON	0
ASSAULT & BATTERY	0
BURGLARY	0
DISTURBANCE	216
DOMESTIC DISPUTE	3
DRUG RELATED	0
LARCENY	4
MISCELLANEOUS	382
MOTOR VEHICLE THEFT	8
SUSPICIOUS ACTIVITY	73
TRESPASSING	41
VANDALISM	62
VIOLATION LOCAL ORDINANCE	87
NON TRAFFIC CITATIONS	109
AUTOMOBILES	
WARNINGS	75
SPEEDING WARNINGS	7
FRIPP TICKETS	202
SPEEDING TICKETS	58
GOLF CARTS	
WARNINGS	12
TICKETS	282
UNDERAGE WARNINGS	101
UNDERAGE TICKETS	99
VEHICLE COUNT	438,890
PASSES	
VISITOR	45,899
RENTAL	17,591
CONTRACTOR	22,607
<b>Totals</b>	<b>85,853</b>

## 2021 - 2022

### POA TICKETS WRITTEN

	TOTAL	GUEST	PERCENTAGE
Apr-21	45	29	64.4%
May-21	61	34	55.7%
Jun-21	95	73	76.8%
Jul-21	125	104	83.2%
Aug-21	49	41	83.7%
Sep-21	11	9	81.8%
Oct-21	14	10	71.4%
Nov-21	19	11	57.9%
Dec-21	21	13	61.9%
Jan-22	26	11	42.3%
Feb-22	19	10	52.6%
Mar-22	27	19	70.4%
TOTAL	512	364	71.1%

## 2022 - 2023

### POA TICKETS WRITTEN

	TOTAL	GUEST	PERCENTAGE
Apr-22	44	36	81.8%
May-22	42	28	66.7%
Jun-22	82	75	91.5%
Jul-22	213	172	80.8%
Aug-22	102	81	79.4%
Sep-22	40	26	65.0%
Oct-22	10	7	70.0%
Nov-22	11	5	45.5%
Dec-22	4	2	50.0%
Jan-23	6	3	50.0%
Feb-23	10	4	40.0%
Mar-23			#DIV/0!
TOTAL	564	439	77.8%

## COURTESY NOTICES WRITTEN

	TOTAL	GUEST	PERCENTAGE
Apr-21	8	6	75.0%
May-21	17	10	58.8%
Jun-21	35	22	62.9%
Jul-21	14	10	71.4%
Aug-21	8	6	75.0%
Sep-21	2	1	50.0%
Oct-21	2	1	50.0%
Nov-21	4	4	100.0%
Dec-21	3	2	66.7%
Jan-22	3	3	100.0%
Feb-22	1	1	100.0%
Mar-22	5	1	20.0%
TOTAL	102	67	65.7%

## COURTESY NOTICES WRITTEN

	TOTAL	GUEST	PERCENTAGE
Apr-22	14	11	78.6%
May-22	1	1	100.0%
Jun-22	14	12	85.7%
Jul-22	6	5	83.3%
Aug-22	1	1	100.0%
Sep-22	3	2	66.7%
Oct-22	0	0	#DIV/0!
Nov-22	24	16	66.7%
Dec-22	27	11	40.7%
Jan-23	25	6	24.0%
Feb-23	13	1	7.7%
Mar-23			#DIV/0!
TOTAL	128	66	51.6%

***How did we obtain information from the SWOT?***

- 1. Internal sources (security Staff and POA staff)*
- 2. External sources (POA employees, board members, homeowners, and Resort staff)*
- 3. All sources were sent a survey.*

***How did we obtain the activities and measures?***

***Strategic Planning Focus Group***

*Christian Gonzales (internal)*  
*Richard Riney (internal)*  
*Derrick Howard (internal)*  
*Brad Halbleib (internal)*  
*Katie Spell (internal)*  
*Elizabeth Chaplin (internal)*  
*Tina Turner (external)*  
*Mike McDonnell (external)*  
*Heather Pickens (external)*  
*Lannie Dunn (external)*

## Strengths

<b>Internal (Officers and POA Staff)</b>	<b>External (Homeowners and FIR Staff)</b>
Trained Security Officers	Very Friendly
Community Support	Help all when needed
Having Security Management for backing	Communication
Diverse Background of our Officers	Responding to calls
Teamwork	Knowledgeable Officers

Weaknesses

Internal (Officers and POA Staff)	External (Homeowners and FIR Staff)
Pay	Improved front island entry security/monitoring (automatic gate)
Turnover	Vandalism
More Training	Underage Golf Cart Operation
Access Control at front gate to all	Speeding/no passing zone ticketing
Communication (between shifts)	Forged stickers/unauthorized entry
	Manpower Allocation/More Manpower/summer crowd

## Opportunities

<b>Internal (Officers and POA Staff)</b>	<b>External (Homeowners and FIR Staff)</b>
Educate community on Security's Role	Automated Gate at Front
Continue Training (outside training)	Security Cameras
Get Officer's Faces in the Community	Neighborhood Watch
Build Relationship with Beaufort County	Build Better Relationship with Beaufort County
More cooperation between shifts	More interaction with people/events
	Increase Fines

Threats

<b>Internal (Officers and POA Staff)</b>	<b>External (Homeowners and FIR Staff)</b>
Pay	Money Shortfalls (costs exceeding revenue sources)
Summer Traffic (Check-ins)	Vandalism
Teens putting multiple passes for friends, creating large groups of teens)	Unauthorized Gate Entry (fake decals and decals taped inside windshields)
Parking	Summer Invasion
Gate Operations	More workforce

