

Hawai'i Police Department

***5-Year Plan
FY 2022-23 to FY 2026-2027)***



HAWAI'I POLICE DEPARTMENT
FIVE-YEAR VISION PLAN

MISSION STATEMENT

*THE EMPLOYEES OF THE HAWAI'I POLICE DEPARTMENT ARE COMMITTED TO
PRESERVING THE SPIRIT OF ALOHA.*

*WE WILL WORK COOPERATIVELY WITH THE COMMUNITY TO ENFORCE THE LAWS,
PRESERVE PEACE AND PROVIDE A SAFE ENVIRONMENT.*

VISION STATEMENT

*THE HAWAI'I POLICE DEPARTMENT IS COMMITTED TO PROVIDING THE
HIGHEST QUALITY OF POLICE SERVICE AND FORMING PARTNERSHIPS
WITH THE COMMUNITY TO ACHIEVE PUBLIC SATISFACTION MAKING
THE BIG ISLAND A SAFE PLACE TO LIVE, VISIT, AND CONDUCT
BUSINESS.*

CORE VALUES

- ❖ *INTEGRITY*
- ❖ *PROFESSIONALISM*
- ❖ *COMPASSION*
- ❖ *TEAMWORK*
- ❖ *COMMUNITY SATISFACTION*

HAWAI'I POLICE DEPARTMENT

FIVE-YEAR VISION PLAN

OVERVIEW

In May of 2022, the Hawai'i Police Department (HPD) began planning for the newest version of its Five-Year Vision Plan. This plan is intended to provide an insight into the future course of the department's various elements using a process of forethought in trying to anticipate future needs and serve as a blueprint for budgetary and resource allocation/reallocation as needed. This plan is intended to be a "living" document which will be constantly reviewed and revised to ensure maximum efficiency of our limited resources. This plan considers continued development and nurturing of the department's core values, vision statement, and mission statement to successfully accomplish the goals set forth.

DEPARTMENT GOALS

1. To protect life and property and serve the community.
2. To actively involve the community in crime prevention programs.
3. To gather necessary evidence quickly for successful prosecution.
4. To expeditiously recover stolen property and contraband.
5. To enforce traffic laws.
6. To provide other services as necessary to promote efficient operation of the Police Department and provide for the overall safety of the community.

Since 2014 through the date of this document, the economy of the World, State and County has had some serious rollercoasters including the "Great Recession of 2007-2012," and the significant and long-lasting impacts of the coronavirus (COVID) pandemic which basically shuttered the world from early 2020. The current threat is a possible recession in 2023. Life post COVID looks a little different, tourism is beginning to improve, which will significantly impact the overall economic outlook of Hawai'i County. The last several Fiscal Years (FYs) has resulted in budgetary cuts to below status quo with increases allowed only for additional salaries and wages as a result of Collective Bargaining Agreements (CBA), while losing funding for computer replacements, overtime and travel funds.

The continuing expansion of the island's population has served to further stretch the department's resources. In addition, since tourism remains a major lifeline of our island's economic activity, the importance of providing our residents and visitors with a safe environment remains paramount. The revenues generated as a result of these visitors are an important part of our economy. An increase in staffing would allow the Police Department to better serve our community and visitors.

The reversion to Status Quo budgets has led to deterioration of department facilities, vehicles, and the ability to maintain a more "Proactive" versus "Reactive" posture with respect to crime and crime prevention.

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Our five-year proposal reflects a requested increase in the number of personnel, both sworn and civilian, in order to maintain an appropriate level of public safety service to our citizenry. This proposal also recognizes the need to plan for infrastructure upgrades to the rapid expansion in the Puna and South Kona Districts.

The Hawai'i Police Department (HPD), a Calea© Accredited Law Enforcement Agency, is the primary Law Enforcement Agency for the County of Hawai'i. The department recognizes its responsibility to the community it serves and chooses to engage in long-term planning in order to assist in budgetary matters as well as to ensure its services are consistent with the community's expectations.

In recognition of its responsibility to the Community, the department has identified areas where improvements need to be made through reorganization of staffing and resource allocations as necessary. Additionally, the department continuously seeks partnerships with other agencies and community groups in order to accomplish a Policing objective.

This plan identifies additional resources that if obtained, could aid in our department's quest to provide service to our citizens. The budget of the department is predominantly sourced through County Real Property taxes as well as State and Federal Grants.

To facilitate the creation of new positions, acquisition of equipment or any proposals that are identified within this document, the department will seek approval from the County Administration pursuant to applicable rules supported by performance measures.

Not addressed within this document are certain costly programs that appear to be on the periphery of becoming mandates. One such costly program may involve increasing public oversight and involvement in crafting police policies and procedures to include increased evidence retention mandates.

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HEADQUARTERS

Criminal Intelligence Unit & Office of Professional Standards

The Criminal Intelligence Unit (CIU) and Office of Professional Standards (OPS) falls under the direct management of the Chief's Office and is commanded by a Police Captain. The CIU and OPS have island-wide responsibilities, but possess separate functions from each other.

To provide the community with the most effective and efficient police services possible, resulting in an increase in the workload to support the operational aspects of the department, the proposal is to increase the staffing of the Headquarters as follows:

- Office of Professional Standards: Two (2) Detectives

The personnel changes are in addition to requests for additional equipment to replace dated or no longer functioning equipment, including work vehicles that are showing significant wear, resulting in costly repairs, surveillance equipment and improvements/repairs to existing facilities to enable staff to work more efficiently.

Criminal Intelligence Unit

The CIU is staffed by detectives and officers equally divided amongst the Area I and Area II Operations Bureaus. Area I personnel has their office at the Public Safety Building at 349 Kapi'olani Street in Hilo, and Area II personnel has their office in the Kealakehe Police Station located at 74-611 Hale Māka'i Place in Kailua-Kona.

They are responsible for keeping police administrators abreast of incidents relating to a wide-array of criminal activity that includes terrorism, extortion, organized crime, gang activity, or the creation/infiltration of legitimate businesses for illegitimate purposes.

The CIU's mission is to proactively gather, analyze, record, disseminate and maintain strategic criminal intelligence files in accordance with the law and the Criminal Intelligence Systems Operating Policies in Title 28, Code of Federal Regulations, Part 23. The intelligence is used for purposes of identifying trends, assessing threats and developing methods towards the disruption of criminal activity before it occurs.

The CIU also conducts criminal history inquiries for applicants with other county, state, and federal agencies, with a more comprehensive background investigation on applicants seeking employment with the Hawai'i Police Department.

The CIU remains a part of the Inter-County Criminal Intelligence Unit which is comprised of the intelligence units of the Maui, Honolulu and Ka'ūa'i Police Departments, along with the Federal Bureau of Investigation Joint Terrorism Task Force, and U.S. Marshals Service Hawai'i Fugitive Task Force.

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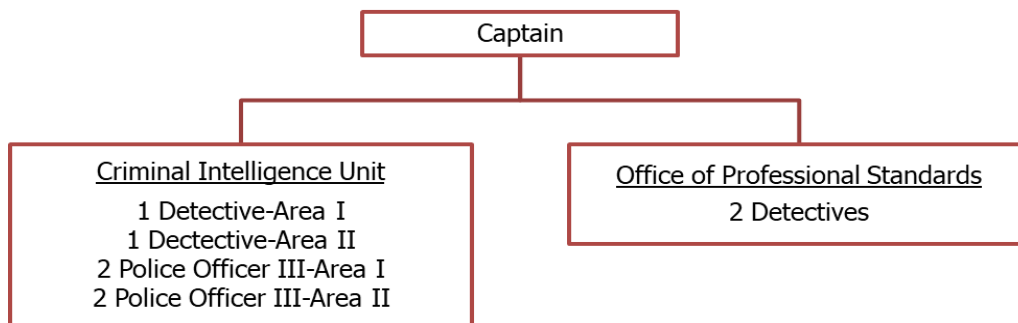
Office of Professional Standards

The OPS is staffed by detectives who are based out of the Public Safety Building in Hilo. Their mission is to keep the Police Chief informed of complaints against the department and to thoroughly and fairly investigate complaints of alleged misconduct by its personnel.

In addition to their investigative component, the OPS conduct unannounced inspections of personnel, equipment, facilities, other departmental elements and property for compliance and quality assurance in order to maintain the integrity of the department and its operations.

Staffing

The following chart illustrates the command structure and staffing of the Criminal Intelligence Unit and Office of Professional Standards:



Total Strength:

Sworn: 9

Non-Sworn: 0

Workload

Criminal Intelligence Unit

A significant amount of time can be spent by the unit on criminal history and background checks for applicants with the Hawai'i Police Department and for other governmental agencies across the state and nation. Background checks are regularly requested by other agencies for applicants who have either once worked, attended school, or resided in our jurisdiction.

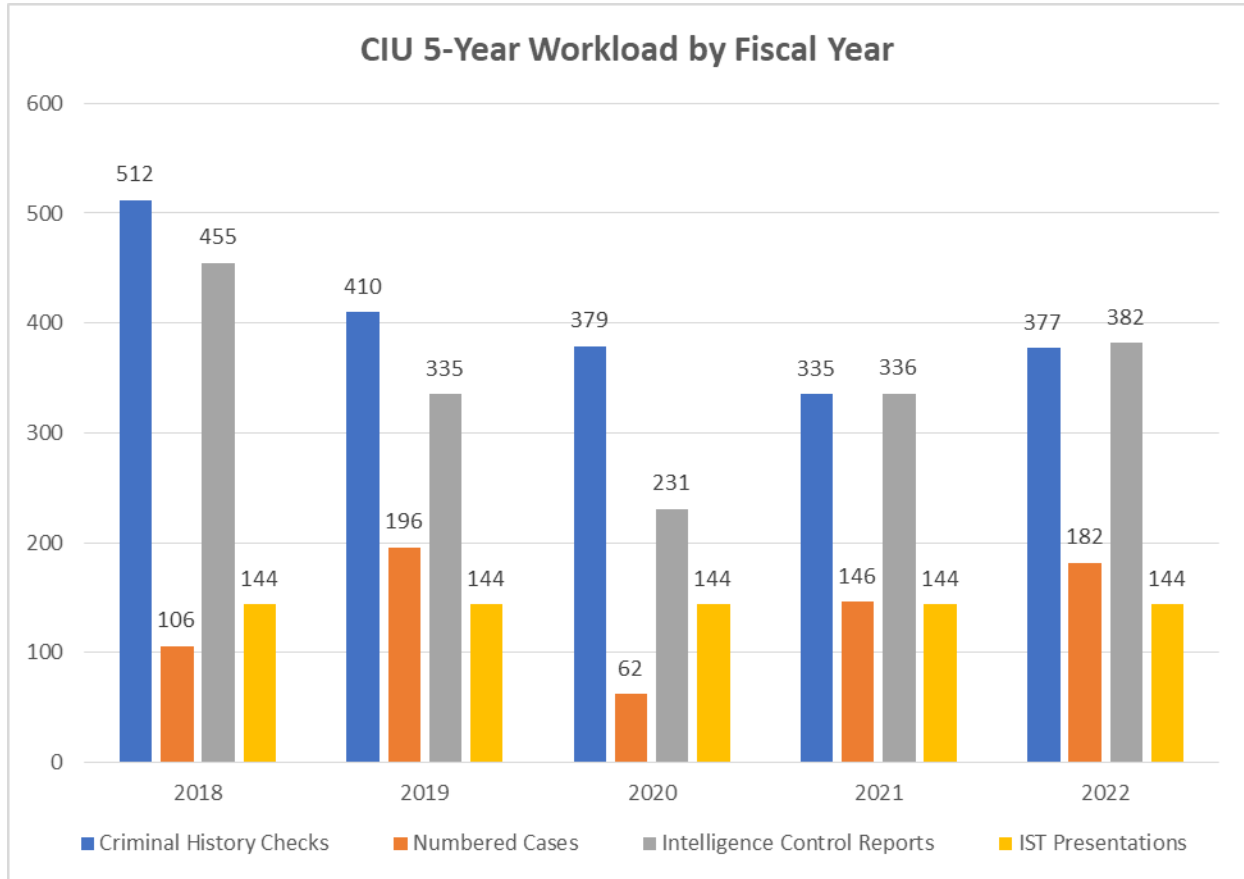
The CIU regularly assists the Administrative Bureau with a more comprehensive background investigation on entry-level Police Officer applicants with the Hawai'i Police Department. These investigations may take anywhere from several weeks to several months to complete as it will often include interviews with the applicant's family members, neighbors, personal references and previous employers.

Their intelligence reports are generated from informants and other various sources. A considerable amount of time can be spent corroborating this information and developing new

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contacts in the field. Intelligence reports created from this information are securely stored in its own electronic database on the department's network.

The following graph illustrates the workload of the CIU over the 5 previous fiscal years:



Office of Professional Standards

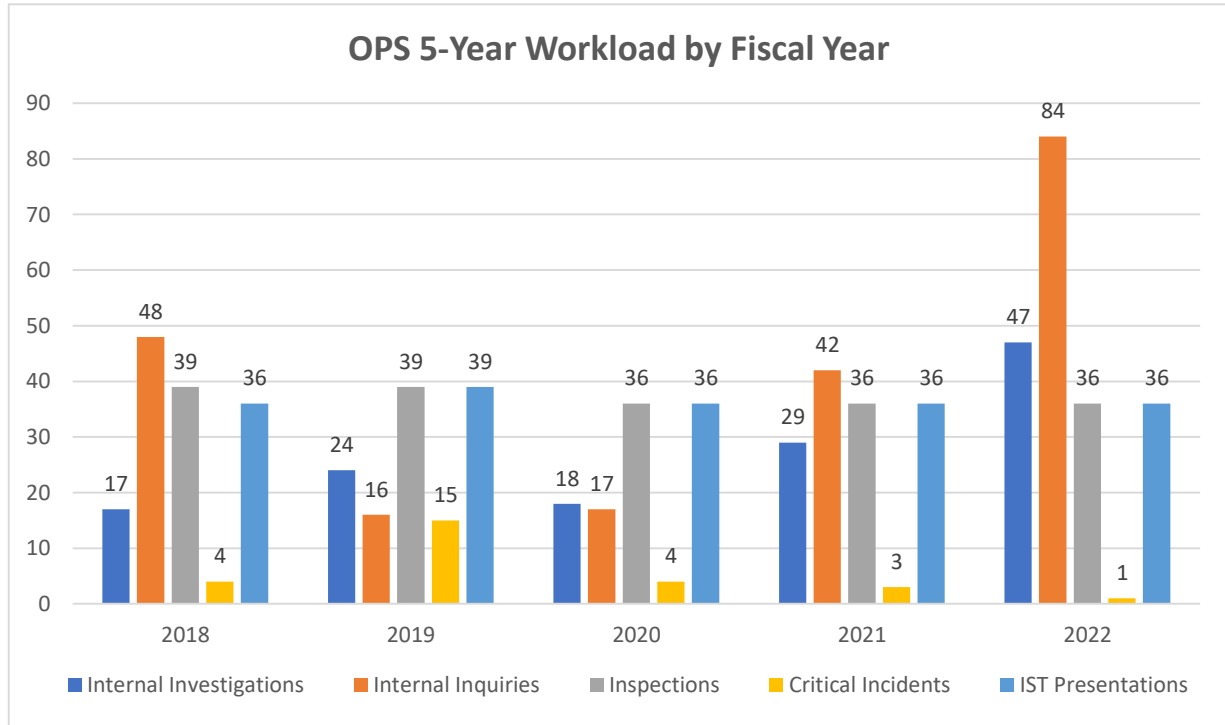
The OPS is responsible for investigating all complaints of alleged misconduct of a serious nature against the department and its personnel. Less serious allegations of misconduct are often investigated at the division levels. Complaints from members of the public are either filed directly with the department, or complaints may be referred to the department by the Hawai'i Police Commission.

The OPS is also the department's investigative authority for all Critical Incident Inquiries as defined in departmental policy and in the State of Hawai'i Organization of Police Officer's Collective Bargaining Agreement.

All administrative investigations and reports generated by OPS are stored in its own secured electronic database on the department's network. Island-wide compliance checks and unannounced inspections of department operations and facilities are also regularly conducted by OPS detectives.

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The following graph is an illustration of the OPS workload over the 5 previous fiscal years:



Facilities

The offices currently occupied by both the OPS and CIU are currently adequate in terms of space and security. Electronic intelligence and investigative files are stored in their respective databases, thereby minimizing the need to maintain physical files.

Existing hard copies of OPS investigative reports are stored in a secured room within the OPS office. The continued conversion of these copies to electronic files will ensure an adequate amount of storage space.

Both the CIU and OPS offices and their files are only accessible to members of their respective units as well as the Police Chief and the Chief's designees.

Personnel Development

Periodic training related to organized crime groups, gang activity, terrorism, and surveillance techniques for CIU personnel will assist in the development of crime trends and threat assessments, providing them the resources to efficiently carry out their mission.

Recurring updates on techniques and strategies to maintain the integrity and fairness of administrative investigations for OPS detectives continue to be strongly encouraged.

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Training opportunities are available for both CIU and OPS personnel. Although out-of-state training locations may be cost prohibitive and not always be operationally feasible, the current trend of meetings and trainings being offered via video conferencing remains a viable option to explore.

Anticipated Needs

Criminal Intelligence Unit

The CIU's responsibility to gather intelligence and conduct surveillance involves the use of surreptitious vehicles and audio/visual recording equipment. The unit currently has limited number of recording equipment and its fleet of surveillance vehicles are aging and will need to be replaced.

A recent year model of a compact sedan, pick-up truck, or mini-van acquired through the forfeiture process would minimize the costs of procuring replacement vehicles.

The unit is currently exploring the availability of up-to-date audio/visual surveillance technology and equipment to fill gaps in their inventory of recording gear. DSLR-type cameras having a video recording function, along with covert-type of recording devices disguised as ordinary/inconspicuous items such as cell phones, eye glasses would suffice.

Any surveillance equipment procured will be distributed to both Area I and Area II CIU offices. The gear will also need to be compatible between the two offices in the event of operations being jointly conducted.

The department maintains their standing with the Association of Law Enforcement Intelligence Unit (LEIU). LEIU is comprised of over 240 municipal, county, state and federal law enforcement agencies from across the nation and maintains a clearinghouse that facilitates the exchange of intelligence with its members and associates.

LEIU's annual training conference remains a viable option for CIU members. It provides intelligence related training while offering the opportunity to network with other intelligence professionals.

Recurring training provides the most up-to-date information on trends and investigative techniques into gang activity, organized crime and terrorist groups. A trade show is often connected to these trainings that provides an opportunity for conference attendees to meet vendors who showcase their latest offerings in equipment, technology and resources.

Having reliable vehicles and the most updated equipment and training will allow the unit to effectively document their surveillance efforts. This would contribute to the quality of intelligence reports being submitted which in turn, increases the potential of identifying and disrupting criminal activities, further leading to the dismantling of criminal organizations.

Estimated cost of equipment and trainings:

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- 2-Hand held video recorders: \$750
- 4-Covert disguise recorders: \$3,200
- 2-Digital cameras with zoom lens: \$1,500
- LEIU training costs for 4 CIU personnel (including travel, lodging, meals, transportation and registration): \$15,000.

Office of Professional Standards

Due to the sensitive nature of their assignments, the responsibility of compiling the administrative investigations in their entirety falls directly upon the OPS detective. Since assignments may take them across the island, providing personnel the resources to efficiently use their time can lead to increased productivity.

The same Mobile Data Terminals (MDT) assigned to patrol officers would provide OPS detectives the flexibility to complete tasks in the field without having to return to their office to access department databases. Current desktop terminals could be replaced by an MDT Docking Station to use in the office that will allow the MDT to perform as a multi-role computer solution.

Administrative Investigations can be lengthy and often includes verbatim transcriptions of audio and/or video recorded interviews. Completing their reports could be facilitated with a transcription software bundle that can accurately convert voice-to-text in an electronic document, thereby reducing the time and effort required to transcribe these reports.

Periodic or recurring training for OPS detectives is offered by the Americans for Effective Law Enforcement (AELE). As a resource center and legal education provider, AELE's mission is to offer objective, timely, accurate, legal, scientific, and evidence-based information to criminal justice professionals and employers to reduce potential criminal and civil liability.

One of AELE's offerings is the Discipline and Internal Investigations for Law Enforcement and Corrections seminar. It is intended to educate investigators to understand the legal parameters, disciplinary issues and present proven practices when conducting administrative investigations.

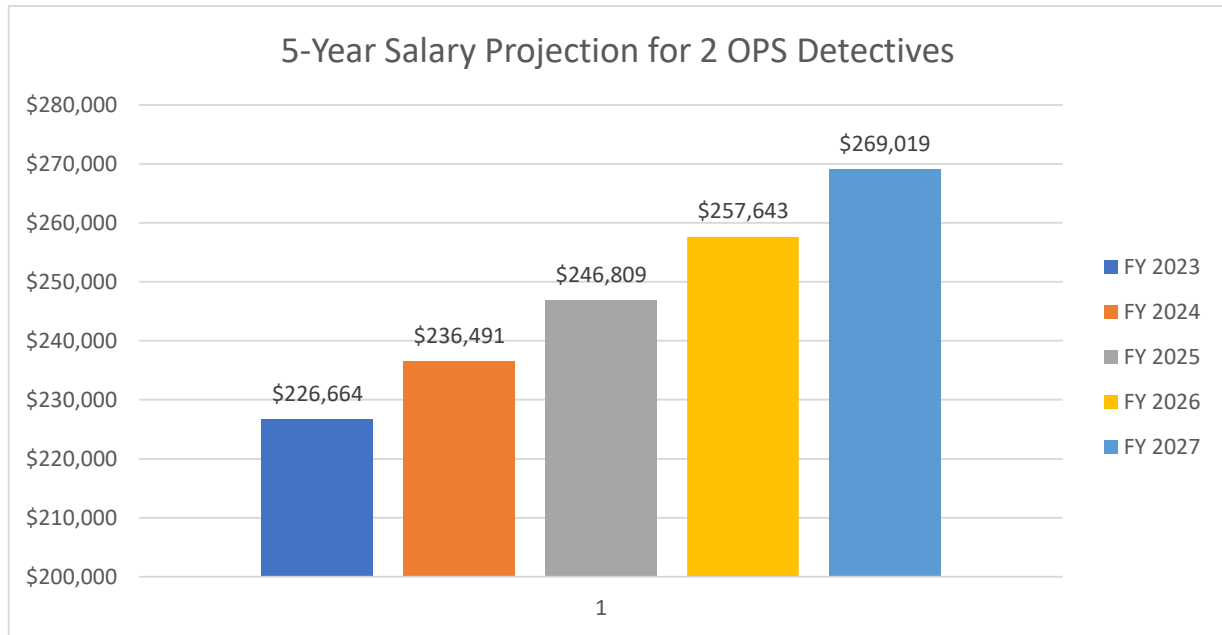
The OPS' island-wide responsibility does require regular trips to the Area II Operations Bureau. Greater productivity can be achieved with the creation of two additional OPS detective positions who are assigned to, and work out of that area of responsibility.

Not only would the workload be divided, but increased efficiency is expected with their investigations, inspections and compliance checks due to the reduction in travel time.

A negligible cost option for an OPS office space at the Kealahou Police Station may be achieved by dividing the current Kona CIU office space into two separate and secured rooms. Much of the infrastructure is already in place and data systems access would be accomplished via MDTs and docking stations.

Estimated cost of personnel, equipment and training:

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***Salaries were projected with an average of a 5% yearly increase at the PO-11 pay rate at the L2 step. Included with these figures is the current contractual Standard of Conduct differential and the \$562 monthly vehicle allowance.**

- MDTs and docking stations (4): \$15,000
- Voice-to-Text software: \$1,000
- AELE Training 2 OPS Detectives (including travel, lodging, meals, transportation and registration): \$10,000.
- Capital improvement costs for an Area II OPS office: \$20,000

General Summary

Criminal Intelligence Unit

What is working:

- Teamwork-Personnel communicate effectively and work cohesively with their peers, other department members, law enforcement agencies and task forces towards achieving collective goals and objectives.
- Dependability- Remain available to assist with operations on short notice
- Flexibility-The unit often responds to inquiries and provides support outside of normal work hours.

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Areas to consider for improvement:

- Procuring up-to-date digital photo/video equipment, disguised audio/visual recording devices, and surveillance vehicles.
- Recurring training on surveillance techniques and technologies, crime trends and investigative strategies into criminal organizations.

Office of Professional Standards

What is working:

- Teamwork-The rapport between the two detectives promote an atmosphere of mutual support and trust.
- Communication-Frequent discussions generate a spontaneous contribution of creative ideas and solutions towards their investigations.
- Work Ethics-Remaining conscious of their work product to ensure their investigations are thorough, fair and impartial.

Areas to consider for improvement:

- Creating two additional OPS detective positions assigned to the Area II Operations Bureau would reduce the travel time being expended for investigations, inspections and compliance monitoring being conducted in that area of responsibility.
- MDTs with access to the department's network and its databases to improve efficiency while in the field, with docking stations at the office that provides the flexibility of the MDT to be used in lieu of a desktop computer.
- Transcription, or voice-to-text type of software is expected to reduce the time needed to manually transcribe investigative reports and recorded interviews.
- Annual or recurring training on the most current trends, techniques, strategies and concerns to ensure the integrity of administrative investigations.

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ADMINISTRATIVE SERVICES BUREAU

The Administrative Services Bureau is commanded by an Assistant Police Chief and is responsible for the Department's administrative functions as well as oversight of the department's Special Response Team. The Administrative Services Bureau is also comprised of four Service Divisions, known as the Administrative Services Division (ASD), Technical Services Division (TSD), Finance Division, and Human Resources (HR) Division.

The ASD is commanded by a Police Major who oversees the Training Section, Accreditation Section, and Word Processing Center. Due to a breach in contract, the Hawai'i Police Department undertook complete oversight and operation of the Animal Control program for the County of Hawai'i. Subsequently, the Animal Control program was placed under the direct management of the ASD Major. This required extensive planning and time to implement and provide logistics, supplies, manpower, etc. Mayor Mitchell Roth determined that the County would enter into a pilot project for Animal Control for a two-year period. As such, staff continue to make plans and determinations for the program.

The TSD is also commanded by a Police Major who oversees the Communications – Dispatch Center, Communications – Radio Shop, Records and Identification Section, Traffic Services Section, and Computer Center.

The Finance Division is commanded by an Accountant IV, who oversees the Payroll Section, Special Duty Section, Accounts Receivable/Payable Section, and the Storeroom.

The HR Division is commanded by an HR Program Specialist, who oversees the Personnel and Worker's Compensation sections.

The Administrative Services Bureau is tasked with ensuring the provision of support services for the functioning of the police department and its duties, responsibilities, and obligations.

To provide the community with the most effective and efficient police services possible, resulting in an increase in the workload to support the operational aspects of the department, the proposal is to increase the staffing of the various Administrative Divisions as follows:

- Administrative Services Division: One (1) Sergeant; Five (5) Police Officer IIIs;
- Human Resources Division: One (1) Clerk III; reallocation of existing senior clerk stenographer to Human Resource Assistant.
- Technical Services Division: One (1) Sergeant; one (1) Police Officer III, two (2) Public Safety Communication Officer II (PSCO II); reallocate one existing PSCO II to a PSCO III for training; two (2) clerk IIIs.

These personnel changes are in addition to requests for additional equipment to replace dated or no longer functioning equipment, including work vehicles that used heavily in daily duties and assignments, which are showing significant wear, resulting in costly repairs. Staff also seeks improvements/repairs to existing facilities to enable staff to work more efficiently.

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ADMINISTRATIVE SERVICES DIVISION

Accreditation Section

DESCRIPTION/OVERVIEW OF SECTION

Accreditation for law enforcement agencies is a self-initiated, voluntary process where law enforcement agencies operate within a set of nationally recognized standards or best practices. These standards are designed to guide law enforcement agencies on what they should be doing, not how they should be doing it. This allows agencies to be unique and creative while still applying best practices. To maintain and prove compliance with these standards, law enforcement agencies have to develop policies, training, and accountability within their agencies.

The Accreditation Section maintains law enforcement accreditation for the Hawai'i Police Department through the Advanced Law Enforcement Accreditation program offered by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA sets forth 458 standards, and the Accreditation Section ensures compliance with those standards. The CALEA accreditation program consists of a four-year cycle involving an annual Web-Based Review for years one through four, and a Site-Based Assessment in year four. Upon successful completion of these assessments, the Hawai'i Police Department is awarded re-accreditation on year four.

The value of maintaining accreditation status for the Hawai'i Police Department is having well thought-out and comprehensive written directives for all personnel to follow. It improves the relationship with the community it serves by strengthening transparency and accountability. It limits the risk of liability for the department and helps to achieve the department's vision and mission statements.



(Accreditation Section staff pictured with Police Chief Paul Ferreira and CALEA Commission during re-accreditation award in 2019)

SUMMARY OF FUNCTIONS/OPERATIONS

Functions and responsibilities of the Accreditation Section include the following:

- The primary function and responsibility of the Accreditation Section is to ensure the Hawai'i Police Department's compliance with the Commission on Accreditation for

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Law Enforcement Agencies (CALEA) and that the department maintains accreditation status every four years. In doing so, the Accreditation Section must ensure all required accreditation standards, reports, reviews, and other mandated activities are accomplished.

- Coordinates and supervises yearly assessments, both web-based assessments and on-site assessments, as required by CALEA.
- Reports to the Police Chief any issues related to risk management, liability and matters of concern based on CALEA Standards or department activities.
- Ensures policy review and revisions are conducted periodically to ensure written directives are current with CALEA Standards.
- Conducts district and division site visits to ensure compliance with CALEA Standards.
- Maintains an assessment file showing four years of compliance with all applicable CALEA Standards for an Annual Web-Based Assessment.
- Provides input and recommendations to command staff on issues related to policy, practices, and CALEA standards.
- Supports the mission and vision statement of the Hawai'i Police Department.
- Ensures the highest level of integrity, professionalism, teamwork, compassion, and community satisfaction for the Hawai'i Police Department.
- Continues to be an active coalition member and plays an important role within the Hawai'ian Islands Police Accreditation Coalition (HIPAC). The President and Secretary Executive Board positions are held by the Accreditation Section Lieutenant and one of the Accreditation Section's Sergeant.

STAFFING

There are four (4) staff positions allocated for the Accreditation Section, composed of three (3) sworn positions and one (1) non-sworn position. The sworn positions include one (1) Police Lieutenant position, who also serves as the Accreditation Manager, and two (2) Police Sergeant positions. The non-sworn position is a Clerk III position. All positions within the Accreditation Section are currently filled.

ACCREDITATION SECTION STAFFING	
NUMBER	POSITION
1	Lieutenant
2	Sergeant
1	Clerk III

GOALS AND OBJECTIVES

The Accreditation Section monthly goals and objectives include Site Inspections, Policy Reviews, and Accreditation File Reviews. These three tasks are utilized as tools to accomplish the goal of successfully maintaining accreditation status for the Hawai'i Police Department. They will continue to be reviewed annually moving forward and may be adjusted according to the accreditation process.

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MONTHLY GOALS	RECOMMENDED PER MONTH
SITE INSPECTIONS	1
POLICY REVIEWS	19
ACCREDITATION FILE REVIEWS	34

- Site Inspections**
 Site inspections conducted by Accreditation Section personnel are in-person visits to a district, section, or unit to check and verify compliance with accreditation standards and departmental policy. These inspections are critical to maintaining the level of standards required for attaining the Hawai'i Police Department's re-accreditation. They also ensure districts, sections, and units are prepared for on-site assessments. In addition, they offer opportunities to address challenges that may arise during the year and allow personnel to become familiar with and better understand the accreditation process. At the current time, and moving forward, the recommended goal of one site visit a month is adequate, however, it may increase according to the assessment period.
- Policy Reviews**
 Policy reviews are checks conducted of departmental policies. Policy reviews are a process used to evaluate the functionality of written directives. Occasionally, policy revisions are needed to improve effectiveness or to comply with CALEA accreditation standard changes. At this time the Hawai'i Police Department has 219 policies and procedures, and the goal of nineteen policy reviews a month is sufficient.

POLICIES/PROCEDURES	
NUMBER	TYPE
102	General Orders
117	Procedures Manual
219	Total

- Accreditation File Reviews**
 Accreditation file reviews are similar to policy reviews, and are checks of CALEA standards as they relate to our department. Revisions and updates to CALEA standards can also affect how the department shows proof of compliance with standards. These file reviews help to identify the requirements needed for any particular standard. Currently, we have updated from CALEA Standards Version 6.12 to CALEA Standards Version 6.15 within the last fiscal year. With this update, our department is now required to comply with 405 of the total 458 standards. Standards Versions can be updated several times a year by CALEA and additional future updates are anticipated. The goal of thirty-four accreditation file reviews a month ensures that all standards are reviewed annually. Potentially, if compliance standards are increased then the goals and objectives relating to file reviews will be evaluated and possibly increased.

CALEA STANDARDS	
NUMBER	TYPE
396	Applicable Standards
53	Not Applicable

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9	Elected Non-Mandatory
458	Total

WORKLOAD ASSESSMENT

The projected accreditation cycle for the Hawai'i Police Department moving forward is anticipated to be challenging because it includes two Year-4 re-accreditation reviews within the next five years.

Currently the CALEA re-accreditation process involves a four-year accreditation award cycle. We must maintain compliance with applicable standards, keep up-to-date proofs of compliance, and submit an annual report each of the four years. For Year 1, Year 2, and Year 3, compliance is reviewed by a web-based assessment utilizing PowerDMS. Year 4 consists of both a web-based assessment and a site-based review. Re-accreditation occurs at the end of the four-year cycle, following the three previous web-based assessments, a successful fourth year web-based assessment and on-site assessment and a hearing before the CALEA Commission.

Year 4 of the accreditation cycle is especially challenging because not only does it include both a web-based assessment and site-based review, it requires diligent preparation by the Accreditation Section in order to complete a mock assessment, community survey forums, and facilitate the inspection of all department facilities and personnel by CALEA Compliance Service Members (CSM) who will physically be on site to review and inspect operations and compliance to standards. Approaching deadlines will also be demanding for all district, section, and unit personnel as compliance proofs will need to be submitted earlier than normal to accommodate both the web-based assessment and site-based assessment.

In 2022-2023, Year 4 of the previous accreditation cycle will culminate with a web-based assessment between June 23 and July 1, 2023. An On-Site assessment is also scheduled for August 7, 2023 through August 10, 2023. Re-accreditation will be awarded based upon the results of the assessment, review, and CALEA Commission hearing. If awarded re-accreditation, the Hawai'i Police Department will attain accreditation status for the period of 2024 – 2027.

In 2023-2024, Year 1 of a new accreditation cycle will commence and will require a web-based assessment during the year.

In 2024-2025, Year 2 of the accreditation cycle will require a web-based assessment.

In 2025-2026, Year 3 of the accreditation cycle will require a web-based assessment.

In 2026-2027, Year 4 of the re-accreditation process will require both a web-based assessment and a site-based assessment.

Web-based assessment dates for the upcoming accreditation cycle have not been scheduled; however, web-based assessment dates for Year 1, Year 2, and Year 3 have historically been towards the end of November of each year. The Year 4 web-based assessment has historically been in June of the year with the site-based review in August.

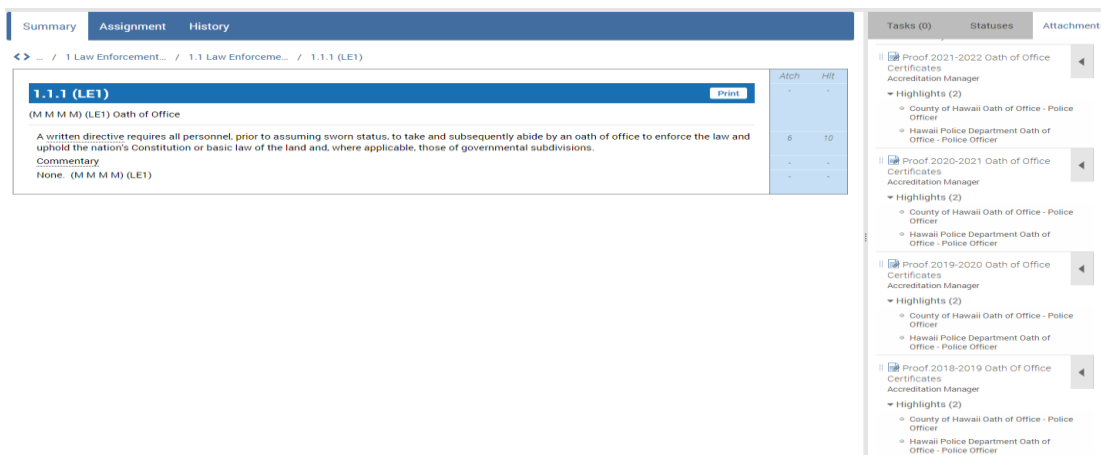
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YEAR	FISCAL YEAR	ACCREDITATION CYCLE YEAR	ASSESSMENT REVIEW TYPE
1	2022 - 2023	YEAR 4	WEB-BASED AND ON-SITE
2	2023 - 2024	YEAR 1	WEB-BASED
3	2024 - 2025	YEAR 2	WEB-BASED
4	2025 - 2026	YEAR 3	WEB-BASED
5	2026 - 2027	YEAR 4	WEB-BASED AND ON-SITE

Moving forward with the upcoming accreditation agenda mentioned above, one approach and long-term strategy will be to request authorization from command staff to have designated personnel temporary assigned to assist the Accreditation Section during the time of each of the Year 4 site-based reviews. This will allow Accreditation Section personnel to manage the accreditation assessment review and the temporarily assigned individuals can assist with other tasks that arise.

WORKING WELL

- Personnel assigned to the Accreditation Section exhibit great teamwork. They work well together, with other department members, and with members from other law enforcement agencies.
- Each member has an outstanding work ethic and consistently works hard to accomplish the functions and responsibilities of the section.
- Being a small section of four individuals, personnel communicate well which provides for a healthy working environment.
- The PowerDMS law enforcement software being used provides an easy, and secure system to maintain four years' worth of compliance proofs and assessment files. The system is also a "one-stop" location where all personnel can readily access policies, training, and information.



(PowerDMS file showing four years' worth of compliance proofs in an assessment file)

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AREAS FOR IMPROVEMENT/PLAN OF ACTION

Moving forward, to maintain the functions and responsibilities given to the Accreditation Section, and to better accomplish goals and objectives, the following are identified as areas that need improvement.

- Equipment Needs - Accreditation Section personnel are equipped with the necessary equipment to complete daily tasks. However, a means to work remotely or from different locations would add convenience and greatly improve productivity. This would allow personnel to be more efficacious at site visits, while within the Emergency Operations Center (EOC) during times of need and when meeting urgent requests to publish certain documents within PowerDMS, such as officer safety bulletins and unnumbered reports. This will also allow necessary tasks to be completed outside of normal business hours.

The Accreditation Section is requesting three business laptop computers for personnel to be able to conduct work outside of the accreditation office.

- Accreditation Management - The Accreditation Section is planning on improving the consistency of compliance proof submittal by each district, section, division, and unit. Currently, submission goals for compliance proofs are to have 50% of proofs submitted approximately eight months into the proof year and 100% of proofs submitted at the end of the proof year. With this practice compliance proofs tend to be submitted in bulk twice a year, with few proofs being worked on and submitted in between these deadlines. In order to have districts and units continuously working on and submitting compliance proofs, and to avoid procrastination, submittal deadlines will be changed to three times within a proof year with target dates spread out evenly within the period. The anticipated result of this adjustment is a reduction in procrastination and the expectation that districts and sections will continue to work on and submit proofs prior to deadlines. Uninterrupted proof submittal will allow accreditation personnel to be able to continuously construct assessment files within PowerDMS during the proof year as opposed to waiting toward the end with nearing web-based assessment deadlines.
- Training and Personnel Development - It is a goal of the Accreditation Section to utilize accreditation training to learn new strategies and technologies to improve current accreditation management practices. Receiving yearly training will enhance work performance and job knowledge. Knowing how important updated training is to the performance of personnel, CALEA holds three training conferences a year. It will be a goal moving forward that all personnel of the Accreditation Section attend at least one CALEA sponsored conference annually.

The cost of attending an annual CALEA sponsored conference is approximately \$2,320.00 for each individual. This includes the conference registration fees, airfare, hotel and lodging, and a rental vehicle for ground transportation.

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With the Accreditation Section Lieutenant being the Hawai'i Island Police Accreditation Coalition (HIPAC) President and one of Accreditation Section Sergeants being the HIPAC Secretary, the training received annually will ensure the most updated accreditation information and strategies are being learned and subsequently shared with all HIPAC members. Members of the HIPAC include accreditation staff from law enforcement agencies across the state, to include, Honolulu Police Department, Maui Police Department, Ka'uai Police Department, University of Hawai'i at Manoa, Department of Land and Natural Resources, and Department of Public safety.

- Facilities - The Accreditation Section occupies an office space near Building A of the main Police Administrative building. The office is suitable for the functions and responsibilities of the section; however, the ceiling/roof needs repairs. There are three areas of the ceiling that leak water from an unknown source. County of Hawai'i Repair and Maintenance personnel have installed three plastic canopies that catch the dripping water and tubes attached to these canopies drain the collected water into buckets that are placed on the floor. At times, the buckets collect copious amount of water that requires disposal daily to avoid flooding and damage within the office.



(Accreditation Section office showing plastic canopies and tubes used to catch dripping water in office work areas)

LONG-TERM OPERATIONAL GOAL(S)

Looking onward to address the challenges of re-accreditation assessments and on-site reviews, historically there have been personnel temporarily assigned to the Accreditation Section during every previous Year 4 assessment period to assist with meeting deadlines, construction of files, preparations for the mock assessment and on-site assessment, and all of the logistics involved in a Year 4 assessment. During the last Year 4 re-accreditation period in 2019, there were 3 individuals temporarily assigned to the Accreditation Section for that time. Two were sworn personnel and a civilian. The temporary assignment was for a period of 7 months out of the year. Due to this, it is a long-term goal of the Accreditation Section to truly consider the addition of one sworn staff member. This position could be a Police Officer III or Police Sergeant position.

An additional staff member would be a positive outcome as it would increase work efficiency, and lessen the occurrence that personnel would have to be taken from other districts or sections for temporary assignment with the Accreditation Section for more than half of the year.

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The option of having the additional sworn position open to being a Police Officer III position is with keeping in mind of the rotation of Police Officer III positions. Since the Police Officer III assignment is temporary, officers will take with them accreditation experience and knowledge which can be applied when returning to their permanent duty position. In the long term this will have the added benefit of personnel outside of the Accreditation Section becoming familiar with the accreditation process.

The projected annual cost for the addition of another Police Officer III position within the Accreditation Section in the long-term entering into Year 2025-2026 would be:

Year 2022-2023	Year 2023-2024	Year 2024-2025	Year 2025-2026	Year 2026-2027
*	*	*	\$96,476	\$109,400

(Salary figures between years are based on 5% yearly increase per Collective Bargaining Agreement)

The projected annual cost for the addition of a Police Sergeant position within the Accreditation Section in the long-term entering into Year 2025-2026 would be:

Year 2022-2023	Year 2023-2024	Year 2024-2025	Year 2025-2026	Year 2026-2027
*	*	*	\$104,504	\$118,716

(Salary figures between years are based on 5% yearly increase per Collective Bargaining Agreement)

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Training Section

Description

The Training Section is responsible for providing and coordinating all phases of recruit training. This section facilitates in-service, refresher and annual trainings island-wide for all civilian and sworn personnel, including reserve police officers. Staff works closely with other departmental sections to coordinate and provide trainings to newly promoted positions that require specialized trainings. The section also performs the critical function of maintaining all records associated with the department's training programs.



The Training Section oversees continuous training of officers to ensure proficiency. Photo at left is of officers undergoing ASP Expandable Baton training.

Training staff provides all firearms related training for service pistols, shot-guns, and supplemental weapons (pistols, shot-guns and rifles). Staff also manages the applications to carry concealed firearms on person, indoor firing range at the Public Safety Building, and maintains other outdoor ranges which are utilized by the department. The Training Section is responsible for maintaining the annual firearms qualification records, which includes all supplemental weapons.

The CALEA accreditation process, which was implemented in FY 2011-2012, required an additional annual retraining program for all sworn personnel to meet the CALEA accreditation requirements.

These standards require all sworn personnel receive annual or bi-annual training for firearms, conducted electrical weapon (CEW), arrest control techniques (ACT), baton (expandable & wooden) and pepper spray. The accreditation process also requires specialized training to be administered for new personnel promoted/transferred to specific positions. Training staff must update the training materials annually and ensure dissemination within the CALEA required timeframes.

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Section Workload

The need for additional training has greatly increased in the past several years, while staffing has remained static. Additional training often results due to new and evolving techniques, and liability concerns. The numbers of Police encounters resulting in violent outcomes have also increased in the past several years. This trend of violence toward Police officers requires our Officers be provided with the latest information and practical applications in handling violent offenders. Informational bulletins are helpful in disseminating information; however, officers must understand scenarios and practice their self-defense and tactical skills to ensure accuracy in application and effectiveness.

The need for additional medical training for our Officers has also greatly increased. Additional medical training involves CPR/First Aid, and Tourniquet Application training. From August 2020 through August 2022, there have been approximately twelve (12) tourniquet applications by our Officers with 9 being lifesaving. With the addition of the Mini First Aid Kits, which are expected to be issued in FY 2022-2023, the Training Staff will be tasked with providing training to all front line sworn personnel. This will be an additional task to add onto the workload of the training personnel.

Current Staffing

Number	Training Staff
1	Captain
1	Police Sergeant
2	Police Officer III
1	Clerk III

Working Well

- Leadership: Staff members are inspirational and dedicated to the development of personnel through training.
- Staffing: Staff members are passionate about their jobs and are committed to making a difference.
- Teamwork: Staff members work together effectively as a team to accomplish tasks.
- Communication: Staff members are able to effectively exchange knowledge and thoughts so that there is a clear understanding of goals and objectives.
- Results: Training is provided effectively to all personnel to ensure that the needs of the Hawai'i Police Department are met.

Areas for Improvement

- Staffing: The Training Section has overcome various changes in personnel and staff turnover in the past two (2) years which has proven to be challenging in ensuring

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continuity of training. Staff has been working on rebuilding expertise, knowledge and experience, which was lost due to retirements, promotions and 5-Year rotations of Police Officer IIIs occurring around the same time. Current staff has two (2) to four (4) years within the section, which has resulted in a steep learning curve. Coupled with recruit classes that occur multiple times a year, and spans a period of ten (10) months, leaves little time for staff to plan for future trainings and on-going refresher trainings. The lack of training staff available during recruit training raises safety concerns when recruits are provided firearms training. Many of the recruits have never handled a firearm before and need close supervision. Due to the lack of personnel, we have been required to utilize personnel from other sections/divisions to ensure officer safety. The coordination of annual trainings and certifications is an art in people and time management.

The Hawai'i Police Department covers over 4,000 square miles and has over 600 authorized personnel, of which nearly 500 are sworn officers, who are assigned to the seven (7) police districts. Most of the sworn officer's work in patrol and work rotating shifts. Training staff must consciously consider the timing of trainings, availability of manpower to attend, as well as the availability of instructors who are assigned to other sections for many of these training courses. This practice removes patrol personnel from performing their regularly assigned duties and responsibilities and places an additional burden on patrol staffing and response. Patrol is currently experiencing major staffing shortages throughout the island, which in turn affects the availability of instructors for recruit training.

The additional training requirements associated with the CALEA accreditation process mandates the expansion of the duties and activities presently performed by members of the training section. The training of sworn and civilian personnel is central to meeting accreditation standards and requirements. These training programs include certain programs which must be provided to all sworn personnel on an annual or biannual basis. Proper training for all police personnel impacts risk management and may reduce the department's exposure to civil litigation and/or other liability issues.

The addition of two (2) Police Officer III, one in FY 2023-2024, and a second in FY 2024-2025, will provide additional instructors who can coordinate and conduct training programs mandated to meet CALEA accreditation standards. The current and additional staff will be responsible for:

- Planning, organizing, and facilitating all police recruit training objectives;
- Planning, organizing, and facilitating all recall and remedial training objectives for sworn and civilian personnel;
- Planning, organizing, and facilitating all training provided by outside Agencies and other training resources;
- Planning, organizing, and facilitating all CALEA oriented training requirements;
- Planning, organizing, and facilitation of the indoor firing range;

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- ❑ Serving as Training Managers and performing all activities and duties related to course creation, data entry, and record keeping within the IPM training module
 - ❑ Planning, organizing, and facilitating in the record keeping of all training;
 - ❑ Supervision and usage management of the exercise room;
 - ❑ Development of written training materials or training videos or other media which is utilized in conjunction with various training programs;
- Equipment:

Storage/Container - In recent years, the department has procured grant funded training equipment; however, lack the storage area for much of the equipment. Staff has been juggling equipment from place to place, storing them in multiple locations including in the classroom, indoor range lobby, Basement, gas pump cages and parking lot. A result of lack of a central storage location for this equipment has resulted in additional time needed to plan, move, stage, set-up, breakdown, and transport equipment.

Training staff proposes the purchase of a 40-foot storage type container to be placed on the Public Safety Building grounds. This will allow for the centralized storage of needed training equipment on a ground floor, which will expedite the location and movement of required training equipment. Staff proposes the inclusion of a roof structure that is attached to the top of the container to extend the life of the container and further protect stored items from the elements.



The training section seeks acquisition of a storage container similar to the one pictured at left so that equipment can be stored and accessed from a single central location.

Hilo Police Station Weight Room Renovations – The Hawai'i Police Department has recently been awarded a grant to refurbish the Hilo Police Station Weight Room with new equipment. This complements the physical readiness standards which were developed by FitForce, and are expected to be implemented in the near future. The renovations include: painting of the gym walls, relocation of mirrors, removal of old equipment, and the addition of new equipment.

The renovations not only assist with the selection and development of police applicants and recruits, it also provides all personnel an opportunity to perform various physical fitness training programs. Physical fitness is not only a necessity for police officers, but also promotes a safe and healthy environment for all personnel. Renovations to the

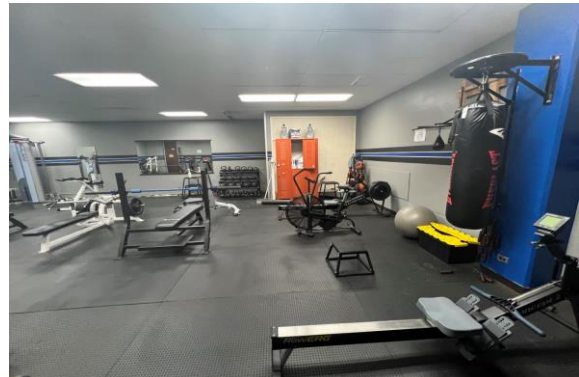
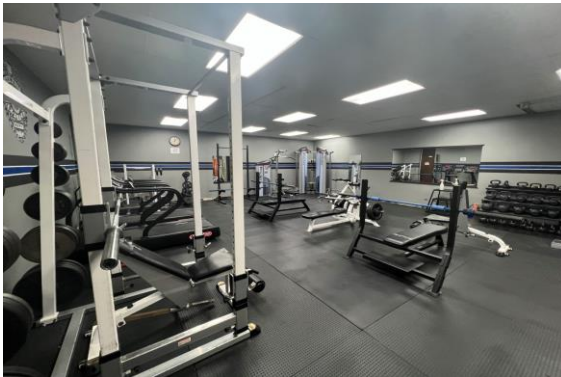
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weight room began in FY 2021-2022 and are expected to be completed in FY 2022-2023.



Weight room prior to renovations.

Start of renovations to the weight room.



- Employee Development/Training:

General Training – The Department’s change of personnel due to retirements, promotions and transfers in all the various sections leads to a constant need for Employee Development/Training sessions. Departmental personnel utilize in-house instructors as much as possible; however, many of the trainings are specialized and require that the department either send personnel to the mainland or bring instructors to Hawai‘i County. The cost to send departmental members to the mainland for specialized trainings is high resulting in the limited number of personnel being trained. Training staff have been working with the other departments in the State of Hawai‘i to coordinate trainings and share training resources including training sessions. Inter-island travel allows for more personnel to be trained; however, the department benefits most when we are able to provide courses that are in high demand, such as interview and interrogation trainings. This yields a higher number of members that receive training at minimal cost, as compared to sending personnel off-island or to the mainland. Staff strives to work with the existing training budget to provide the necessary and critical trainings first, while managing a variety of trainings for various disciplines proves challenging.

FitForce – The County of Hawai‘i contracted with FitForce, Inc. to transport validated physical readiness tests and standards for the police officer position. Physical readiness

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tests and standards are essential because police officers may be called upon to perform important, often critical, physical job functions with serious implications. Staff is preparing for the transition from our current agility test to the physical readiness test, which although is more job related, appears to be more rigorous in nature. As part of the implementation process, a training regimen will be posted on the Department website to help prepare applicants. Applicants will be expected to be more prepared for the academy training, and are expected to have a lower chance of injury and lower attrition rate. The program is projected to start in FY 2022-2023.

Annual Use of Force Training – With the increase of officer involved Use of Force incidents, the need for an improved Annual Use of Force training was identified. Staff will work with the Special Response Team on the development of the curriculum which would encompass all Use of Force training to include: Firearms, Arrest Control Techniques, Pepper Spray, Conducted Energy Weapon (CEW), Wooden Baton, ASP Expandable Baton, and other identified needs.

Part of this planning process requires a revision to our Arrest Control Techniques Manual. Revisions are projected to go into effect in FY 2022-23.

The planning of this Annual Use of Force training is currently underway and is projected to be implement in FY 2023-2024.

Mossberg Shotgun Armorers – The Training Section currently has 14 Mossberg 12-gauge shotguns assigned for recruit and incumbent personnel training, but has no Mossberg Shotgun Armorers. Proper maintenance if the shotguns are required, and some of which are already in need of repair. Having Mossberg Shotgun Armorers will also allow staff to assist with the maintenance and repair of district and division shotguns. Mossberg Shotgun Armorers are projected to be trained by FY 2023-2024.

Projected Need

- Addition of two (2) Police Officer III positions. One (1) in FY 2023-2024, and a second in FY 2024-2025.

Projected Cost

Estimated cost of adding two (2) Police Officer III position to the Training Section:

	Operating Budget for Salaries				
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
(2) Police Officer III	0	\$102,516	\$215,284	\$226,048	\$237,350
Increase:	0	\$102,516	\$112,768	\$10,764	\$11,302

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The cost of securing additional equipment:

	Operating Budget for Equipment Purchases				
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
40-foot storage container with roof covering	0	\$11,000	0	0	0

Expected Outcomes

The additional Police Officer III positions will alleviate some of the workload on the Training Section which has increased exponentially over the last few years, and in turn also reduce the overtime required to accomplish the required tasks. It will allow for better staffing and supervision of recruit and departmental trainings, reducing the need for additional manpower from other sections as instructors. It will also help ensure that we meet or exceed standards set forth by CALEA, while meeting the training needs of the Department.

The addition of the storage container will allow for a centralized location of training equipment. The storage container will eliminate the current practice of juggling equipment from place to place and will reduce the manpower required to plan, move, stage, set-up and break-down, and transport equipment needed for training.

The Hilo Police Station weight room renovations will help ensure that the FitForce physical readiness testing is properly administered to police applicants, and that police recruits are prepared for the physical demands of the job. It will also provide all personnel an opportunity to perform various physical fitness training programs, promoting a safe and healthy environment for all personnel.

Implementation of an improved Annual Use of Force training will help ensure that officers are receiving continuous, up to date training in the various Use of Force options. This is expected to increase the confidence and effectiveness of officers, while reducing risk and liability.

The addition of shotgun armorers in the Training Section will help ensure that Department owned shotguns are functioning properly for years to come.

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Safety and Health Unit

Description

The Administrative Services Section Sergeant heads the Safety Section and Community Relations Unit.

Safety Section

The Safety Section is responsible for reviewing and investigating workers' compensation cases for abuse; the department's random drug testing program; coordinating and scheduling annual physicals; providing comprehensive information on safety and health issues; conducting workplace safety classes and inspections; maintaining the department's automated external defibrillator (AED) program; as well as other related activities.

Community Relations Unit

The Community Relations Unit is responsible for implementation of the Department's Community Relations Program. The unit conducts educational programs and activities related to crime prevention and other community-based outreach services. The unit works closely with members of the business community, local schools, and community groups to promote these initiatives.

The Unit oversees tours of Police Department facilities for community groups and maintains a strong presence in assisting with the department's recruitment efforts for sworn personnel. It also oversees the background investigations of applicants for both sworn and civilian positions with the Police Department.

Under the umbrella of Police Administration, other activities include oversight of the Crime Stoppers program, departmental charitable work involvement, and assisting with media releases as needed.

The Community Relations Unit also conducts research and development activities to include:

- ❑ Addressing departmental and personnel equipment requirements; conducting research and evaluation of new/existing weapons (lethal/non-lethal), equipment, uniforms, protective devices (bulletproof vests, etc.); providing recommendations to minimize injury to persons arrested as well as to employees.
- ❑ Conducting general research and studies on funding resources, i.e., federal and state grants for special programs and projects.
- ❑ Facilitating inter-agency programs, which will accomplish certain department objectives through multi-agency efforts.
- ❑ Conducting needs and feasibility studies to acquire lands for future expansion of the public safety complex and other facilities located throughout the County.

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- ❑ Researching and tracking of legislation that deal primarily with law enforcement issues; preparation of testimony for submittal.

Current Staffing:

Number	Staff
1	Police Sergeant
1	Police Officer III (Safety)
1	Police Officer III (Community Relations)

Section/Unit Workload

The Safety Section/Community Relations Unit's workload is primarily focused on the recruitment and selection process of Police Officer I positions and background investigations for other Department positions. Of these activities, the activities associated with Police Officer I recruitments make up the majority of the workload. The increased police officer vacancies, combined with the lower number of applicants, has created a need for an increase in recruitment efforts. Although the number of applicants may be lower for each recruitment, the increased number of recruitments increases the overall workload. The Safety Section/Community Relations Unit is estimated to spend approximately 80% of their time on recruitment and selection activities, leaving a minimal amount of time dedicated towards all other responsibilities.

Projected Need

- Additional Police Officer III position to the Community Relations unit in FY 2023-2024.

Projected Cost

	Operating Budget for Salaries				
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
(1) Police Officer III	0	\$102,516	\$107,642	\$113,024	\$118,675
Increase:	0	\$102,516	\$5,126	\$5,382	\$5,651

Expected Outcomes

The additional Police Officer III position will allow for greater attention to those areas which are currently receiving minimal attention due to 80% of the combined workload of both the Safety Section and Community Relations Unit being devoted to recruitment and selection activities. There would be an increase in safety training and inspections, and an increase in research and development activities regarding equipment, programs, land, and other law enforcement issues.

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Word Processing Center

The Word Processing Center (WPC) is located on the ground floor of Building A at the Public Safety Complex, 349 Kapiolani Street in Hilo, Hawai'i. It is commanded by a Police Major in the Administrative Services Division of the Hawai'i Police Department and is supervised by a Clerical Services Supervisor and an Assistant Clerical Supervisor.

WORD PROCESSING CENTER AT A GLANCE

Staffing Breakdown:

Total Strength		Length of Service	
Civilian:	14	0 – 5 Years (5):	37%
(2) Supervisory %	14%	6 – 10 Years (3):	21%
(12) Clerk III %	86%	11 - 15 Years (1):	7%
		21 – 25 Years (2):	14%
		26+ Years (3):	21%

Section Workload

The transcription of all narrative police reports by sworn personnel in all districts island-wide as documented by the Dictation Enterprise Platform (DEP) system implemented in the Word Processing Center in 2010 and routed into the Hawai'i Police Department Spillman System (FLEX):

TOTAL SWORN PERSONNEL DEP DICTATION DATABASE (ALL DISTRICTS ISLAND-WIDE) FY 2021/2022	TOTAL TRANSCRIBED REPORTS ROUTED INTO SPILLMAN FY 2021/2022	TOTAL LINES OF TRANSCRIPTION FY 2021/2022
452 Officers	16,418 Reports (Avg. 1368/month)	1,362,253 Lines (Avg. 113,521/month)

GENERAL SUMMARY

WORKING WELL

- **Teamwork:** Clerk III staff members consistently transcribe at their peak performance to get as many dictated reports completed in a timely fashion, and for the most part, everyone works well with one another.
- **Leadership:** The Clerical Services Supervisor and the Assistant Clerical Supervisor are dedicated and loyal to the WPC Section and the Hawai'i Police Department with both having over 30 years of service, continually providing good/positive direction and assistance to all subordinates.
- **Communication:** Announcements are continually made to keep all staff members abreast with any new developments regarding ongoing workload, daily work

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expectations, and administratively set office goals and objectives due to large work volume and recent changes in staffing due to transfers and/or retirements.

- Staffing: Although being fully staffed, there may be some days where WPC is short-staffed due to vacation, sick leave, etc.; however, the quality and quantity expected of all staff members in WPC reflects a continually hardworking section that strives to meet and/or exceed administratively set goals and objectives.
- Results: Being an integral part of the Hawai'i Police Department, whereby the Word Processing Center consistently produces an extremely high output of transcribed police narratives routed into the Spillman System for officers' approval and timely prosecution.

AREAS FOR IMPROVEMENT

- Staffing: Due to the ongoing increase in daily workload of police officer dictations, it is imperative that the WPC office be continually fully staffed and appropriately trained to allow it to run more efficiently by lessening the turnaround time of narratives being dictated and transcribed; therefore, having a much timelier receipt of dictated police narratives being routed into the Spillman System for prosecutorial purposes.
- Equipment: The Word Processing Center last updated its word processing computer equipment in 2010 alongside the installation of the internet-based DEP system for transcription and related services, which is currently being used and facilitated by 3M/M*Modal. In 2022, WPC underwent a long overdue upgrade in computer equipment and software with gently-used CPUs; however, future purchasing of equipment would be based on improved technology and/or need of replacement of obsolete and/or broken equipment.
- Facilities: Present office space has been maximized to accommodate 12 transcription work stations and two supervisory work areas. There is absolutely no room to increase staffing due to required transcription equipment and accompanying work stations with ergonomic desks, chairs, and pedestals.

Employee Development/Training: The Clerk III staff members are always in need of continual training with new and/or time-tested dictation/transcription procedures to improve daily production both in quality and quantity.

COMMITMENT TO COMMUNITY SAFETY

OBJECTIVE: To work with all island-wide police districts in providing transcription clerical services to all police officers with their dictated narrative reports so that the officers can maintain more time on the road investigating crime and traffic incidents instead of having to stay in the police station typing their investigative reports, which in turn will allow them to work better with the communities to identify, address, and investigate persistent crime problems.

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COMMITMENT TO OPERATIONAL EXCELLENCE

OBJECTIVE: To shorten turnaround time from actual dictation of police narratives in our DEP system to receipt by officers in their workflow in the Spillman System for all prosecutorial purposes as needed.

<i>STRATEGIES</i>	<i>PERFORMANCE INDICATORS</i>
<ul style="list-style-type: none"> Continuously maintaining full transcription staffing and encouragement of individual excellence for higher daily production. 	<ul style="list-style-type: none"> Approving overtime as needed to help those covering the workload when short-staffed; and the continual performance evaluations of Clerk III transcription personnel.

SECTION NEEDS ASSESSMENT

CURRENT STAFFING:

Number	Position
1	Clerical Services Supervisor
1	Assistant Clerical Supervisor
12	Clerk III

Projected Needs

Acquiring 14 new ergonomic office task chairs for all staff by FY 2023/2024

New and updated computer equipment and software for all staff by FY 2026/2027

Projected Costs

Approximate costs of obtaining 14 new ergonomic office task chairs and new computer equipment and software:

	2022-23	2023-24	2024-25	2025-26	2026-27
14 new ergonomic office task chairs	0	\$4,200	0	0	0
14 new computer equipment and software	0	0	0	0	\$14,000

Expected Outcomes:

EQUIPMENT:

- New ergonomic office task chairs are needed as the chairs currently being used in WPC were purchased over 25 to 30 years ago and are slowly breaking or not working properly, which could in turn cause injuries.

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- The computer equipment and software were upgraded in FY 2021/2022 with gently-used CPUs.

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FINANCE DIVISION

Finance Section

Description

Under the direction of the Accountant IV, this section is in charge of preparing the department's budget, maintaining its accounts, financial processing of all grants, inventory control, processing payroll, maintaining personnel attendance records, purchasing supplies and equipment, distributing supplies to districts and bureaus, maintaining the Fuel Master system, administering the Special Duty Program and recently processing and completing the payroll, procurement and purchases for the Animal Control contract.

Current Staffing:

Number	Position
1	Accountant IV
1	Accountant III
1	Accountant I
1	Senior Account Clerk
4	Account Clerks
2	Special Duty Account Clerks
1	Storekeeper

Update

Due to the recent COVID-19 pandemic, the usual manner of how our Finance Division conducts its daily duties and assignments has drastically changed. Ordering and receipt of requested inventory has an exponentially longer arrival time and the shortage on supplies/equipment needed has put a toll on our department. It is a scramble to find vendors to fulfill critical orders for supplies and services that HPD requires.

Finance staff has had to adjust their normal work assignments to be able to assist with payroll, procurement, purchasing and inventory of the Animal Control contract, which currently resides with the Police Department.

Proposal

Due to the added payroll and accounts payable duties incurred by having the Animal Control contract under HPD, Finance is requesting to have a reorganization of where the current contract sits. This contract with all of the detailed and meticulous fiscal aspects, need to be placed in a standalone department.

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Finance Section - Storeroom

Description

The storeroom is a very essential part of the department and provides all necessary/critical equipment for sworn personnel to perform their daily work duties and office supplies for all staff. The storekeeper monitors inventory to ensure that there is availability. The Public Safety Building storeroom is the main location which distributes to all sections and districts. Due to distance and time to get supplies from Hilo, Kona has a smaller storeroom which carries a smaller portion of some of the items. The recent addition of the Animal Control contract now requires that inventory be ordered and received at the Storeroom as well.

Proposals

Obtain a program for the storeroom inventory that will allow the use of a bar coding system. This will eliminate the manual logging of items received and distributed. The errors that occur with a manual system will be minimized and the inventory accuracy will be increased. This should allow the storekeeper the time to follow up on other duties such as monitoring and ordering of supplies/equipment, filling orders and stocking of shelves.

Due to the permanent closure of the County Storeroom, all Departments are required to increase their inventory on items that were being stocked by the County Storeroom. These changes now present the issue of space in the current Public Safety Building storeroom. It will become necessary in the near future to acquire another office space to be able to accommodate all inventories that are kept for the department.

Purchase a new vehicle for the storeroom. The current vehicle is almost 28 years old. This cost of repairing the current vehicle has been increasing. This vehicle is utilized for the daily errands performed by the storekeeper and has been utilized by various other sections within the department.

Justification

The requested changes are needed in order to streamline current operations, allowing the section to accomplish assigned tasks in a more orderly and efficient manner, which would best service both the needs of the department and also the community.

Accordingly, the following areas have been identified, which involve redefining the acquisition of much needed equipment/programs to streamline the process of assigning Special Duty and stocking of inventory in the Public Safety Storeroom.

The current inventory system requires a manual entry to be made for disbursements and receipts. This could cause errors to be made to the current inventory balance for items. Without accurate balances, this could lead to the possible non-availability of needed supplies. With the closing of the County Storeroom, we will need to increase our inventory to accommodate for the items that will now be stored at the Public Safety Building Storeroom.

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HUMAN RESOURCES DIVISION

Human Resources Section

Description

Under the direction of the Human Resources Program Specialist, the Human Resources Division is in charge of the overall personnel activities of the police department. This includes but is not limited to recruitment, onboarding, separation, retention, and administration of all employee benefit programs (insurance-health, vision, dental, life, short and long-term disability, worker's compensation, family medical leave, military leave, employee assistance programs, employee retirement, and others), labor relations, legal compliance, and records maintenance.

Current Staffing

Number of Positions	Position Title
1	Human Resources Program Specialist
1	Human Resources Technician I
1	Human Resources Assistant
1	Senior Clerk-Stenographer

Details of Various Functions

Administration:

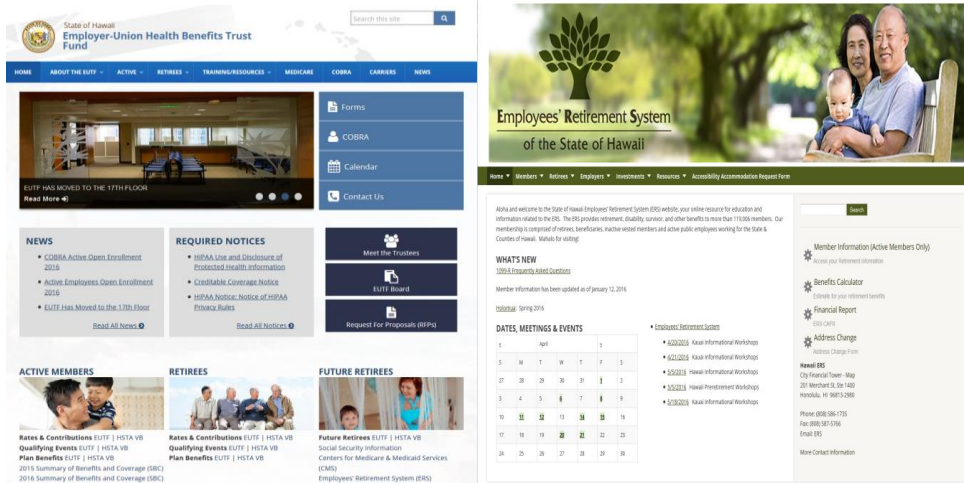
Maintains and keeps abreast of current personnel laws, civil service rules and procedures, department general orders, collective bargaining contracts, departmental policy, rules, and regulations. Serves as departmental liaison regarding personnel matters and attends meetings, training, and seminars regarding the department's human resources program. Processes documents and drafts correspondence related to personnel matters for the department. Conducts training as necessary and required. Manages and is the custodian of personnel, medical, background, and other confidential files. Research, compile and analyze data to provide sound recommendations. Provides management with options regarding the course of actions involving personnel-related matters and recommends deadlines to ensure the timeliness of such activities.

Benefits:

Assists, supports, and is knowledgeable of various employee benefit programs such as, but not limited to, Family Medical Leave (FMLA/HFLL), Temporary Disability Insurance (TDI), Leave Share Program, and Military Leave. Work with the Employer-Union Health Benefits Trust Fund (EUTF) regarding medical, chiropractic, prescription drug, dental, vision, life insurance benefits, and the Employee Retirement System (provides retirement, disability, survivor, and other benefits to employees and their beneficiaries). Includes information on the County Employee

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Assistance Program and adheres to provisional benefits offered under three different collective bargaining agreements.



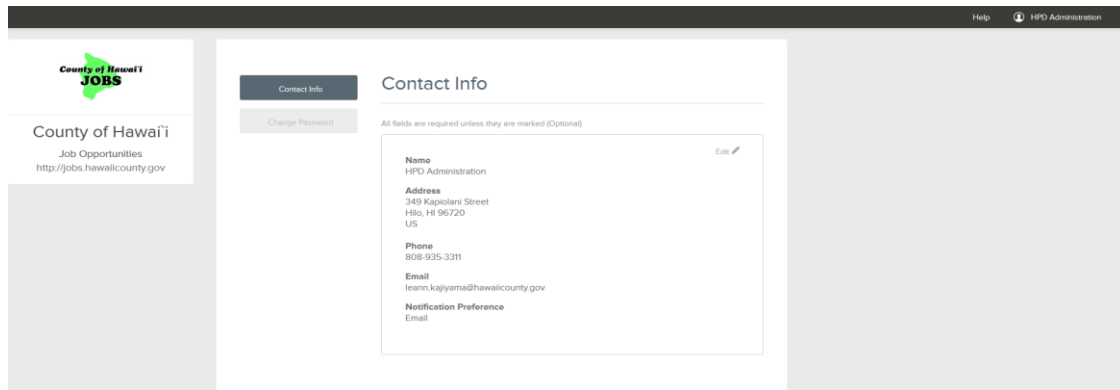
Classification:

Prepares and completes the department's Table of Organization Charts and Functional Statements. Reviews position descriptions and class specifications for accuracy in consultation with commanders and updates as necessary. Consult with unions on reorganizations; consult with commanders, grant managers, County Department of Human Resources, and various jurisdictions to draft new positions/classifications, reorganizations, reallocations, and other classification actions. Prepares and provides the Source of Funds from the departmental budget and assists with salary and wages tracking. Tracks all allocations and changes to existing positions; works with commanders and staff to process reinstatement to permanent class; works with other agencies on special projects; audits staff and prepares recommendations to the Police Chief on all classification matters.

Recruitment:

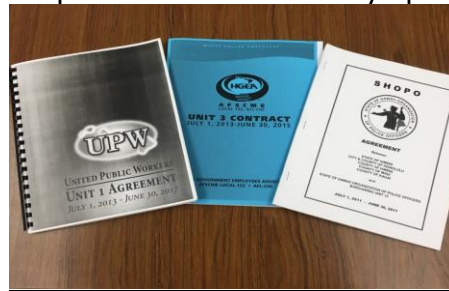
Work in conjunction with Management and as a liaison with the County Department of Human Resources on various options for recruitment and filling vacancies. Prepares and conducts all internal, County-wide, and open-competitive recruitments, including inter-governmental movements and re-employments. Is responsible for screening all internal sworn applications; sends out application packets and all correspondence regarding background checks and information from applicants; prepares and reviews interview questions and assessment exercises; researches employee personnel files to develop applicant matrixes; prepares interview packets; sends out a notification to selected and non-selected applicants; schedules pre-employment physicals, onboarding document ratification and conducts new employee orientation for all hires. In addition, creates and processes all personnel forms to effectuate new hires, promotions, transfers, and other relevant employment actions.

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Labor Relations:

Researches and compiles supporting documents in response to Administrative/Special Review Board hearings, Grievances, Arbitrations, Equal Employment Opportunity Commission (EEOC), Hawai'i Civil Rights Commission (HCRC), and other complaints involving employee relation matters; drafts correspondence, agreements, timelines, charts, and spreadsheets; prepares and indexes exhibits. Attends and conducts meetings with employees and unions to resolve issues; reviews complex worker's compensation cases and consults with the physicians, State and County Workers Compensation Division, and legal staff in preparation for meetings and trials. Attends hearings and phone conferences to provide information and take notes; enforces, schedules meetings, and prepares correspondence regarding the County Return to Work Program. In addition, consults with various medical professionals, the retirement system, and the County's Human Resources Department staff to identify options and job placements.



Proposal:

Over the next five years, it is proposed to add one (1) Clerk III position to assist with the increasing workload and help streamline this section's operations, and to effectuate an upward reallocation of the Senior Clerk-Stenographer position to a Human Resources Assistant.

Operating Budget for Salary:

Position Title	Salary Schedule				
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	\$35,196.00	\$35,196.00	\$35,196.00	\$36,564.00	\$36,564.00
HR Assistant (SR-13)	\$39,540.00	\$39,540.00	\$39,540.00	\$39,540.00	\$39,540.00

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Disclaimer: Currently, the position and salary requirements list the Senior Clerk-Stenographer position budgeted at \$39,540.00 for the fiscal year 2022-2023. Therefore, at this point, it is within the range of funding for an upward reallocation. Further, all salaries herein listed may be subject to collective bargaining agreement changes/updates and would be dependent on years of service for the individual employee.

Justification:

In mid-2019, the department position count increased from five hundred ninety-four positions/employees to six hundred thirty-eight positions for a gain of forty-four (44) positions, thirty-three (33) sworn positions, and eleven (11) civilian positions. The Human Resources Division still feels the effects of these added positions in terms of workload, processing of various personnel forms, maintaining files, labor relations, and recruitment management. This directly results from the section's role and function in supporting the department as its employees.

In May 2021, the Human Resources Division gained the oversight of Administrative Review Board (ARB) hearings, Special Review Board (SRB) hearings, and Grievances. This has compounded and increased workload, as the process entails preparing, maintaining, storing, and gathering relevant information. In addition, this task requires data entry into multiple software programs and drives.

In July 2021, the department unexpectedly received oversight of the Animal Control Program for the County of Hawai'i based on a breach of contract by the awarded vendor. The involvement consists of multi-year employment contracts and other personnel-related actions tied explicitly into this program. As we process forward, the program has proven to be more in-depth than first thought, requiring additional attention from this department and the human resources division. It has also directed the assistance of the Department of Human Resources and the Department of Finance to help maintain and move the program forward into the future.

Effects of No Action:

At this point, the human resources staff has taken on a tremendous amount of overtime, which has become a standard, unfortunately. The team has seen a significant increase in workload and demand, making it challenging to maintain a consistent operational standard without overtime. With 638 approved permanent positions, employment contracts, and an added East side animal shelter, which must entail added contracted employees, it is difficult for only four employees to maintain a sound and stable operation.

If the current staffing remains unchanged, the human resources division may not meet its primary objective of providing adequate support, planning, development, and guidance to all sections, divisions, and employees. This could negatively impact this department, trickling down to the employees and ultimately the communities we serve and public welfare and safety.

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Proposed Equipment to Support Staffs Role:

As assigned vendors, agencies, and County departments update their software and platform programs, we must also look to advance our technology. We must upgrade various software programs and platforms to streamline our current processes and remain compatible. In addition, updated computer hardware, scanners, and printers will be required to provide uninterrupted support and service for personnel processing and other necessary functions of this section.

Projected Budget for Equipment:

Equipment/Other <i>Estimated Per Each</i>	Proposed Budget for Equipment and Software Programs/Licenses				
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
5 Computers/Laptops	\$1222.99 x 5				
5 Printers	\$439.99 x 5				
5 Scanners	\$395.99 x 5				
5 Webcams	\$58.59 x 5				
Multi-Software Licenses	\$550.00 to \$975.00 x 5				

Disclaimer: Although individual costs are listed only under the fiscal year 2022-2023, if necessary, the expense of hardware and software programs can be spread over the timeframes listed, provided that the priority is to address any defaulted or outdated equipment and software programs immediately. Also, all documented costs listed may change based on manufactured prices, inflation, the potential bid awarded, or other unforeseen circumstances.

Effects of No Action:

Should there be no upgrades to computer hardware and software programs, the section will not be able to function operationally. Staff will be unable to access databases and systems introduced by other County departments, liaison agencies, and vendors as required. We depend on these programs and tools to complete daily operational tasks such as, but not limited to, data entry, enrollments, emails, and others to support the department and its employees.

Location and Space:

Human Resources assigned duty location is the Hilo Public Safety Building A within the Administrative Services Bureau. Although convenient for the human resources staff, the unit is outgrowing its space. Over the past several years, the department has grown in positions, employment contracts, and programs; hence, retention documents have also increased immensely. As the assigned custodian of records, confidential documentation, such as, but not limited to, personnel files, medical files, background files, interview and selection files, grievance files, administrative and special board hearing files, and other required Federal, State, County, and Civil Service personnel documents, are retained by this section, in required hardcopy. Unfortunately, because we are unable to convert these files electronically, there is a

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lack of available space within the location where the human resources staff reside. At present, in the existing areas, there are eighteen file cabinets. The need for additional cabinets is in demand as the existing files are already at total capacity; however, the unit is limited in floor space, even with an assigned file room.

Effects of No Action:

Realistically, we are all aware that spacing is limited within the administrative building. However, the issue remains. Shortly, the human resources staff will not have the space to retain additional files. There is also an issue of desk space for another position (staff member) that is critically needed to support the operations and function of this section. This will put the team in a very unpredictable and challenging situation regarding operations, confidentiality, and retention.

Summary:

Overall, in analyzing each staff member's position description, this section's required functions, and the consistent and increased volume and workload. Along with the consideration of the growing demands of the County, its liaison departments, and agencies that we work in conjunction with to support this department and its employees. It is recognized that the section will need to upgrade an existing position and add on a clerical position as employee support is one of this section's primary concerns and responsibilities. Doing so will provide uninterrupted support to this department and its employees in current and future endeavors within rules, policies, procedures, and applicable laws.

Further, in regards to floor space and location, conceivably, an additional area may need to be identified where storage for confidential documents can be retained and held under lock and key for any overflow. If applicable, it may also be a consideration to move the human resources section in its entirety to another location that could provide the space requirements needed, or perhaps the shuffling of workspaces may be necessary at some point to accommodate this need.

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TECHNICAL SERVICES DIVISION

Traffic Services Section



The traffic services section is located on the second floor of Building B at the Hilo Police Station

The Traffic Services Section (TSS) is responsible for planning, evaluating, coordinating and supervising the following traffic related programs: Department of Transportation (DOT) Safe Communities Grants, Road Closure Permits, School Crossing Guard Program, No Preference Towing Contracts, Intoxilyzer Training and Testing Program, Drug Recognition Expert (DRE) Program and the Traffic Safety Program.

Under the supervision of the Police Major of Technical Services, the Program Manager of TSS is responsible for the public service related programs listed above. TSS is also staffed with a Senior Clerk-Stenographer, a Clerk III and 40 part-time School Crossing Guards. TSS employees are committed to the statements outlined in the Hawai'i Police Department's Vision and Mission Statement and are dedicated to performing themselves with Integrity, Professionalism, and Compassion. The TSS goals and objectives are to perform its task as a Team to support the Hawai'i Police Department (HPD) and the community it serves and provide Community Satisfaction for services provided.



Personnel at an impaired driving sign waiving event.

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TRAFFIC SERVICE PROGRAMS

Department of Transportation Safe Communities Grants – The Program Manager of TSS is responsible for writing, evaluating and monitoring the DOT Safe Communities Grants. Funding for special traffic enforcement efforts are received from the DOT each Federal Fiscal Year (FFY) which runs from October 1 through September 30. The primary purpose of the funding is to maximize traffic enforcement efforts and to educate the public of the dangers of drinking and driving, speeding, driving without a seatbelt and driving while using an electronic control device. The primary objective of DOT and HPD is to reduce the yearly traffic fatality rate with enforcement and education. TSS is responsible for six (6) DOT Safe Community Grants. They are as follows: DUI Roadblock, Seat belt, Speeding, Distracted Driving, Traffic Records Grant, and Traffic Services Grant.

Road Closure Permits – TSS is responsible for the processing of road closure applications/permits for county-maintained roadways for the entire County of Hawai'i. TSS staff works closely with County and State agencies to ensure safe vehicular and pedestrian traffic at road closure locations. TSS is responsible for disseminating copies to various agencies and police personnel or districts affected by each road closure permit. TSS averages 100 Road Closure Permits per calendar year



Photo is of a School Crossing Guard at Hilo Union School

School Crossing Guard Program – The Program Manager is the direct supervisor for all School crossing guards (total of 40 allocated positions island wide). Conducts interviews of applicants and is the board chair which provides written recommendations to the Police Chief for hiring. The TSS Program Manager is responsible for training of all School Crossing Guards and conducts monthly inspections of guards at their locations. Completes all timesheets and leave of absence forms for each pay period and performs all human resource duties for each guard. The Program Manager is the liaison between the Department of Education and HPD relative to the School Crossing Guard Program.

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Hawai'i Police Department's No Preference Towing Services Operations Agreement - The Hawai'i Police Department's No Preference Towing Services Contract was implemented in order to provide towing services to the public in the event of an unforeseen traffic casualty. In the event an individual involved in a traffic casualty is unable to choose a preference for towing the department references a list of tow companies inspected and approved by HPD. The Program Manager of TSS is responsible for reviewing and making changes to the contract as needed. To investigate any reported violations of the contract to include excessive overcharging for services. HPD presently has five (5) towing companies covering the following three towing zones Hawai'i County is broken into.

ZONE 1: North Hilo (up to HWY 19 33- mile marker), South Hilo, (all of Daniel K. Inouye Highway from Gilbert Kahele County Park to Hilo), Puna, Ka'u (up to the Hilo side of HWY 11 70-mile marker).

ZONE 2: North Kona (up to HWY 19 77-mile marker) & (up to Hwy 190 & Daniel K. Inouye Highway junction), South Kona, Ka'u (up to the Kona side of HWY 11 70-mile marker)

ZONE 3: North Kohala, South Kohala (up to HWY 11 77-mile marker) & (up to Hwy 190 & Daniel K. Inouye Highway junction), Hāmākua, (All of the Daniel K. Inouye Highway from the Kona side of Gilbert Kahele Park until the Highway 190 junction.)

Intoxilyzer Program – The TSS Program Manager is the Custodian of Records for the Intoxilyzer units' island wide. Coordinates with District Intoxilyzer Supervisors to insure proper testing procedures are followed. Provides required training for HPD officers for use of the instrument and issues all Intoxilyzer Certification cards. TSS is responsible for ordering all Intoxilyzer solutions for all instruments for monthly instrument calibration verification.

Drug Recognition Expert (DRE) Program – The TSS Program Manager is responsible for working in conjunction with the Area I and Area II Traffic Enforcement Sergeants, the Drug Evaluation Classification (DEC) Program State Coordinator. Assist with data collection for DRE's entry of evaluations into the DEC website. The Program Manager is responsible for budgeting for training and other DRE support activities for HPD.

Traffic Safety Program – The Program Manager is responsible for planning, scheduling and coordinating training sessions and meetings for traffic related programs with various government and community organizations. Obtain data relative to impaired driving, traffic violations, and traffic crashes. Prepares administrative and statistical reports from obtained data and disseminates to various agencies for corroborated efforts. The Program Manager acts as the liaison to the Department of Transportation and the Hawai'i County Department of Public Works Engineering and Highways Divisions. Crash data will be provided in crystal reports regularly and when specific requests are approved through proper channels.

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Future Program Enhancements

TSS has a Program Manager and a Senior Clerk-Stenographer as assigned staff and is working efficiently with the aforementioned responsibilities. The following projects are envisioned for TSS for improved services for police officers and the community:

1. Improving the ADLRO Program - ADLRO documents to be made available to the officers in a digital fillable PDF format that can easily be attached to the reports. This will ensure consistency in the forms each officer uses and reduce the expense of providing "hard" copies. This will also reduce the amount of time each month TSS staff allots for producing and disseminating large packets of information. This will be in place at the completion of year one of the five-year plan.
2. Participation in Legislative meetings - The Program manager will participate in meetings and legislation on funding an electronic citations program. Funding is intended to come from additional fees collected from the offenders. The goal is to acquire funding to pay for an e-citation system that can be used in conjunction with the instruments that the HPD already in place, like the MDT's. The goal will be to synchronize the e-citations with the Spillman system so redundant work is limited, assisting officers in completing required reports and records.
3. Electronic Search Warrants - The Program Manager worked with the Traffic Enforcement Unit Sergeants and has created a search warrant template document. The goal of the electronic search warrant document and procedure to increase the efficiency with which officers are able to apply for search warrants in the field when obtaining them is exigent. The Program Manager continues working with the Traffic Enforcement Unit Sergeants on an approved procedure to follow for the electronic search warrant process.
4. Traffic Safety Education Community Booth - TSS staff will create a mobile informational and educational booth used to participate in community events. This booth will be used when the COVID-19 restrictions are lifted and staff is able to regularly attend events like games and safety fairs. The goal is to allow for interactions with the public and present safety information in another interaction way to help promote safe driving behaviors.
5. School Crossing Guard Recruitment - Promotion of Crossing Guard positions during community events. TSS Program Manager will work with the Human Resources Section of the HPD to go into districts where Crossing Guards positions need to be filled and find other ways to advertise positions those communities. The goal is to increase the number of citizens that apply for open positions identified as being important and needed. The current process for positions requires applicants to have access to a computer, internet access and the ability to communicate through electronic means. Many of the community members who would qualify and are willing to do the work may not have the ability to respond. These presentations would provide contact where the TSS staff could help answer questions and assist them.

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6. Production of Crystal Reports - Program Manager to attend training on the development of crystal reports to assist District Commanders, the Department of Transportation and Public Works in identifying major crash and fatality trends and locations. The goal of using this information to reduce the number of major traffic accidents and fatalities in the areas identified as higher probability of major accident locations.
7. "Below 100" training - "This training was formed to permanently eliminate preventable line of duty deaths and injuries through innovative training and awareness." The Program Manager will become a trainer of this topic in order to provide briefing and full training events for Officers and Hawai'i County Staff. The goal is to provide traffic safety training to officers to support safe driving behaviors that reduce the possibility for officers and county staff from being involved in major or fatal crashes.
8. Public Service Announcements - Produce five new traffic safety campaign videos/commercials over the next five years with local community members. The campaigns will follow those identified by the National Highway Traffic Safety Administration. The idea is to incorporate UH Hilo performing arts students and police officers as actors. The commercials are intended to be shown on local television stations and during freshman orientation at UH. The goal is to involve community members in the multiple DUI campaigns.

Current Staffing

Number	Position
1	Program Manager
1	Senior Clerk-Stenographer
1	Clerk III
40	School Crossing Guard (part time)

The Traffic Services Section requested the addition of one Clerk III position and on June 15, 2022, the Hawai'i County Council passed resolution 433-22 allocating the position to the Traffic Services Section.

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Communications-Dispatch Section

Description

The Communications-Dispatch Section serves as the primary PSAP (Public Safety Answering Point) receiving all 911 and non-emergency calls from the public for Hawai'i County, as well as internal administrative calls from department personnel.

Calls that require police response have a call for service created by a Police Communications Officer for assignment. Calls that require fire or medical assistance are transferred to Hawai'i Fire Department Dispatch for assignment.

In 2021, the Communications Dispatch Section received 185,138 9-1-1 calls, in addition to all of the non-emergency calls, requests for information from police officers, as well as responding to calls from other county and state agencies. These 9-1-1 and non-emergency calls result in Computer Aided Dispatch (CAD) Calls-For Service (CFS) which require police response. The CAD CFS has increased 6% from 163,409 calls in 2018 to 174,444 calls in 2021.

The Communications Dispatch Section is currently comprised of 23 Police Communications Officer (PCO) and 5 Supervising Police Communications Officer (SPCO) positions, 3 sworn personnel (1 lieutenant and 2 sergeants) and 1 clerical position. The Communications Dispatch Section requires that a supervising dispatcher be on duty during each shift to oversee operations and to deal with administrative responsibilities to include the recovery and processing of 9-1-1 recording requests, schedules, trainings for staff, new technologies, etc. It further requires 4 dispatchers and 2 call takers during the 2nd and 3rd watch shifts, with one less call taker on 1st watch (midnight shift). The sworn personnel (sergeants) rotate between 2nd and 3rd shifts with an administrative lieutenant during the regular work week.



Currently Police Communication Officers (PCO) monitor up to 7 computer screens at a time.

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Current Staffing:

NUMBER	POSITION
1	Police Lieutenant
2	Police Sergeants
5	Supervising Police Communications Officer
23	Police Communications Officer
1	Clerk III

Section Needs:

Staffing: The filling of the 16 Police Communications Officer II (PCO) vacant positions will enable the Communications Dispatch Section to have sufficient staffing to fill all of the PCO positions throughout the 3 shifts each day. The addition will bring the staffing to 39 PCO's.

The additional employees would help reduce the overtime and fatigue on our current staff. With the rising numbers of calls from the public, having the additional manpower would reduce the amount of calls that each of dispatchers handle and enable them to focus on dispatching officers.

The section has seen several dispatchers leave within the past couple of years, causing staffing shortages. This is due to: better job opportunities, burnout, moving off island, and retirement. Dispatcher shortages are a trend that the entire nation is facing. There is a big need to fill the current dispatcher vacancies to keep up with the ever-increasing number of calls for service. Our department has continued to open up recruitment for dispatchers and hire as many qualified applicants as possible to fill the vacancies. We will continue to work with our current staff on training to keep up with new technologies, and ways to improve how we train new employees for better retention.

Position Re-allocation:

The re-allocation of one of the Police Communications Officer II positions to a Police Communications Officer III position, will enable the Communications Dispatch Section to have one person dedicated to training the new dispatchers from the classroom to the dispatch center. The trainer would focus on maintaining a training program that ensures new dispatchers as well as veteran dispatchers are kept up to date on current practices used by APCO (Association of Public-Safety Communications Officials) and NENA (National Emergency Numbers Association). Having a dedicated trainer would also allow for the development of a continuous refresher training curriculum for veteran dispatchers. Currently a veteran dispatcher is pulled from a watch to train the new dispatchers for 2 months in the classroom, and assist with call taker and radio training when the new dispatcher's transition to the dispatch center.

Additional Positions:

The following table lists the addition of 1 sergeant and 2 SPCO's with estimated personnel increases. The additional supervisions is needed to keep up with the increasing calls for service from the public, internal needs and continued training of new and veteran dispatchers.

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All costs herein may be subject to collective bargaining agreements (CBA) and would be dependent on years of service for the individual employee.

POSITION TITLE/SALARY	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27
(1) Police Sergeant – PO-11	\$79,932	\$83,340	\$86,748	\$90,276	\$94,152
(2) SPCO – SR-24	\$63,216	\$65,760	\$68,364	\$71,148	\$73,932

The 1 additional Police Sergeant will allow better supervision of Dispatch personnel and allow one (1) sergeant to be assigned to each watch. This Sergeant will be responsible for watch activities, and working on the increasing 9-1-1 recording requests. Over the last few years, these requests have increased drastically from 610 in 2020 to 807 in 2021, an increase of 32.2%. Each 9-1-1 recording request takes an average of one (1) hour to complete – which includes the search, production, redaction, and recovery for evidence. This will give the dispatch rank more time to work with the Supervising Police Communications Officers on managing personnel and overall supervision of the dispatch center.

The addition of (2) Supervising Police Communications Officer (SPCO) positions would afford the Communications Dispatch Center to be fully staffed with supervisors and take the responsibility off a T/A supervisor. The Communications Dispatch Section currently has 23 Police Communications Officers (PCO's) and 5 (SPCO's). SPCO's are counted as part of the manpower (7) and are expected to answer incoming emergency and non-emergency calls as well as provide relief to the dispatchers. This additional duty does not afford them the opportunity to adequately address personnel, training and disciplinary issues. If another SPCO is not available to fill in on the SPCO's days off, vacation, sick leave, etc., a PCOII must be temporarily assigned as a supervisor, thereby creating further shortages in staffing.

Areas for Improvement:

- **Supervision:** Having a supervisor on the floor at all times helps to maintain consistency and professionalism. Additional supervision will assist the section with achieving higher standards and promote a positive work environment. This is an area that always needs to be maintained in order for our section to be successful. The addition of one more SPCO in December 2019 to total 5 SPCO's has benefitted our staff with increased floor supervision. There are 2 SPCO's scheduled to work both 2nd and 3rd watch respectively and 1 SPCO on 1st watch each month.

Having a rank on duty also benefits the section. There is a dispatch rank scheduled to work during 2nd or 3rd watch every day, including weekends and holidays. The dispatch rank assists the SPCO's in making decisions regarding scheduling and manpower, employee supervision, resolving equipment issues, working with other department sections and outside agencies.

- **Overtime/Time-Off:** Scheduled and mandatory overtime for dispatch has been a constant for many years due to the staffing shortages and the sick leave. Retaining employees has been the biggest challenge for the section due to the stressors of the position. When vacancies are filled it will assist with cutting down on overtime and allow

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staff to have more time off. The additional manpower will also assist in keeping up with the rising number of calls for service.

- **Facilities/Equipment:** In the last Five Year Plan an expansion of our current location was recommended to keep up with the increasing amount of calls. The remodeling of our current center in Dell CAD computers at each position. The additional consoles allow us to increase the number of call takers and dispatchers when needed for events such as: Merrie Monarch, 4th of July, New Year's Eve, extreme weather events, protests, etc.

The current dispatch center is maxed out with 9 dispatch consoles, and limited on office space (2 offices). The county started the construction of the Hawai'i County Emergency Call Center in October 2021; that is projected to be completed in October of 2023. The joint Police and Fire Dispatch Center located off of Mohouli Extension in Hilo will provide a reliable emergency services building for Hawai'i Island. The state-of-the-art joint dispatch center will be the new home for Police and Fire Dispatch, have offices for the Fire Communications Battalion Chief, Police Dispatch Rank, Radio Systems Manager, along with conference rooms and break rooms for staff to utilize. The initial design will provide 13 dispatch consoles for Police and 9 dispatch consoles for Fire, with the space to add more consoles if needed in the future. The current Police Dispatch Center would act as a dependable back-up, and could also be used as a training facility for new dispatchers.

- **Communication:** Internal – Overall communication between supervisors and dispatchers is essential to our operations. The sharing of pertinent information between watches occurs in person during briefings, and/or via email to ensure the information is exchanged in a timely manner.

External – Improve customer service skills for dispatchers on being patient and being empathetic with callers. By developing dispatcher's communication skills with the public will prevent frustration for both the dispatcher and caller, as well as cut back on complaints from the public.

- **Employee Development/Training:** Supervisors will continue to provide in-service training for all dispatch staff to keep up with current programs, equipment, policies and procedures. With technology changing and transitioning to Next Generation 911 (NG-911) within the next few years, our staff will see changes in the way that calls are handled and how emergency services are provided to the public. Although we have started giving our staff in-service on these matters, we will need to stay up to date with the changes. The E911 Board has selected a certification training class from APCO that gives all dispatchers (current and new) a refresher training. We have 6 dispatchers who completed the training, which took approx. 40 hours to complete. Staff who completed the training said that the course provides valuable information for new dispatchers, and is a good refresher for veteran dispatchers. The training was done on overtime, with funding provided by the E911 Board. Funding for the training will be provided by the E911 Board for all dispatchers throughout the state.

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Operational Improvement:

Staffing Levels:

OBJECTIVE: Maintain a level of staffing sufficient to address calls for service, provide services to the public, and have adequate supervision.

<i>STRATEGIES</i>	<i>PERFORMANCE INDICATORS</i>
<ul style="list-style-type: none"> • Increase the number of supervisors (1-sergeant, 2 SPCO's) to provide supervision throughout the shifts each day. Timeline: Y2-5 • Increase the number of call takers to handle the incoming 911 and non-emergency calls, so dispatchers are able to focus on dispatching officers. Timeline: Y2-5 • Increase the number of dispatchers so there is a dedicated dispatcher for each larger district (Hilo, Puna, Kona). Timeline: Y2-5 	<ul style="list-style-type: none"> • Decrease in public complaints against dispatchers. • Dispatch Supervisors able to complete supervisory duties without having to fill in for call takers/dispatchers. • Dispatchers amount of 911 and non-emergency calls decrease, so they can focus on dispatching officers. • Larger districts has a dispatcher dedicated to that district (Hilo, Puna, Kona).
<ul style="list-style-type: none"> • Increase training staff to meet the needs of the new trainees and to conduct regular and refresher training for veteran dispatchers. Timeline: Y2-5 	<ul style="list-style-type: none"> • Employee retention • Dispatchers kept up to date with the latest training methods and procedures.

OBJECTIVE: To improve call taking and dispatching skills and better prepare for critical incidents and disasters.

<i>STRATEGIES</i>	<i>PERFORMANCE INDICATORS</i>
<ul style="list-style-type: none"> • Increase current staffing level aimed at optimizing call taking, dispatching, supervision and accountability. Timeline: Y2-5 • Evaluate, update and document Communications Dispatch Policies and Procedures to be in compliance with NENA/APCO standards, ensuring uniformity and in alignment with future CALEA efforts for the Communications Dispatch Section. Timeline: Y2-5 	<ul style="list-style-type: none"> • Decreased call waiting time for the answering of 911 and non-emergency calls. • More accurate call handling and reviews of employee performance. • Dispatch SOP's (Standard Operating Procedures) are updated. • Provide feedback for employees on methods to improve.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

OBJECTIVE: To ensure the health and wellness of our staff

<i>STRATEGIES</i>	<i>PERFORMANCE INDICATORS</i>
<ul style="list-style-type: none"> • Monitor and analyze sick time and on-duty injury trends. Provide in service for staff on health and safety. Timeline: Y1-5 • Ensure attendance of staff to scheduled trainings including at the local and national levels. Timeline: Y1-5 	<ul style="list-style-type: none"> • Number of hours away from work due to illness and injury • Number of work-related injuries • Number of staff attending training sessions

OBJECTIVE: To provide equipment that allows our staff to accomplish their tasks

<i>STRATEGIES</i>	<i>PERFORMANCE INDICATORS</i>
<ul style="list-style-type: none"> • Evaluate current computer equipment and programs. Seek necessary upgrades. Timeline: Y2-5 • Increase capabilities within computer systems to ensure we are using them to their fullest potential. Timeline: Y2-5 	<ul style="list-style-type: none"> • Equipment performs with minimal down time or issues. • Programs perform with minimal disruption to operations. • Work with IT on updating computer systems to maximize performance.

Conclusion:

The dispatchers of the Hawai'i Police Department are committed to answering every call with respect and compassion. We will ensure the safety of our police officers by providing accurate and timely information. We understand and acknowledge our job as a 911 dispatcher and we will be committed and remain professional at all times. We will stay dedicated and faithful to our chosen profession, as we are "The First, First Responders".

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Communications Maintenance Section



Radio Shop interior work area

DESCRIPTION

The Communications Maintenance Section (Radio Shop) is commanded by the Major of the Technical Services Division.

The Communications Maintenance Section staff consists of one Radio Technician II supervisor and four Radio Technician I full-time positions. The supervisor oversees daily operations including administrative work, planning and coordinating installations. Radio Technician I personnel are assigned to vehicle installations, radio tuning/programming, monthly site visits to radio sites island wide, and assisting Officers as they come in for repairs. The Shop provides installation, maintenance and repair to radio, emergency lighting and siren equipment to Police subsidized/fleet vehicles as well as other County agencies such as Fire, Civil Defense, Office of Aging, and Public Works. The Radio Shop along with the help of the Civil Defense Radio Systems Manager are also tasked with maintaining and inspecting all 18 County owned radio sites island wide making sure that the radio sites are up and functioning properly. Other responsibilities include monitoring of radio network conditions, servicing and refueling remote radio sites along with servicing of Civil Defense Warning sirens. The Radio Shop also maintains the Communications-Dispatch Section console and power equipment within the Police Dispatch Center.

WORKLOAD ASSESSMENT

Radio Shop's workload is met with staffing of one Radio Technician II supervisor and four Radio Technician I full time positions. Currently the Radio Shop is staffed with one Radio Technician II and three Radio Technician I positions with one Radio Technician I position in continuous recruitment. If staff is short due to sick or vacation, the supervisor assists fellow Technicians with day-to-day operations. Despite being shorthanded by one position, the crew continues to move forward while completing assignments and meeting monthly goals. With the new P-25

HAWAI'I POLICE DEPARTMENT

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phase II/VHF digital trunking system contract ending in June 2019, workload for the radio shop has increased.

In fiscal year 2020-2021, the Radio Shop conducted approximately 104 subsidized and fleet police vehicle radio installation for the Police Department, eight radio installations for the Fire Department and four radio installations for the Office of Aging. Each year that number has increased by 10%. The Radio Shop has opened mobile installation services and maintenance to other County agencies as time allows keeping Police as priority. With the department's continuous recruitment of Police Officers, the Radio Shop continues to experience a steady increase in vehicle installations and maintenance.

TOTAL POSITIONS FOR RADIO SHOP:

Number	POSITION
1	Radio Technician II
4	Radio Technician I

AREAS FOR IMPROVEMENT

- **Shop Vehicles:** The Radio Shop is currently utilizing two pickup trucks from forfeiture, a 2006 Ford F-350 and a 2007 Toyota Tundra. The Ford F-350 has 150,000 miles and the Tundra has 130,000 miles. Lately both trucks have been to the repair shop due to breakdowns. The Ford was taken into the shop for power steering issues for the second time within a month and a half and had its turbo charger replaced at the same time. The Toyota has also had its share of repairs with a replacement of the brake master cylinder and booster along with leaking valve covers and a bad emissions air pump. The Radio Shop depends on these vehicles to get to remote radio sites for refueling and repairs, radio site inspections and traveling to Districts Island wide and emergency radio site repairs. The Ford F-350 is primarily used to haul 1,000 pounds of LPG fuel and equipment because of its payload capacity to carry heavy loads over rough terrains. The Tundra is rated as a half-ton pickup and can handle the full load of LPG on paved roads along with the Ford but due to the lack of ground clearance and limited suspension capacity the Tundra is not used to carry LPG fuel for remote radio sites that have rough off roads. Many of the radio site roads require 4-wheel drive to gain access. Not having a reliable truck will impact our response times for communications repairs should we have to respond. Not having a second truck also means not having to work efficiently should shop personnel be needed in multiple places at one time or if one truck is in for repairs. Both trucks will need to be replaced sometime in the future. Repairs have been costly, and downtimes are becoming excessive. Annual costs to maintain our two current vehicles are estimated at \$12,000. The Radio Shop has recently applied for a grant under the Department of Housing and Urban Development to try and fund for a new truck but did not get approved. We are currently looking for other alternatives to fund a new 4-wheel drive vehicle for the Shop.

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Radio Shop 2007 Toyota Tundra loaded with six liquid propane cylinders ready to deliver to a radio site.



Radio Shop 2006 Ford F-350 Shop truck primarily used to haul LPG cylinders to remote radio sites.

- **Staffing:** Currently the Radio Shop is staffed with one Technician II and three Radio Technician I positions. The Radio Shop has one Radio technician I position open and is already being addressed with the position being on continuous recruitment. This leaves the Radio Shop shorthanded by one position. We are not proposing any additional Radio Technician positions to the Radio Shop at this time. Radio Shop is handling the workload with current staff. The allotted positions for the Radio Shop will be adequate for completing assignments once vacancies are filled.
- **Equipment:** The Radio Shop currently lacks portable generators. We are looking into acquiring a total of two Honda 3000is or equivalent gasoline inverter generators to use for emergency deployment. These generators would be used for a variety of work such as deploying to radio sites to power rectifiers that keep the radio equipment running should problems be present with backup generators or should it run out of fuel. These generators would also be used for portable site lighting. Having the generators stored at the Radio Shop will mean quicker response times to outages rather than having to meet Civil Defense personnel at the warehouse to borrow one.
- **Facilities:** Air Conditioning at the County radio sites have always been challenging to keep equipment cool as these units are running continuously. Radio Shop along with the help of the Civil Defense Radio System Manager have also been taking steps to improve the situation by replacing old and end of life air conditioning units throughout County owned radio sites, some of which are still original units. Mini split air conditioning units are installed for efficiency and reliability. The units are all contracted to be inspected and serviced quarterly throughout the year. All County radio sites are also on a quarterly contract to be treated and inspected for pest control.

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- Training: The Radio Shop has been granted training classes for our current Motorola radio system from the past five-year plan. We are requesting continuation of Motorola training to keep current with the latest technology to better serve the subscribers of the County radio System. The Radio Shop along with the Civil Defense Radio System manager are currently gathering information from the Motorola Learning experience team on training classes that would best fit our current radio system. Civil Defense has also submitted a request to help fund for training classes. Taking these classes will build morale and confidence in Radio Shop personnel. Two Radio Technicians have recently attended the two-day RADO communications course in Oahu. All radio technicians are taking online ICS training courses in order to attend future in person training classes offered by the Hawai'i Department of Defense and the Department of Homeland Security.

RECOMMENDATIONS:

The anticipated future growth of the department and the additional responsibilities of managing the County communications system will require an investment in equipment, and replacement of Radio Shop vehicles.

- Vehicles: We are requesting that we start the process to purchase one 4WD vehicle in Year 1 and the second in Year 5. Estimated cost for two 4WD vehicles is \$160,000. With the growing expansion of the County radio system, two new radio sites are projected to come online in year 2022-2023 (Hawaiian Ocean View Estates Fire Station 20 and the replacement tower for Puna Geothermal Venture). Radio Shop will be adding these two new sites to the list of current radio sites for maintenance and repair. These new trucks will help expedite service quickly and reliably.
- Equipment: The estimated costs for two new Honda 3000 is generators are projected to be at \$5,000. We are requesting to start purchasing at least one generator in Year 1 and another in Year 3.

WORKING WELL:

The collaboration between Radio Shop and the Civil Defense Radio Systems Manager in beginning of 2020 has been a turning point for the County. Working together under one roof within the Radio Shop has provided an open communication between the two departments in taking care of the radio sites. There have been good ideas and solutions that have been worked out to deal with challenges faced with the County radio system. We have been working together on a number of projects. The goal is to improve the overall service of the County's land mobile radio coverage island wide.

The first new site will be located at Hawaiian Ocean View Estates Fire Station 20, which is located in the south mauka area of the subdivision. This site will aid in covering dead spots within Hawaiian Ocean View and towards the highway in the Manuka forest reserve area where there is little to no radio coverage. The radio tower has been erected and contractors are currently mounting new equipment to the tower. The fuel tank for the backup generator has been installed and fueled.

HAWAII POLICE DEPARTMENT FIVE-YEAR VISION PLAN

The South Point radio site although existing has had a new radio tower erected to replace the existing aging tower. This tower will provide microwave radio connectivity to the new Fire Station 20 radio site in Ocean View. New equipment is also being installed at the site onto the new tower. These two radio sites are expected to be online by the end of year 2022.



The second radio site will be at the existing radio site at Puna Geothermal Venture where the lava has consumed the old tower. This site will aid the lower Puna area where there is little no radio coverage.

A replacement tower erected at the South Point radio site to replace the old existing tower.

The Iolehaehae radio site located on the Hāmākua side of Mauna Kea provides coverage for the entire Hāmākua Coast from North Hilo all the way to the Lakeland subdivision in Waimea. This site runs on limited output transmission power due to the lack of commercial electrical service. Because of its remote location, this site is powered by batteries being charged by a solar panel array.

Radio Shop and Civil Defense will be working together with HECO in improving solar power equipment upgrades in order to increase output transmission at the site, thus improving the radio coverage along the Hāmākua Coast. Radio Shop will be performing monthly inspections and maintenance at both new sites when they come online. All County agencies share the radio system and will serve the County's Island wide communication needs for the foreseeable future. Working with the Civil Defense Radio Manager contractors and other private entities has broadened the Radio Shop's skillset.

Radio Shop also collaborates with other fellow sections within the Department. The Radio Shop has recently installed new vinyl flooring for the Building A downstairs computer server room located across the supply room for the Computer Center. Old carpeting has been removed and additional room has been made for new computer server equipment. Radio Shop aides with running network cabling, power troubleshooting and mounting of equipment in old e-waste disposals.

Last but not least the Radio Shop has been working well with Animal Control. The crew helps out this section in any way we can to help and have been providing a range of services from applying decals to the vehicle and some repairs to the Animal Control vehicle fleet to keep the cars operating.

GENERAL SUMMARY

The Radio Shop team strives for excellence. Teamwork and professionalism are demonstrated daily. Challenges are met with a positive attitude and eagerness. Although we are currently short-handed, supporting the public safety mission is a goal the team strives to achieve. Fulfilling our five-year vision will continue to improve our services to our fellow employees of the County as well as the citizens of Hawai'i County.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Records and Identification Section

The Records and Identification Section consists of five sections.

1. **Records:** This Records Section is responsible for the security and maintenance of all the department's records relating to police investigations. The Records Section is open to the public at police headquarters, Monday – Friday, excluding holidays. Will process subpoenas; conducts case reviews; processes forfeited documents from the Prosecutor's Office, and Attorney General's Office; processes criminal record expungement requests; juvenile arrests, IBR coding and reports; processes criminal and traffic reports; and scans/files documents. This includes the processing and routing of police records as investigations are processed through the judicial process, as well as providing copies of documents for the courts, prosecutors, private attorneys, insurance companies, government agencies and the public. Other responsibilities may include maintaining records and the issuance of permits and registrations associated with firearms.
2. **Firearms:** The Firearms Section is responsible for conducting background checks for all firearm applicants. They maintain background checks, firearms registrations, conduct case reviews on cases involving firearms, assist in investigation involving firearms, issues firearms permits, and registers firearms.
3. **Identification Section:** The Identification Section creates photo line-ups, AFIS entries, arrest report processing and processing and monitoring the receipt and service of court documents the police department is required to execute; maintains latent fingerprints collected by the police through physical and computerized records, to include the examination, identification, and comparison of latent fingerprints. Manage "Master Name" merging in the RMS system to eliminate duplicate names and conduct quality control of OBTS reports.
4. **Evidence:** The Evidence Section is responsible for the overall storage, security, and tracking of all evidence or property recovered by the police connected to police investigations. The evidence custodians receive, log, and store evidence ensuring that the evidence can be located for court, examination, analysis, and final disposition.
5. **Body Worn Camera Section:** The Body Worn Camera (BWC) Section is responsible for the management of the BWC program, including maintaining inventory, conducts training, deployment, system evaluation, policy and procedure review and evaluation, and the maintenance of hardware and software. Coordinate technical support requests for service and the deployment of emerging technology applications. Produces BWC record/video as required by policy to the OPA, subpoena, public request, and via internal request for department use.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Current Staffing:

Number	Position
1	Lieutenant
2	Police Sergeant
1	Clerical Services Supervisor II
1	Senior Police Records Clerk
2	Firearms Registration Clerk
1	Fingerprint Classifier II
1	Fingerprint Technician
1	Police Records Documents Clerk
2	Police Evidence Custodian
8	Police Records Clerk

SECTION NEEDS ASSESSMENT

The next five years will require additional staffing and equipment to provide the most efficient public service due to the following:

- Increased population of Hawai'i County
- Increased demand from court system for service of court documents
- Increased recovery of evidence
- Increased demand for Evidence Custodians to coordinate evidence viewing, provide testimony, conduct case reviews, and efficiently dispose of evidence

Recommended increases in staffing and replacement of antiquated and/or irreparable equipment will assist in meeting these demands. The following areas are identified as needing additional personnel to meet these demands:

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Evidence Section

The Evidence Section currently consists of the following:

- 2 Evidence Custodians (SR-14)

The Evidence Section receives an average of 1,100 new articles of evidence each month. Each item requires an average of ten minutes to sort, review, input, and store. This equates to nearly 200 hours of time on task. The requests for evidence received from the courts, our lab, and investigators average about 25 hours per month to complete. The time used to conduct case reviews to dispose of unneeded evidence including review, sorting, updating RMS, and disposal averages 325 hours a month.

The chart below depicts the current status of 182,623 cases that should be reviewed for disposal. This would require approximately 20,600 hours and take several years to do with our current staffing. To put things into perspective, that would require at least 2000 case reviews per month, while continuing to receive approximately 1,100 new items of evidence monthly.

As an example of what can be accomplished with help from one person on limited-duty status focused on just case reviews (without updating RMS) from February to June of 2022, we were able to clear an average of 3,0000 case reviews per month compared to just approximately 600 per month.

Year	Alpha "A" – 2017
Receipts	182,623 (Inpursuit Cases)
Purged	58,977
Difference	123,646 (Based on the Statues of Limitations these are to be purged, with exceptions to Murder, Sex Assault, Missing Person, Coroners)

Recommendation

- 2 additional positions for Evidence Custodians (SR-14)

HAWAI'I POLICE DEPARTMENT
FIVE-YEAR VISION PLAN

Firearms Section

The Firearms Section currently consists of the following:

- 2 Firearms Registration Clerks (SR-12)

The following chart depicts the yearly handgun firearm permit applications processed.

YTD 2022 (July)	1055 handgun permit applications
2021	2134 handgun permit applications
2020	2170 handgun permit applications

In view of the new SCOTUS ruling and changes being made to our License to Carry (LTC) firearm permitting process, it is anticipated that workload will increase drastically to the section's current workload. This does not include the work that comes with firearm registrations requests, dealer registration requests, case review inquiries and processing, officer checks, TRO checks, compliance verifications, public safety checks and answering phones. Awaiting hardcopy applications that come in from outer districts take away from processing time adding in time restraints (14-20 business days to process) and individuals who submit more than 1 application (multiple firearms, depending on the stipulations), the workload can quickly backup.

Recommendation

- 2 additional positions for Firearms Registration Clerks (SR-12)

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Identification Section

The Identification Section currently consists of the following:

- Fingerprint Technician (SR-17)
- Fingerprint Classifier II (SR-14)
- Police Records Documents Clerk (SR-11)
- Police Records Clerk (SR-11)

The recent transition to our current RMS system (Spillman) and changes to the Electronic Bench Warrants(eBW) system has put new challenges on our Police Records Documents Clerk.

Currently, the Police Records Documents Clerk is responsible for tracking, uploading/Updating TROs, bench warrants, and other related documents. This includes updating CJIS in a timely manner with TRO service so it will be available in NCIC and updating and maintaining the eBW System for the Department. Initially, eBW was used for traffic warrants only. It now includes almost all warrants for the County of Hawai'i, with the exception of juvenile warrants. Maintaining eBW system includes allowing access to authorized personnel and keeping the access records up to date.

A new court documents clerk would assist the current court documents clerk with the large increase of court documents which has to be scanned and indexed into the records management system, to assist in curtailing the almost daily need of overtime to process this large amount of court documents and assist with its backlog. In addition, the new Records Documents Clerk would be tasked with maintaining the Master Name and Master Vehicle files within the RMS, and other related duties.

Recommendation:

- 1 Police Records Documents Clerk (SR-11)

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Body Worn Camera Section

The Body Camera Section currently consists of the following:

- Police Sergeant
- Police Officer III (temporary assignment)
- ISA IV

The BWC Unit has requested that the IT position that was assigned to them be replaced with either sworn/and or a dedicated civilian position. Sergeant Travis Ing provided a revisited proposal earlier this year to cover an additional position in the BWC unit to assist with the daily increasing workload. Public requests for BWC footage require more time than internal or prosecutor referrals, since it requires both approval from Corporation Counsel and redaction of the video which is a lengthy process.

The BWC unit is currently operating with the Sergeant and a temporarily assigned PO III from CIU.

The BWC Unit may also require a civilian clerk in the future to handle the recording of public and internal requests, payroll and other clerical duties the BWC unit handles internally on their own.

Recommendation

- 1 Police Officer III
- 1 Clerk III

CURRENT SUTIUATION SUMMARY

GENERAL SUMMARY

Generalized input collected via data reviews and supervisor's observation and input.

WORKING WELL

- Teamwork: Everyone works well together, cross trained to fulfil other job tasks when needed, dedicated, flexible, accountable.
- Leadership: Supportive to our department's mission, vision, and values.
- Communication: Working well between immediate supervisors and subordinates and is encouraged for the success of the section and department.
- Results: Dedicated staff provides quality service within the department, outside agencies, and the public.

AREAS FOR IMPROVEMENT

- Staffing: Recommending the increase in staffing identified to handle current and future demands.

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- Equipment: Recommending upgrading telephone system (phones outdated and not all have internal voicemail).
- Facilities: Securing fingerprint and public access area within the section; especially with respect to firearms brought into the facility.
- Communication: Internal – setting performance standards and expectations to build trust and develop employees.

HAWAI'I POLICE DEPARTMENT

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OPERATIONS BUREAUS

The Department has two Operations Bureaus, Area I Operations Bureau (East Hawai'i) and the Area II Operations Bureau (West Hawai'i). They are each commanded by an Assistant Police Chief, responsible for Uniform Patrol and Investigative Operations.

The department's commitment to establish partnerships with the community to work together towards problem solving is apparent through our Community Policing Program, with Community Police Officers assigned to each of the eight police districts. Although the department has experienced success in this area, we have, at times, overtaxed our resources and our ability to effectively deal with the concerns raised by the community.

Bureaus also oversees personnel assigned to the Department's Reserve Police Officer Program. These volunteers are required to perform 20 hours of service a month and are assigned to augment the Patrol Division.

Due to budgetary constraints over the years, the Department has not been able to meet requests by the districts to replace outdated, worn, or damaged equipment. The list of requests ranges from marked police vehicles to desks, chairs, copy machines, camera equipment, and computers.

The repair costs for County-owned fleet police vehicles are rising as a result of use and aging and budgeted funds are insufficient to complete necessary repairs. Currently due to the lack of replacement vehicles, the department has been forced to repair vehicles at a cost that is higher than their value. The prisoner vans and four-wheel drive vehicles are vital for the safe transportation of prisoners. More often than not, the clientele officers come into contact with require universal precautions for self-protection to be practiced. Four-wheel drive vehicles also allow for police response to isolated areas that are inaccessible by two-wheel drive vehicles. In spite of the acquisition of 10 new blue and white vehicles in 2019, there is an increase of older blue and white vehicles that are taken out of commission due to normal wear and tear or traffic casualty damages.

The department has not seen an increase in civilian support staff in a number of years, yet the paperwork mounts, as a result of an increase in crime, sworn staffing positions, and the demand placed upon the department by the public. This has resulted in the clerical duties being performed by existing staff on overtime or by sworn personnel.

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AREA I OPERATIONS BUREAU

The Area I Operations Bureau consisting of the Area I Criminal Investigations Division and all Uniform Patrol Divisions between Hāmākua and Puna is under the direction of the Assistant Police Chief and Police Major who oversee the operations from their offices at the Hilo Station.

The Criminal Investigation Division, under the command of a Police Captain, is responsible for investigating all serious crimes of violence, theft, fraud, commercialized vice and narcotics; apprehends perpetrators of these crimes; and compiles evidence and information for the prosecution of persons charged with violations of criminal statutes. This division includes the Criminal Investigation Section (CIS), Juvenile Aid Section (JAS), Vice section, and the Crime Lab.

The Uniform Patrol Divisions, comprised of three districts (Hāmākua and North Hilo was consolidated into a single police district in 2018) each under the command of a Police Captain: plan, direct, and coordinate functions toward the enforcement of Federal, State, and County laws, are responsible for prevention of crime, the apprehension and custody of law violators, and the development of partnerships between the community and the Hawai'i County Police Department. These divisions include the operating units from Hāmākua/North Hilo, South Hilo, and Puna, Community Policing, Police Reserve Officers Program and the Traffic Enforcement Unit.

To provide the community with the most effective and efficient police services possible, resulting in an increase in the prevention of criminal activity and solvability rate of crimes, the proposal is to increase the staffing of the various Area I Divisions as follows:

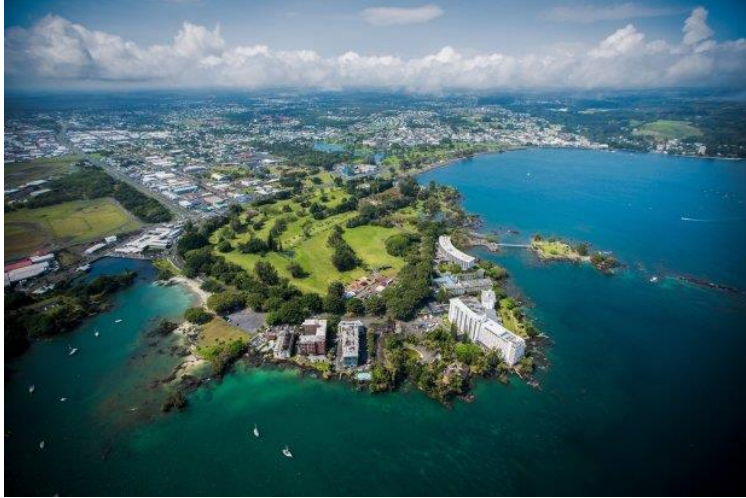
- South Hilo: Nine (9) Police Officer IIIs,
- Puna: Three (3) Lieutenants, nine (9) Police Officer IIs
- Criminal Investigations Division: One (1) Administration Lieutenant, and one (1) grant writer.
- Traffic Enforcement Unit: One (1) Lieutenant, two (2) Sergeants, two (2) Police Officer IIIs.

These personnel changes are in addition to requests for additional equipment to replace dated or no longer functioning equipment, including multiple blue and white vehicles which are significantly aged (2008 and 2009 models) with approximately 200,000 miles, work trucks and improvements/repairs to existing facilities to enable staff to work more efficiently.

Another big ticket item in Area I is the need for a new District Headquarters in the Puna District. At present, staff has been utilizing the Pāhoa substation as the main station due to issues with the former main station in Kea'au.

HAWAII POLICE DEPARTMENT FIVE-YEAR VISION PLAN

South Hilo District

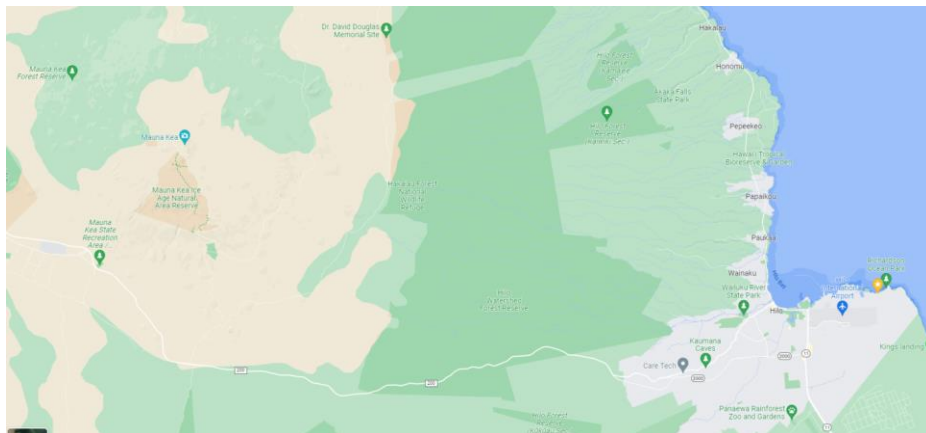


Aerial Photograph of Hilo

GEOGRAPHIC DESCRIPTION

The District of South Hilo is commanded by a Police Captain and consists of 58.3 square miles. Central Headquarters are located at the Public Safety Building on Kapiolani Street in Hilo.

The boundaries of the Hilo District are: *From Hakalau gulch at the seashore to the summit of Mauna Kea, thence to and along the southern boundary of the Kilohana Girl Scout Camp to Pohaku Hanalei, Thence to Kulani Cone, thence to Papai Point and thence along the seashore to Hakalau gulch.*



Map above is of the South Hilo District

POPULATION

The South Hilo District is the most populated district within the County of Hawai'i. U.S. Bureau of Census projects that the district's resident population will increase by 17% in 2020-2030.

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Rainbow Falls

FACILITIES:

The South Hilo District is the largest staffed police division, with district station located at 349 Kapiolani Street in Hilo, Hawai'i. There are substations located at the Mo'oheau Bus Terminal, Industrial Area and at Richardson's Beach Park. The South Hilo District provides 24-hour service for its residents.



Photo above depicts the South Hilo Police Station Public Safety Building

The South Hilo Station (above), serves as the main center for police operations on the East side of the Big Island of Hawai'i (Area I). It is a manned station and operates 24 hours a day, 365 days a year. As part of the complex, the East Hawai'i Detention Facility houses all inmates who are awaiting being held during investigations as well as inmates charged pending their preliminary court hearings. The facility can house up to 34 inmates at a time.

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Photo above depicts the large holding cells in the East Hawaii Detention Facility

The Department is the lead agency within the County for services of bench warrants, temporary restraining orders, orders for protection, subpoenas, and other court documents related to criminal matters. Service of these documents has traditionally fallen to personnel assigned to the District. Present staffing levels and other factors have historically hampered the District’s ability to meet this important function. These factors have created a tremendous backlog of unserved bench warrants (in excess of 1200 for the South Hilo District) and other court documents. The negative impacts to the judicial system which these backlogs have caused are of great concern for the Judiciary, Prosecutor’s Office, Public Defenders, private attorneys, Hawaii Police Department, and other stakeholders.

GOALS

1. Crime: Focus on the reduction of crime through prevention, investigation, enforcement and continued follow-up.

A. Objective #1: Increased manpower

U.S. CENSUS REPORT-SOUTH HILO DISTRICT POPULATION:

2020 Population	2030 Projected Population	% Change (2020/2030)
52,121	60,986	17+ %
26% Population	26 % Population	

The South Hilo District presently provides uniformed police services to **26%** of Hawaii County’s population with **90** sworn personnel (as of August 2022). The ratio of officers per 1,000 population is 1.7 officers based on 2020 Census figures. However, these figures are based on allocated positions fully staffed to include School Resource Officers and Community Policing Officers. In the County of Hawaii, crime is not consistently based on population as some districts generate more calls for service, and more criminal activity, with South Hilo coming in first. Property crimes (burglary, theft, UEMV), Crimes against Persons (assault, terror threat, sex assault), and Drug offenses are the most frequently reported crimes in both the district and County.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

The South Hilo District has 90 sworn positions. Currently, 10 positions remain vacant with 8 of the openings in Patrol, 1 in Community Policing and one in Cellblock. These positions were created during the previous 4 fiscal years, and have not been filled due to a shortage in Police Officer I recruitment, retention and the high attrition rate during the training and FTO phase of the police recruit class.

CURRENT ALLOCATED STAFFING:

Number	Position
1	Captain
5	Lieutenant
8	Sergeant
8	Police Officer III (CPO)
2	Police Officer III (SRO)
74	Police Officer II
3	Police Operations Clerk

CURRENT WORKLOAD ASSESSMENT:

FY	2019/2020	2020/2021	2021/2022	2022/2023 (Projected)
Incidents	9,594	9,389	9,929	10,400
Adult arrests	2,318	2,535	2,365	2,500
Juvenile arrests	394	220	245	300
M/P	20,939	21,046	22,756	24,000
T/C	1404	1,033	1,349	1,500

- For the past year, South Hilo patrol has supplemented the Special Enforcement Unit (SEU) with 2 patrol officers. This combined with the current vacancy in the Cellblock and the other 8 patrol vacancies have resulted in hold-over and early-in overtime averaging 1,300 to 1,500 hours per month, with staffing levels remaining the same, this is not sustainable. It is my belief that SEU plays a necessary and integral part in the development of patrol officers and needs to continue. Filling the current vacancies would alleviate the exhaustive overtime patrol officers are working and allow for the filling of all beats and translate into a more active patrol force.
- With the addition of 9 new patrol positions, this will allow for the creation of a court document detail which would reduce recidivism by serving the over 1,200 outstanding bench warrants. It would also aid in reducing domestic violence because more protective orders and subpoenas would be able to be served.
- The additional positions would also be used to run Crime Reduction Detail projects to better address issues such as crime as a result of chronic homelessness, juvenile drinking and high drug trafficking areas.

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- The projected timeframe to fill these positions are the following:
 - i. Year one: Fill 5 South Hilo District vacancies
 - ii. Year two: Fill 5 South Hilo District vacancies
 - iii. Year three: Add 3 new patrol positions
 - iv. Year four: Add 3 new patrol positions
 - v. Year five: Add 3 new patrol positions

Cost of adding a single Police Officer II Position to South Hilo:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$85,460	\$88,878	\$92,433

Total cost of adding nine Police Officer II Positions to South Hilo:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$256,380	\$533,268	\$831,897

Measurable Outcome: With the increase in manpower, Compstat will continue to be utilized to identify trends and to place personnel in position to succeed. This increase will allow more burglary interdiction projects, district enforcement projects and warrant sweeps, and will result in stronger cases that go to adjudication. Case closures will increase for all major property crimes by 5% by the end of year 5. The increase in manpower will also decrease overtime from hold-over and early-in by 30% by the end of year 5. The creation of a court document detail will decrease pending bench warrants by 20% by the end of year 5.

2. Traffic: Preservation of life by a reduction of fatal and serious injury through public service announcements, enforcement and roadway design.
 - A. Objective #1: Identify specific locations of concern where there is a high number of fatal and major traffic casualties.

Hilo roadways vary in type throughout the district. They range from long stretches of highway in rural areas, to condensed and congested urban roads within Hilo, all with unique needs and characteristics. In order to combat and lower the fatal and major traffic casualties two things must be done. First, the locations must be determined. Second, root causes and contributing factors need to be identified, such as DUI, speeding, inattention and road design. In order to determine these factors, the following will be done.

- Community Policing will examine traffic trends to identify locations, days of the week and times of day these accidents are occurring. Strategies can then be developed to decrease fatalities and major traffic casualties. They will also use

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resources like Compstat, Spillman, community input through NHW and other means to obtain information. Additionally, various governmental agencies will be queried for input. Including but not limited to: State Highways Division, Department of Public Works and the County of Hawai'i's Traffic Division.

- The newly acquired HOUSTON Radar system, AKA the Stealth Stat system will be utilized by community policing and TEU. This way we will be able to directly address community concerns and help verify the legitimacy of complaints.

After the initial fact finding, the following will be implemented to address the concern.

- Targeted traffic enforcement will be conducted by patrol, community policing and TEU in the problematic areas.
- The speed board will be utilized to educate drivers on their speed vs. the posted speed limit.
- Community policing in conjunction with other governmental agencies will implement recommended solutions, to include but not limited to, traffic calming devices, changes to speed limit and roadway design/improvement.
- Public Service Announcements, media releases, radio interviews, newsletters, community meetings and sign waiving events will be used on a regular basis to bring awareness of the concern.



Photos depict seatbelt sign waving, mobile and static speed boards

The projected timeframe to identify root causes and implement strategies are as follows:

- Year one - five: Continuous identification of problematic areas, and implementation of the recommended strategies.

B. Objective #2: Reduction of fatalities and major traffic casualties through increased enforcement efforts.

This objective requires a well-defined and consistent implementation of an enforcement plan

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Hilo Fatalities

FY	2019/2020	2020/2021	2021/2022	2022/2023 (Projected)
Fatalities	2	2	9	4.3

Major Traffic Casualties

FY	2019/2020	2020/2021	2021/2022	2022/2023 (Projected)
Major TC's	312	225	259	265

Upon review of the statistics, the following will be implemented.

- Traffic grant money to conduct DUI, seatbelt, distracted driving and speeding projects. Two per category per month.
- Targeted placement of the speed board once weekly.
- Community Policing to conduct one, weekly, on duty enforcement project at problematic location.
- Patrol, all three shifts to conduct one enforcement project per shift daily. With current vacancies filled, traffic beat units would be assigned.
- SRO's to conduct two per month enforcement projects near and around school zones.
- TEU continuation of enforcement projects within the Hilo district as feasible.

The projected timeframe to implement enforcement strategies are as follows:

- Year one through five: Location and trend analysis, implementation of targeted enforcement and community/government agency involvement.

Measurable Outcome: With the implementation of these enforcement strategies, coupled with the identification of areas of concern and community/government agency involvement, a reduction in both fatalities and major traffic collisions by 20% should be seen by Year 5.

3. Equipment: Maintenance, repair and replacement of essential equipment necessary for public service delivery.

- Objective #1: Video Interview System for the East Hawai'i Detention Facility (Cellblock).

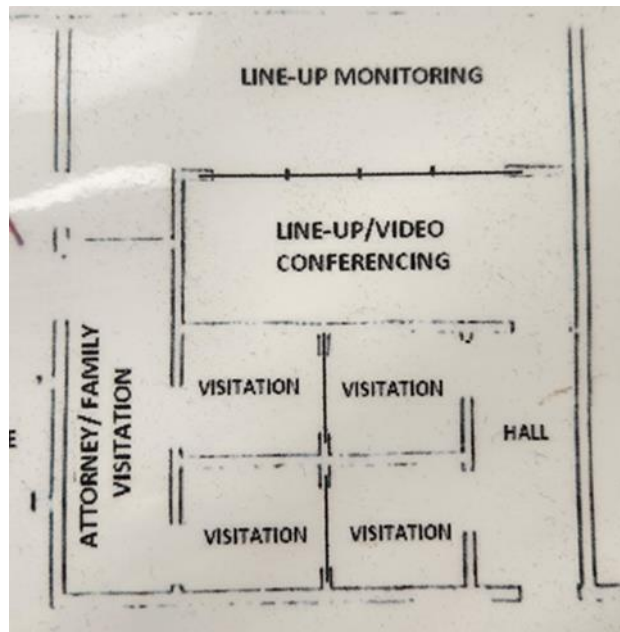
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The Hilo Police Station has an operable camera/recording system in Public Safety Building B that is primarily utilized for interviewing victims and suspects involved in felony cases. The interview rooms are located in an area that is detached from cellblock and in an area where civilian personnel are present.

A second video interview system in the Hilo Police Station would be ideal for the following reasons:

- Officers will be able to interview in-custodies in a designated area that is manned strictly by police personnel, 24 hours a day.
- Patrol Officers will have the option to interview in-custodies for all cases.
- Maintaining custody of a person within the confines of the cellblock will lessen the opportunities for escape.

The Hilo Police Station Cellblock LINE-UP/VIDEO CONFRENCING room is a location that can accommodate a video system. This room is secured and accessible from within the locked corridors of cellblock. The room is equipped with lights, a power source and enough space that is necessary to transition this location into a video interview room.



East Hawai'i Detention Facility Diagram (Depicts area to be utilized)

The projected timeframe to install a working video interview system are as follows:

- i. Year one: Purchase mobile iRecord Anywhere laptop
- ii. Year two: Purchase and installation of video system
- iii. Year three: No change
- iv. Year four: No change
- v. Year five: No change

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Total cost of adding Video Interview System in the East Hawai'i Detention Facility:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$3,718 (iRecord Anywhere Laptop)	\$40,000 (iRecord System)	\$0	\$0	\$0

- Objective #2: Blue and White Replacement



We currently have 6 blue and whites utilized by patrol which need replacement; 1 which is a 2018 Ford Expedition SUV's, 2 which are 2008 Ford Explorer SUV's, and 3 are 2009 Crown Victoria sedans. Five of the Blue and Whites need to be replaced being that they are old and are frequently temporarily placed out of service for costly repairs. The Crown Victoria sedans have over 130,000 miles on them and the electrical systems are faulty requiring aftermarket shut-off switches to be installed to prevent battery issues. Cellblock has a prisoner transport van and a Ford Explorer. A replacement for the van has already been budgeted. Community Policing also has a Ford Explorer which does not need to be replaced.

- Obtaining 1 new blue and white every fiscal year would allow the replacement of the older 2009 Crown Victoria sedans and the 2008 Expedition SUV's, which are needed to be placed out of service. New blue and whites would enable the rotation of vehicles, ensuring that mileage stays consistent between them and repairs are less costly. It would also ensure that there would be enough blue and white available for transporting of prisoners, as there are many as 10-15 arrest transports per day and sometimes these vehicles are needed to transport in-custodies to court.

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- There will be increased officer and prisoner safety, as more blue and whites in the district will ensure that prisoners are transported in a secured vehicle built specifically to restrain them, and there will be less opportunity for escape or injury to officers and prisoners.

The projected timeframe to replace and obtain additional blue and white vehicles are the following:

- i. Year one: Replacement of Cellblock Prisoner Van
- ii. Year two: Add 2 new blue and white
- iii. Year three: Add 1 new blue and white
- iv. Year four: Add 1 new blue and white
- v. Year five: Add 1 new blue and white

Total Cost of adding 5 blue and whites to Hilo:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$151,800	\$75,900	\$81,900	\$84,900

- Objective #3: Ceramic Plated Vest and Carriers

The officers in the Hilo District work in a community that is comprised of a concentrated working population that include multiple schools, an international airport, state and county offices, and medical facilities. The propensity for firearm related incidents to occur is more prevalent than in any other district. Officers having the access to body armor that will provide additional protection is a major concern by officers. In an incident of an active shooter, officers are required to respond quickly to a scene and to take swift action to render the incident safe. Ceramic plated vest carriers which provides Ballistic Armor Level IV protection, is a tool that will provided added officer safety when response time is of the essence. This ceramic plated vest will stop a multitude of cartridges up to the larger caliber rounds such as a .30 caliber Armor Piercing bullet. These vests will be signed out as needed and maintained in the Hilo Patrol Armory and issued during shift as needed.



Photo depicts a common ceramic plated vest / carrier

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ARMOR TYPE	AMMUNITION
IIA	9 mm FMJ / .40 S&W
II	9 mm FMJ / .357 Mag JSP
IIIA	.357 Mag JSP / .44 Mag SJHP
III	7.62 x 51 mm M80
IV (Metal Alloy)	7.62 x 51 mm M2 AP
IV+ (Ceramic)	.30 cal FMJ

- i. Year one: Policy and Training Draft for usage
- ii. Year two: Purchase of 20 vests and carriers
- iii. Year three: No change
- iv. Year four: No change
- v. Year five: No change

Total Cost of adding 20 Ceramic Plated Vest and Carriers:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$15,000	\$0	\$0	\$0

Measurable Outcomes: By the end of the 5-Year plan there will be an increase in the amount of blue and whites, a video recording system / interview room in the East Hawai'i Detention Facility, and 20 ceramic ballistic vests available for Hilo Patrol. These objectives will increase the overall efficiency of Hilo districts patrol operations and provide additional protection for officers responding to incidents that require immediate attention and a quick response to hostile threats.

4. Capital Improvements: Identify capital improvement projects that improve public safety and service delivery.

- Objective #1: South Hilo Police Station Parking Area

The South Hilo Police Station is in dire need of police parking. On duty officers are currently utilizing the alley between Public Safety Building B and the East Hawai'i Detention Facility. The green area between the Hawai'i Police Memorial wall and Hualālai Street could be developed into a parking and access area. It is already being used as a parking area by police recruits. This area would need to be graded, paved, striped and fenced to limit access. The current driveway could be modified to access this lot.

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Photo of green area to be utilized for police parking

- There are currently only 16 marked parking stalls for patrol to utilize. At any given time, there are 10-20 patrol officers, CPO's and rank working. When coupled with the 8 blue and white vehicles, there is a consistent deficit.

The projected timeframe to pave and fence a new parking area at the South Hilo Police Station is the following:

- i. Year one: Design, Planning and Permitting
- ii. Year two: Paving and striping of the parking area
- iii. Year three: Fencing of the parking area
- iv. Year four: No change
- v. Year five: No change

Projected Cost: TBD

- Objective #2: Addition of Vehicle Evidence Cages and Evidence Drying Cages

South Hilo Patrol currently utilizes one vehicle evidence cage when vehicles need to be secured as evidence pending processing/search warrants. The cage only has space for one vehicle which is not enough. Officers have to regularly contact the Records Section in order to secure vehicles at the Kea'au Evidence Warehouse due to lack of secured cage space. The Kea'au Evidence Warehouse is also running out of space.



Current South Hilo Patrol Vehicle Evidence Cage

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- As it stands, there is no space to currently build vehicle evidence cages on the existing footprint of the South Hilo Police Station. There is a need for four (4) vehicle evidence cages and they would have to be built within the newly proposed paved parking area.
- There needs to be an enclosed, securable area with separated drying boxes/cubicles attached to the vehicle evidence cages wherein wet evidence can be dried prior to submission. Currently evidence is dried within the vehicle cage or in a temporary locker. This can cause issues with cross-contamination that could have an adverse effect on prosecution.
- There are only 4 vehicle evidence cages at present which are assigned to Patrol, Vice, the Criminal Investigation Section and the Juvenile Aid Section.

The projected timeframe for the addition of vehicle evidence cages is the following:

- i. Year one: Design, Planning and Permitting
- ii. Year two: Construction of vehicle evidence cages and secured drying area
- iii. Year three: No change
- iv. Year four: No change
- v. Year five: No change

Projected Cost: TBD

- Objective #3: Renovation of the South Hilo Police Station Buildings

The South Hilo Police Station Buildings A and B along with the East Hawai'i Detention Facility, serve as the main station for the South Hilo District. It was built in 1975 and has been in use 24 hours a day since then. It is the only station on the island with an indoor shooting range which is used in annual firearms qualifications. The station is showing its age and needs renovations.

- The indoor shooting range needs repairs and additional installations. The target slides are inoperable and have to be moved manually by hand requiring officers to have to walk downrange to set them. The range also needs additional lighting to include flashing blue lights and vehicle headlight simulation for realistic day and night live firing scenario training.
- The exterior of both station buildings needs to be completely repainted and the roofs need to be re-coated. The current exterior is covered with mold and the paint is chalky and deteriorated. There are leaks when it rains heavily which if left unchecked will cause structural damage.

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Exterior views of the South Hilo Police Station

- Air conditioning backup units for the East Hawai'i Detention Facility (Cellblock) are critical. The current air conditioning system often times breaks down requiring several days to procure parts for repairs. The interior temperature of the cellblock can climb to the point where it could become a health and safety issue for detainees. The installation of backup air conditioning units would prevent having to possibly move and rehouse detainees.
- A long-term capital improvement project would also be the demolition and remodeling of the old Hilo Cellblock in building "B". The current space is underutilized and the centralizing of more Patrol Operations in a larger expanded report writing room with a Ranking Patrol Supervisors office in the area would provide more efficient use of time and coordination.
- The renovation adding a larger report writing room and a training room for hands-on use of force training room will improve operational efficiency, and safety, and allow for the expanded staffing that the district requires for the future.

The projected timeframe to renovate the Hilo Police Station is the following:

- o i. Year one: Obtain Backup Air Conditioning Units for the Cellblock
- o ii. Year two: Repaint and Recoat station
- o iii. Year three: Repair Indoor Shooting Range, Design, Planning and Permitting for the Report Writing Room.
- o iv. Year four: Demolition, Infrastructure for Report Writing Room
- o v. Year five: Construction, Finish Work for Report Writing Room

Projected Cost: TBD

Measurable Outcome: With the renovations of the South Hilo Police Station Buildings it will provide for better operations and closer supervision by supervisors. The backup air conditioning units will be used for any outage of the current system. The painting of the station buildings and recoating of the roofs will immediately present a more professional image of Hawai'i Police Department's flagship station. The repair of the shooting range will allow for quicker and more efficient annual re-

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qualification and enhanced training. Upon completion of the expanded Report Writing Room, there would no longer be a separation of rank and personnel which will better response to calls for service.

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Puna District



2018 Lava incursion in Leilani Estates

The Puna Police District is utilizing the Pāhoa Police substation as its District Headquarters due to space limitations in the Kea`au station which has been converted to a substation for the present.

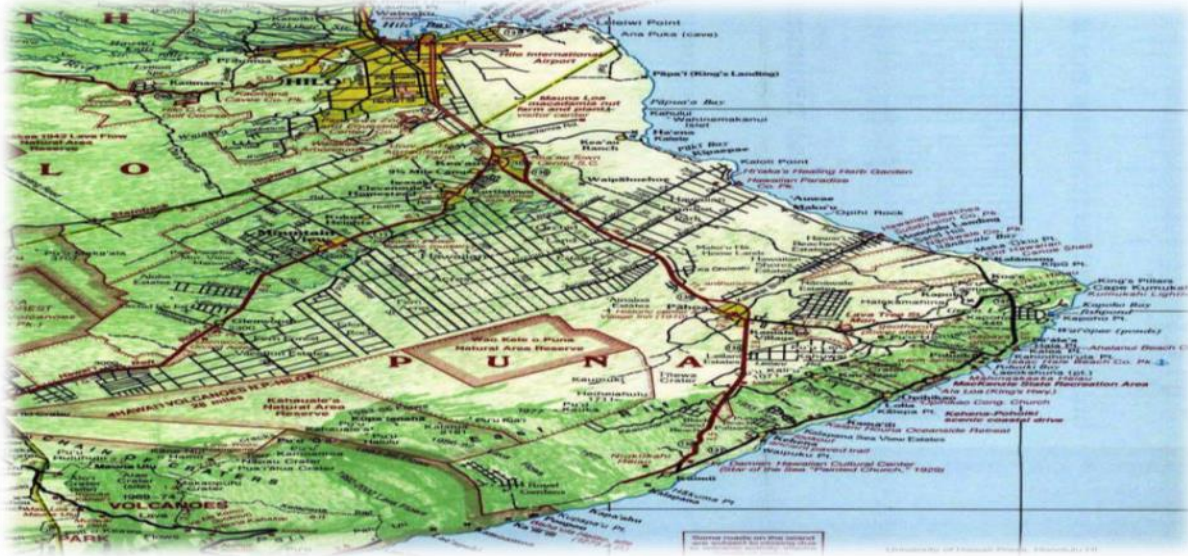
GEOGRAPHIC DESCRIPTION

The District of Puna is commanded by a Police Captain and is the fourth largest police district in the county consisting of 684 square miles. Of the numerous roadways that spider web across the district, a mere fraction totaling 267 miles are public, 205 miles are maintained by the county and 57 miles by the state. The remaining majority of roads in Puna, numbering well into the hundreds, are privately owned, often within subdivisions, many are unpaved and some need 4-wheel drive capability for access.

The boundaries of the Puna District are:

From Mauna Loa "Macadamia Nut Road" in Panaewa to Hawai'i Volcanoes National Park, including Volcano Golf and Country Club Subdivision. From Stainback Highway in Mountain View, Kea`āu to Kalapana. Shoreline from Ha`ena Beach (Shipman Beach) to Pohoiki to Kaimu in Kalapana.

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Map above is of the Puna District

POPULATION

The Puna District is the second most populated district within the County of Hawai'i, and experiencing the fastest growth in the state. During the Year 2020, district residents accounted for 20% of the island population. U.S. Bureau of Census projects that the district's resident population will increase by 17% in 2020-2030.



New Puna Kai Shopping Center (Credit - Aerial image by Hawai'i Aerial Visions, LLC)

FACILITIES:

The Puna District is the third largest staffed police division, with a temporary district station located at 15-2615 Kea'āu-Pāhoa Highway (Route 130), across from Pāhoa Town. There is a district substation located at 16-200 Pilimua Street in Kea'au Town. The Puna District provides 24-hour service for the District of Puna.

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Photo of the Pāhoa Police Station

The Pāhoa Station, although intended as a sub-station, presently serves as the main station for the Puna District due to inadequacies involved with the size of the former main station in Kea'au. Other services provided by the Puna District include Community Policing, School Resource officers, and a Reserve Police Officer program. The Pāhoa Police Station is the only station in the district to process prisoners. The Pāhoa Police Station has a temporary detention facility to house prisoners while they are being processed only; the station is not designed to hold prisoners for any extended length of time. The Puna District has three police marked vehicles assigned, one sedan and two AWD SUV's.



Photo of the Kea'au Substation

GOALS

5. Crime: Focus on the reduction of crime through prevention, investigation, enforcement and continued follow-up.
 - B. Objective #1: Increased manpower

U.S. CENSUS REPORT-PUNA DISTRICT POPULATION:

2020 Population	2030 Projected Population	% Change (2020/2030)
41,687	48,778	17+ %
20% Population	20 % Population	

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The Puna District presently provides uniformed police services to **20%** of Hawai'i County's population with **59** filled sworn personnel positions (as of August 2022). The ratio of officers per 1,000 population is 1.4 officers based on 2020 Census figures. However, these figures are based on allocated positions fully staffed to include School Resource Officers and Community Policing Officers. In the County of Hawai'i, crime is not consistently based on population as some districts generate more calls for service and more criminal activity, with Puna coming in second, behind Hilo. Property crimes (burglary, theft, UEMV), Crimes against Persons (assault, terror threat, sex assault), and Drug offenses are the most frequently reported crimes in both the district and county.

The department is the lead agency within the county for services of bench warrants, temporary restraining orders, orders for protection, subpoenas, and other court documents related to criminal matters. Service of these documents has traditionally fallen to personnel assigned to the district. Present staffing levels and other factors have historically thwarted the district's ability to meet this important function. These factors have created a tremendous backlog of unserved bench warrants (in excess of 1500 for the Puna District alone) and other court documents. The negative impacts which these backlogs have caused are of great concern for the judiciary, prosecutor's office, public defenders, private attorneys, Hawai'i Police Department, and other stakeholders.

The Puna District currently has 69 allocated sworn positions. Currently, 10 positions remain vacant with all 10 openings in Patrol. These 10 positions were created during the fiscal year of 2019 to 2020, and has not been filled due to a shortage in police officer I hiring, and the high attrition rate during the training and FTO phase of the police recruit class.

CURRENT ALLOCATED STAFFING:

Number	Position
1	Captain
1	Lieutenant
6	Sergeant
4	Police Officer III (CPO)
2	Police Officer III (SRO)
55	Police Officer II
1	Police Operations Clerk
1	Clerk III

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CURRENT WORKLOAD ASSESSMENT:

FY	2019/2020	2020/2021	2021/2022	2022/2023 (Projected)
Incidents	5,333	7,243	8,915	10,715
Adult arrests	990	1,554	1,623	1,703
Juvenile arrests	158	136	223	308
M/P	14,445	17,252	20,364	23,800
T/C	609	686	814	939

- Due to the extreme amount of calls for services in Beats 834 (H.P.P. and Orchidland) and Beat 835 (Ainaloa, Hawaiian Beaches/Shores, and Pāhoa Station) there is a need for these 2 beats to be split into an 834A/834B and 835A/835B, which will allow 2 officers each to respond to each beat. Beat 834 has the highest calls for service in the Puna District followed by 835. Because of the sheer volume of calls in the adjoining beats, many times officers are taking up to an hour to be assigned by Central Dispatch to calls in those area. This creates a significant lag in the response time, reduces the possibility of successful apprehension of law violators, and many times fosters the community's perception that the "Police don't care," though this is not the case.
- With the creation of 9 additional positions, this will allow the Puna District staffing to come into line with the Hilo District, as the Puna District is only behind them in the highest amount of calls for service on a monthly basis. Currently the minimum manpower for the Puna District is 8, and with the additional 9 positions it would allow for a minimum manpower of 10, and would be similar to both Hilo and Kona. This would also allow an ability to conduct more pro-active patrol, with additional manpower allowing increased visibility, crime interdiction, more thorough investigating, additional paper service and warrant sweeps, targeting the 10% of the population that creates 90% of the crime.

The projected timeframe to fill these positions are the following:

- i. Year one: Fill a minimum of 5 Puna District vacancies
- ii. Year two: Fill the remaining 5 Puna District vacancies
- iii. Year three: Add 3 new patrol positions
- iv. Year four: Add 3 new patrol positions
- v. Year five: Add 3 new patrol positions

Cost of adding a single Police Officer II Position to Puna:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$85,460	\$88,878	\$92,433

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Total cost of adding nine Police Officer II Positions to Puna:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$256,380	\$533,268	\$831,897

C. Objective #2: Increased Supervision

There are currently 6 sergeant positions and 1 lieutenant position to supervise 51 currently filled positions. With all positions allotted for filled in the district, they would have to supervise 61. This is a heavy strain on the current sergeants in the district, as they would effectively supervise 10 officers each. This is double the optimal span of control, which is 1 supervisor to 5 subordinates.

Puna Patrol Sergeants' complete timesheets, scan reports, assists on calls, complete administrative investigations and inquiries, direct investigations and ensures reports are completed accurately and in a timely fashion, all in one of the most violent and unpredictable districts on the island. The current lieutenant position primarily completes administrative work, supervises the 6 sergeants, and assists when there are rank shortages due to vacation, leave of absence and training.

The previous five-year plan requested an increase of 2 lieutenants by FY 20-21, which was not met. 3 more lieutenant positions would allow Puna to have 1 per watch, and would allow the administrative lieutenant to assist the captain in making sure that the final work product from the district would be consistent and of the highest quality.

- Having the 3 additional lieutenants would allow each watch to be self-sufficient and able to perform their own day to day operations, such as scheduling, timesheets, and other administrative and investigational duties, while still being able to train, mentor and supervise their personnel. The additional lieutenants can also cover sergeants who are on vacation, family leave etc., and should also alleviate some of the overtime incurred due to staffing shortages.
- The addition of these 3 lieutenants greatly increases supervision by allowing each watch to have 2 on duty supervisors at all times. This is necessary due to span of control of the supervisors, calls for service and demands of our officers as well as maintaining the highest standards of investigations for our community. This would allow the ability for supervisors to more closely screen and monitor investigations, which may in turn lead to a higher closure of criminal incidents.

The projected timeframe to fill these positions are the following:

- i. Year one: No change
- ii. Year two: No change
- iii. Year three: Add 1 new lieutenant position

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- iv. Year four: Add 1 additional lieutenant position
- v. Year five: Add 1 additional lieutenant position

Cost of adding a single lieutenant position to Puna:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$110,374	\$114,788	\$119,379

Total cost of adding three lieutenant positions to Puna:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$0	\$110,374	\$229,576	\$358,137

Measurable Outcome: With the increase in manpower and supervision, Compstat will continue to be utilized to identify trends and to place personnel in position to succeed. This increase will allow more burglary interdiction projects, district enforcement projects and warrant sweeps, and will result in stronger cases that go all the way through the adjudication process. Case closures will increase for all property crimes by 5%.

6. Traffic: Preservation of life by a reduction of fatal and serious injury through public service announcements, enforcement and roadway design.
 - Objective #1: Identification of specific locations of significant concern where there is a high level of fatal and major traffic casualties

Puna's roadways are challenging to navigate. As it has gotten more expensive to purchase a home in Hilo, the Puna District has seen a rise in traffic on its roadways. People living in the Puna District generally work in the Hilo area, causing a gridlock of traffic on Highway 11 and Highway 130 in the morning and afternoon hours. There are areas right past some school zones where traffic increases to 55 mph, with multiple passing lanes and markings, and lends to people who have already become impatient due to the long delays to take a chance and drive in a reckless manner. The major factor in the district fatalities and major traffic accidents have been speed, alcohol and inattention.

- Community Policing will look at all traffic trends, and identify hotspots where targeted enforcement may help to decrease fatalities and major traffic casualties. They will use Compstat and Spillman as a resource to obtain a trend where they can then help to coordinate and work with the Traffic Enforcement Unit (TEU) and Puna Patrol in coming up with a comprehensive plan of attack.
- After locations are identified, Community Policing will work with county and state entities on determining if the identified locations may have to reduce its posted

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speed limits, provide traffic calming devices and/or begin the discussion about the need to realign or re-engineer the area.

- Speed board and Stealth Stat will be placed in high traffic locations, and education will be conducted by Community Policing through community meetings, community events, radio public service announcements and through its newsletter. School Resource Officers (SRO) will also provide classroom discussion and work with school administrators on getting the information out to families.

The projected timeframe to identify root cause is the following:

- i. Year one - five: Continuous identification of problematic areas, PSA and follow-up with other agencies
- Objective #2: Reduction of fatalities through increased enforcement efforts

Any traffic fatality or major traffic accident plan would entail enforcement after the initial incident, and an ongoing campaign to reduce these incidents. There is no cookie cutter plan that can address every traffic issue in every district. After identification of hotspots by Community Policing, there needs to be a targeted enforcement plan for each area, as they all have their own challenges.

PUNA FATALITIES ASSESSMENT:

FY	2019/2020	2020/2021	2021/2022	2022/2023 (Projected)
Fatalities	5	5	5	5

- Monthly traffic projects are ongoing in the Puna District. Puna supervisors and Community Policing are required to complete at least a total of 8 projects a month, specifically speeding, distracted driving, seatbelt and DUI checkpoints. Though personnel availability can be a constraint at times due to the need to supplement Puna Patrol first and foremost, the Puna District has been able to remain consistent with the number of fatalities throughout the years.
- Proper identification of the operator of a vehicle who may be in an intoxicated state is crucial and one of the first steps in helping to curtail fatalities. By the end of the 5-year plan, all personnel in the Puna District will be Advanced Roadside Impaired Driving Enforcement (ARIDE) certified, to include the rank. This will significantly increase the chances of enforcement personnel to be able to clearly determine if the operator's intoxication is due to alcohol, or may be due to drugs.
- Increase in Drug Recognition Expert (DRE) trained officers in the Puna District and DRE Instructors will be needed. As there has been an increased shift from people using alcohol while driving to prescription medication and illegal drugs,

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there is a significant need for more officers to be trained in the area of drug recognition due to the reduction of obvious indicators of impairment, such as odor of an intoxicating beverage and speech patterns. Having more officers trained as a DRE will ensure that there is always someone available on shift who would be able to assist on a drug screen, and will increase the possibility of successful prosecution of offenders. Having DRE instructors in the district will also help to ensure compliance with the program, and mentorship of officers seeking the opportunity to become more specialized in the field.

The projected timeframe to fill these positions are the following:

- i. Year one: Begin sending all personnel when available to ARIDE training, 1 DRE trained officer on every watch and 2 DRE Instructors
- ii. Year two: 2 DRE trained officers on every watch
- iii. Year three: 3 DRE trained officers on every watch
- iv. Year four: 4 DRE trained officer on every watch
- v. Year five: All Puna personnel ARIDE certified, 2 additional DRE Instructors

Measurable Outcome: With the increase of identification, education, enforcement and planning, there will be a reduction in the amount of fatalities by year 5 of 10%. Operating Vehicle Under Influence of Intoxicant (OVUII) arrests will also increase by 15% by the end of the plan.

7. Equipment: Maintaining, repair and replacement of essential equipment necessary for public service delivery.

- Objective #1: Video Surveillance System for Pāhoa Police Station

The Pāhoa Police Station has no operable camera/recording system for the outside of the station, or the receiving and processing areas inside of the station. A video baby monitor system is currently being used on 2 of the 3 cells to keep accounting of prisoners while in the cells.

- Replacement of camera/recording system which would allow for personnel in the Pāhoa Police Station to be able to see the exterior prior to leaving the safety of the station. It would also allow for multiple rank and officers to observe prisoner activity in the temporary holding cells, movement of personnel throughout the station and walk-ins coming to make a report or bringing in firearms for importation. The recording system would provide evidentiary value if an incident took place outside or in the station. The installation of video surveillance equipment would allow the use of all 3 cells, as the large cell has a blind spot and therefore is currently out of use for safety purposes.

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The projected timeframe to fill these positions are the following:

- i. Year one: Purchase and installation of video system
- ii. Year two: No change
- iii. Year three: No change
- iv. Year four: No change
- v. Year five: No change

Total cost of adding Video Surveillance to Pāhoā Police Station:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$1,000	\$0	\$0	\$0	\$0

- Objective #2: Blue and White Replacement



Puna District blue and whites

The previous 5-year plan initially requested 2 new blue and white fleet vehicles for the Puna district and it was received in FY 19-20. We currently have 3 blue and whites, 2 are 2018 Ford Explorer SUV's, and 1 a 2009 Crown Victoria sedan. The Crown Victoria sedan has over 165,000 miles on it and is at its end of life stage, as it is in extremely rough shape after multiple large repairs. Engine equipment and safety equipment have begun to fail, and replacement parts are getting more difficult to find. Due to the geographic size and the numerous miles of unpaved roads in the Puna District which wreaks havoc on a vehicle, to include the rugged terrain and sheer distance between the rural communities in the area, there is a significant need for additional blue and whites which can handle the off-road nature of the district.

- Obtaining 1 new blue and white every fiscal year would allow the destruction of the current 2009 Crown Victoria sedan, which has reached its end of life stage. New blue and whites would enable the rotation of vehicles, ensuring that mileage stays consistent between them and repairs are less costly. It would also ensure that there would be enough blue and white available for transporting of prisoners, as there are many times when there are 2 or 3 arrests during the same shift, which creates a lag time on pickup of prisoners and the delay has

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caused incidents where prisoners have become more agitated and violent while waiting for the transport.

- Having additional blue and whites would allow at least 2 blue and whites to be kept at the Kea`au substation, which would reduce response times to pick up and transport prisoners as blue and whites are historically kept at the Pāhoa Police Station, which leads to at least a 20 minutes delay and requires a makai officer to leave their beat in order to transport.
- There will be increased officer and prisoner safety, as more blue and whites in the district will ensure that prisoners are transported in a secured vehicle built specifically to restrain them, and there will be less opportunity for escape or injury to officers and prisoners.

The projected timeframe to replace and obtain additional blue and white vehicles are the following:

- i. Year one: No change
- ii. Year two: Add 1 new blue and white
- iii. Year three: Add 1 new blue and white
- iv. Year four: Add 1 new blue and white
- v. Year five: Add 1 new blue and white

Total Cost of adding four blue and whites to Puna:

Fiscal Year	2023	2024	2025	2026	2027
Projected Cost	\$0	\$75,900	\$78,900	\$81,900	\$84,900

Measurable Outcomes: By the end of the 5-Year plan there will be an increase in the amount of blue and whites, and the video surveillance system for the Pāhoa Police Station will be operational. As these two objectives cover prisoner and officer safety, there is an expected outcome of fewer escapes, Use of Force incidents and Industrial Accidents being reported.

8. Capital Improvements: Identify capital improvement projects that improve public safety and service delivery.
 - Objective #1: Repair of existing Kea`au Station

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Kea'au Station and old courthouse in deteriorating condition with water damage

The Kea'au Police Station is currently operating as a substation, and is the only police station in the upper Puna area. The facility is technically considered the "Main Station," for the Puna District, but due to its size and deteriorating condition, it is staffed with officers daily but not on a permanent basis as no administrative staff is there.

- Currently the Kea'au Police Station needs a new handicapped railing to be constructed in the front of the station. The current one is rusted through, with multiple temporary fixes being utilized to keep it upright. It has become such an eyesore and safety concern, that it has been wrapped with police caution tape, to warn people about its condition.
- The Kea'au Station, courthouse and gas pump area needs a new roof. There are currently leaks within the building which ponds on the floor of the Community Policing Office when it rains. The leaking roof has caused widespread interior damage to the courthouse area, and the repeated saturation has caused mildew and mold. The gas pump roof was cut and shortened due to rotting of the roofline, which now causes personnel to get wet when putting fuel if it is raining.
- The interior of the Kea'au Station and courthouse needs to be repaired due to damage from existing roof leaks. This has caused staining in the Kea'au Station and large holes to form in the courthouse ceiling. Once repaired, there will be a need to prep and repaint the station, which is believed to have some lead-based paint and will delay the painting progress. As the projected exit date of the Kea'au Station to a new facility is by the end of the 5-Year plan, at which time the facility will be turned back over to W.H. Shipman.

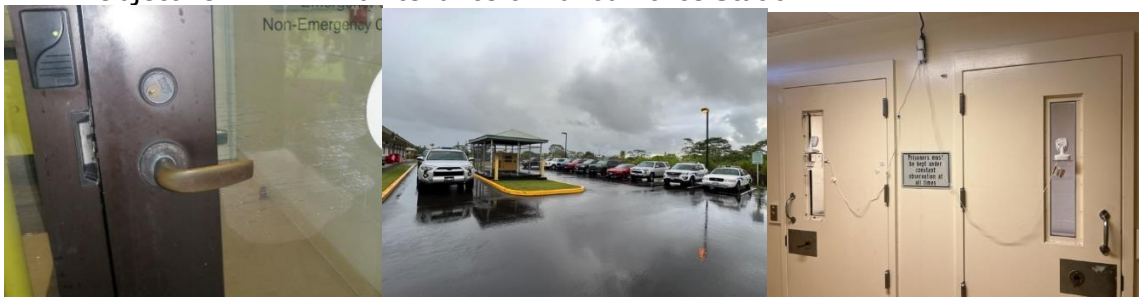
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The projected timeframe to repair the Kea'au Station is the following:

- i. Year one: Replacement of handicapped railing
- ii. Year two: Replacement of roof
- iii. Year three: Repair existing damage to interior
- iv. Year four: Lead based paint removal
- v. Year five: Facility repainted and returned to W.H. Shipman

Projected Cost: TBD

- Objective #2: Maintenance of Pāhoa Police Station



Pāhoa Police Station glass separation, inadequate parking and cell monitors

The Pāhoa Police Station is currently operating as the main station of the Puna District. There are currently 59 sworn officers and 3 civilian staff based out of there as home operations, and with the current allotted positions totaling 69 employees, it has become cramped and inadequate. The lower Puna eruption of 2018 showed that the Pāhoa Police Station was barely able to provide an adequate forward operating base for the incursion, due to limited parking, office space and restroom facilities. The Pāhoa Police Station was built as a substation, yet all operations were moved here to the deteriorating status of the Kea'au Police Station. The exterior paint has faded and become chalky, and the bullet proof windows are showing signs of separation of which will require replacement. The parking is woefully inadequate due to the limited parking stalls located to the rear of the station. The facility does not have an evidence cage to store large objects and vehicles.

- In order to upkeep the Pāhoa Police Station, a complete exterior repaint needs to be completed paint is chalky and deteriorating, which will begin to require structural repairs. The exterior windows of the station which are bullet proof, is showing striations and separating. New windows will be required for the safety of the personnel and community members that are at the Pāhoa Station. Doing so will present a more professional image of the district station, and will help to maintain the facility longer.
- Parking is of a concern, as during shift changes or major events, officers have to double park and find parking wherever possible. When there are large scale projects or a disaster, all parking is taken and multiple vehicles park on the surrounding grassy area and take up the front public parking as well, which

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creates an inconvenience for the public and also affects operations. Paving of the grassy area to the side and rear of the Pāhoa Station would open up a significant amount of parking stalls for both personnel and community members.

- The district has a high number of vehicle recoveries, as many stolen vehicles from across the island are found being operated or abandoned in the district. There is also a large amount of vehicle recoveries due to drug investigation that occur within the district. Though the vehicle evidence warehouse is located in the Puna District, there is no evidence cage located in Puna, which requires vehicles to be towed to the Hilo Police Station evidence cages and later transferred to the evidence warehouse, which takes officers out of service for extended periods of time and costs the department money by having to pay for an additional tow when the vehicle is later transferred to the Kea'au evidence warehouse.

The projected timeframe to repair the Pāhoa Station is the following:

- i. Year one: Repainting of Pāhoa Station
- ii. Year two: Replacement of bulletproof windows
- iii. Year three: Paving for additional stalls
- iv. Year four: Permitting and design of evidence cage
- v. Year five: Evidence cage built

Projected Cost: TBD

- Objective #3: The building of a new Kea'au Police Station



Waianae Police Station in Oahu-25,172 square feet and a cost of 16.4 million

The Pāhoa Station presently serves as the main station for the Puna District due to inadequacies involved with the size and state of repair of the former main station in Kea'au. The Puna District needs a new "Main Station" to be constructed in the Kea'au area, with adequate floor space and modern upgrades for the assigned personnel. The current Pāhoa Station, although functional, has been outgrown and was built to be utilized as a substation. The former "Main Station", now used as a Kea'au Substation, is antiquated with a land lease expiring in 2020.

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- Construction of a new centrally located station for the district will serve as the primary Puna Station. This will replace the aging Kea'au Substation and be ideally located in the Kea'au area of the district. Once this occurs, the station currently located in Pāhoa will revert back to its original intent of becoming the district substation.
- This relocation is expected to lessen response time from the current Pāhoa Main Station by as much as 20-25 minutes. This will also result in quicker movement of arrested persons from the scene of the arrest, processing, and to the Detention Center in Hilo when they are unable to post bail. Minimizing prisoner transport time results in greater safety for the officers especially with a volatile, aggressive suspect and will decrease overtime by allowing officers a quicker return to the district to complete necessary reports before the shift ends.
- The estimated cost for such a project (based on the recent construction costs in 2016 for the Waianae Police Station) would be approximately 12-15-million dollars. Construction of the Pāhoa facility was just over 5-million and that included the Driver's License/DMV portion of the building, however this was the cost to build a "substation" and is believed to not include land purchase.

The projected timeframe to fill these positions are the following:

- i. Year one: Site acquisition and design
- ii. Year two: Permitting
- iii. Year three: Infrastructure
- iv. Year four: Building
- v. Year five: Operations moved to Kea'au

Projected Cost: TBD

Measurable Outcome: With the repair of the existing Kea'au Station, a transition can begin to turn it back over to W.H. Shipman in the condition as close to when it was initially acquired. The Pāhoa Station repairs and improvements will allow for better operations if another major disaster occurs in the lower Puna area, and present a more professional image. The building of a new Kea'au "Main Station" will improve operational efficiency, safety, and allow for the expanded staffing that the district requires for the future.

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Hāmākua District

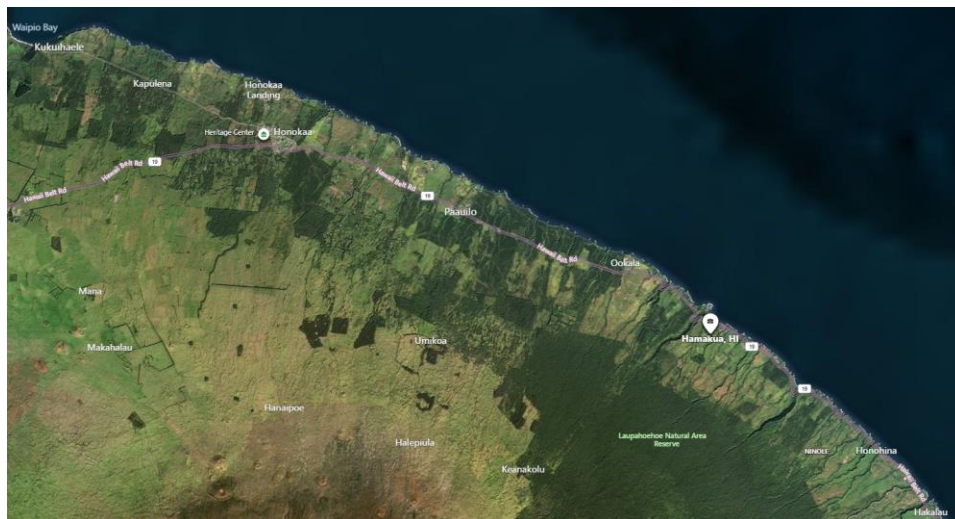


GEOGRAPHIC DESCRIPTION

The District of Hāmākua is commanded by a Police Captain and is the second smallest police district in the County consisting of 367 square miles and over 150 miles of public roads of which 105.3 miles are County and 45 are State.

The boundaries of the Hāmākua District are:

Hakalau Gulch to the intersection of Old Mamalahoa Hwy. and Hawai'i Belt Rd. (Hwy. 19), from the summit of Mauna Kea to the seashore along the Hāmākua Coast.



Map above is of the Hāmākua District

POPULATION

During the Year 2020, there were nearly 8,000 residents living in the Hāmākua District, accounting for about 4% of the island's population. The U.S. Bureau of Census projects that the district's population will increase by 17% from 2020 to 2030.

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FACILITIES:



Photo above depicts the Laupāhoehoe Police Station

The Laupāhoehoe Police Station was originally constructed in 1943 and served as the community courthouse. Renovations during recent years have kept the building in fairly good condition. A Police Operations Clerk, the district lieutenant and two officers per shift work out of this facility. The Laupāhoehoe Station has three marked vehicles, two 4WD SUV'S and one sedan.



Photo above depicts the Honokaa Police Station

The Honoka'a Police Station is located along Māmane Street in Honoka'a Town. This facility is the main district station where the Police Captain, Police Operations Clerk and Custodian/Groundskeeper work out of. During each shift a sergeant and two patrol officers also work out of this station. Interior ADA renovations done during recent years have provided a functional working layout. The Honokaa Station has three marked vehicles, two 4WD SUV'S and one AWD SUV.

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GOALS

1. Crime: Focus on the reduction of crime through prevention, investigation, enforcement and continued follow-up.

- Objective #1: Increase crime prevention efforts
 - Operation Identification is a program that involves residents and business owners marking their property with an identifying number as a means of discouraging burglary and theft. After marking their property and creating a list with model and serial numbers, a sticker is placed in a visible area at the residence or business in hopes of deterring criminals. Although this program was common in our department around 20 years ago, its practice in the Hāmākua District has been nearly null. Community Policing Officers will be tasked with revitalizing this program by posting announcements in newsletters and the local newspaper. Business owners in the district will be contacted in person and informed of this program.

Measurable Outcomes: Community Policing Officers will coordinate with the public to complete at least 20 operations per year for residents and business owners.

- Objective #2: Fill vacant sworn personnel positions

The sworn personnel positions allocated to the Hāmākua District are adequate to effectively service the public. However, during the past two years, two of 21 patrol officer positions remain unfilled. With a minimum of four officers assigned to patrol during each shift, once absence would leave 75% coverage while two absences would result in 50% coverage. Although the community policing officers and the school resource officer have been assigned to supplement patrol, it has directed them away from their primary assignments of focusing on crime prevention. The vacancies, coupled with various long-term leaves of absence, have led to a high amount of overtime.

CURRENT ALLOCATED STAFFING:

Number	Position
1	Captain
1	Lieutenant
6	Sergeant
2	Police Officer III (CPO)
1	Police Officer III (SRO)
21	Police Officer II

2. Traffic: Preservation of life by a reduction of fatal and serious injury through public service announcements, enforcement and roadway design.

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- Objective #1: To prevent major traffic collisions and fatalities, traffic accidents and reckless driver calls will be monitored so traffic enforcement can be directed at identified high-risk areas.

The southern border of the Hāmākua district begins in the area of the 16-mile marker on Hawai'i Belt Road (Highway 19) and ends at the northwestern boundary at the 52-mile marker. Highway 19 serves as the main thoroughfare for many Hāmākua residents who commute daily to work at resorts along the Kohala Coast. Having the lowest calls for service in East Hawai'i, Hāmākua officers are afforded more time to focus on traffic enforcement.

- Utilizing CompStat, Community Policing officers will monitor traffic collisions and reckless driver calls along the 36 mile stretch of Hawai'i Belt Road. Highway 240 will also be monitored. Should patterns or trends be identified, officers will share its findings with the Area I Traffic Enforcement Unit.
- To establish a baseline of vehicles speeds and traffic volume, Stat Trak (Speed and Volume Traffic Counter) will be deployed to identified high-risk areas prior to directed enforcement. Officers will then be deployed to conduct directed enforcement at the identified areas. Evaluations will be conducted during enforcement efforts to measure its effectiveness on driving behavior.
- Should it be determined that roadway engineering is a possible contributor to the area being high-risk, officers will consult with other government agencies to address any concerns.
- Community Policing officers will provide traffic safety information through community meetings, community events, radio public service announcements and through its newsletter. The School Resource Officer (SRO) will also conduct lessons to students and work with school administrators to disseminate traffic safety information to parents and school staff.

The projected timeframe to identify root cause is the following:

- i. Year one - five: Continuous identification of high-risk areas, conduct PSA's and follow-up with other government agencies
- The districts speed board (radar speed trailer) was acquired in the year 2004 and is currently not working. According to NHTSA and other Department of Transportation (DOT) reports, speed boards have proven to be effective as traffic calming devices, with some studies showing that up to 80% of drivers slow down as they approached these devices. Although patrols and traffic enforcement have been proven to curb speeding, at times the problem continues when police aren't present. Replacing the nearly 20-year-old speed board is a priority.

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The projected timeframe to acquire a new speed board:

- i. Year one: Work with TSS to acquire speed board through DOT
 - i. Year two: Purchase speed board
- Objective #2: Reduction of major traffic collisions and fatalities through enforcement efforts
- Hāmākua patrol and Community Policing officers will continue their efforts to conduct the following on-duty traffic projects with patrol sergeants.
 - First Watch
 - Speed enforcement projects – Six per week
 - DUI Checkpoint – Two per month, weeks 2 & 4
 - Second Watch
 - Seatbelt / distracted driver projects – Two per week
 - Speed enforcement projects – Three per week
 - Third Watch
 - Seatbelt / distract driver projects – Two per week
 - Speed enforcement projects – Four per week
 - DUI Checkpoint – Two per month, weeks 1 & 3
- Advanced Roadside Impaired Driving Enforcement (ARIDE) certified officers are an important component of an effective traffic enforcement plan. It ensures officers are proficient with the Standardized Field Sobriety Testing (SFST) and provides officers with general knowledge related to drug impairment, promoting the use of Drug Recognition Experts (DRE's). The Hāmākua District currently has 10 officers that have attended ARIDE training within the last five years. By the end of the 5-year plan, all officers in the Hāmākua District will have received ARIDE training.

The projected timeframe to fill these positions are the following:

- i. Year one: Send 5 officers and 3 sergeants to ARIDE training
- ii. Year two: Send remaining 4 officers and 3 sergeants to ARIDE training
- iii. Year three to five: Continue to send untrained officers to ARIDE training

Measurable Outcome: With the increase of identification, education, enforcement and planning, the goal is to not have any traffic fatalities in the district. Officers will aim to meet the district goal of making three Operating a Vehicle Under the Influence of an Intoxicant (OVUII) arrests each month.

3. Equipment: Maintaining, repair and replacement of essential equipment necessary for public service delivery.

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- Objective #1: Blue & White vehicle replacement

The previous 5-year plan initially requested two new 4-Wheel Drive (4WD) vehicles, as only 4-Wheel Drive vehicles are allowed to drive into Waipio Valley. Although we currently have four 4WD vehicles, their age and high mileage are resulting in costly maintenance and repairs. A 2006 Ford Expedition with over 125,000 miles had its transmission replaced earlier this year (2022) at a cost of over \$6,000. A 2008 Ford Expedition with over 141,000 miles has accrued over \$2,500 in repairs during the past five years and is currently having the rear axle repaired.

- The blue and white vehicles are typically used when responding to rural unpaved areas, transporting prisoners, or conducting DUI traffic projects. This includes travel into and out of Waipio Valley where a 4WD vehicle is required. Having two 4WD vehicles at the Honoka'a Station and two 4WD vehicles at the Laupāhoehoe Station will enable officers to rotate their use and ensure that one is available for each officer, if needed.

The projected timeframe to replace and obtain additional blue and white vehicles are the following:

- i. Year one: No change
- ii. Year two: Add 1 new 4WD blue and white
- iii. Year three: Add 1 new 4WD blue and white
- iv. Year four: Add 1 new 4WD blue and white
- v. Year five: Add 1 new 4WD blue and white

Total Cost of adding four blue and whites to Hāmākua:

Fiscal Year	2022	2023	2024	2025	2026
Projected Cost	\$0	\$75,900	\$78,900	\$81,900	\$84,900

Measurable Outcomes: By the end of the 5-Year plan there will be an increase in the amount of blue and whites.

4. Capital Improvements: Identify capital improvement projects that improve public safety and service delivery.

- Objective #1: Repair of eaves at the Honokaa Station.

The wood on the eaves at the Honokaa Police Station are currently rotting with fern growing between cracks in the wood. Requests to repair the eaves were initially submitted in 2013. Follow up request since then were met with negative results until an inquiry was made in April 2022. The next day, Department of Public Works (DPW) employees arrived at the Honokaa Station. They removed loose wood from

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the soffit area on the south side of the station and covered it area with 1/4" plywood as a temporary repair.

- The eaves and soffit on the east, north and west side of the Honokaa Police Station have not been repaired and remain a hazard. The poor design of the rain gutter mounted within the eave and not on the fascia has led to water leaking into the wood causing the damage. A request will again be submitted to DPW to repair the wood on the eave and soffit area, and to have rain gutters mounted on the fascia.

The projected timeframe to repair the Honokaa Station is as follows:

- i. Year one: As a temporary repair, remove loose wood in soffit and cover with plywood. Submit request to repair eaves and install rain gutters on the fascia on the north and south sides of the building
- ii. Year two: Repair eaves and soffit, install rain gutters
- Objective #2: Sergeant's office at Laupāhoehoe Station

A room at the Laupāhoehoe Station has designated to be a sergeant's office, as it is adequate in size and adjacent to the briefing/report writing room. There are currently no phone lines or ethernet receptacles in the proposed sergeant's office. Having a functional sergeant's office will enable officers to communicate and consult with supervisors more conveniently while they work on their reports.

The district already has two brand new computers for the sergeant's office. A work request will be submitted to DPW to build a work counter. The phone company will be contacted to add a line to the sergeant's office and our computer center will be contacted to bring in an ethernet line.

The projected timeframe to complete a sergeant's office at the Laupāhoehoe Police Station is as follows:

- i. Year one:
 - Submit request to construct a work counter and have them installed.
 - Submit request to computer center to add ethernet lines and have them installed.
 - Submit request to phone company to add phone line
 - Have the sergeant's office operation by the end of year one.

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Criminal Investigations Division



DESCRIPTION OF DIVISION

The Area I Criminal Investigation Division (CID) in its current form is under the command of a Police Captain. The division is comprised of the Criminal Investigation Section, Vice Section, Juvenile Aid Section and Crime Laboratory. Each of the investigative sections specializes in investigating the most serious of crimes reported to police in East Hawai'i, and the Crime Laboratory is tasked with forensic laboratory duties for the entire county.

Area I CID is charged with the responsibility of providing support to the districts of Puna, South Hilo, North Hilo and Hāmākuā. CID primarily investigates felonies referred by the Patrol Division in addition to self-generated cases. Some of these investigations include, but are not limited to, murder, burglaries, robberies, threats, thefts, suicides, child deaths, sexual assaults, domestic violence incidents, narcotics, gambling, cockfights and prostitution.

Criminal Investigation Section (CIS)

The Criminal Investigation Section is responsible for the investigation of major crimes to include homicides, assaults, property crimes, identity theft and other fraud investigations in which adults are the suspected perpetrators. Additionally, they investigate all missing person cases whereby the individual is deemed "endangered" due to the facts and circumstances surrounding his/her disappearance, all suicides, most child deaths and other deaths of a potentially suspicious nature.

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Two Evidence Specialists assist detectives and officers in processing crime scenes and recovering and processing evidence.

Current Allocated Staffing – Criminal Investigation Section:

Amount	Position
1	Lieutenant
10	Detectives
1	Polygraph Examiner
2	Evidence Specialist

Juvenile Aid Section (JAS)

The Juvenile Aid Section is responsible for investigating cases involving juveniles as victims or perpetrators. Investigations conducted include assaults, property crimes, and status offenses. The Juvenile Aid Section is further tasked with sexual assault investigations and serious domestic violence cases. Also, a Police Officer III Canine Handler is assigned to assist with status offenders and conduct searches for missing children and other individuals.

The vast majority of the investigations conducted by the Juvenile Aid Section involve female victims of sexual assault and domestic violence. JAS also investigates some child deaths, referrals from Adult Protective Services, and referrals from Child Protective Services.

Current Allocated Staffing – Juvenile Aid Section:

Number	Position
1	Lieutenant
7	Detectives
1	Police Officer III

VICE Section

The Vice Section is responsible for the prevention, investigation and suppression of all forms of commercialized vice activity, including prostitution, gambling, and illegal trafficking of narcotics. Special operations and covert programs are in place to combat the cultivation of large-scale marijuana cultivation and distribution of illegal narcotics on the Big Island. Federal and State grants provide funding to assist in accomplishing some of these objectives. Joint operations are conducted with the Drug Enforcement Administration, Federal Bureau of Investigation, Department of Homeland Security, Bureau of Alcohol, Tobacco and Firearms and the United States Postal Service, as well as the other county police departments, and the State's Narcotics Enforcement Division.

Current Allocated Staffing – Vice Section:

Number	Position
1	Lieutenant
5	Detectives

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7	Police Officer III
2	Police Officer III/K-9

CRIME LABORATORY

The Crime Laboratory conducts scientific testing and analyses through the use of various instrumentation, and formulates opinions upon which testimony is based by staff, in both State and Federal Courts.

Current Allocated Staffing – Crime Laboratory:

Number	Position
1	Criminalist II (Supervisor)
2	Criminalist I
2	Evidence Specialist

AREAS FOR IMPROVEMENT

Staffing: Presently, Area I CID is being assisted by patrol in the form of three patrol officers, on a six-month rotation, who work in the Special Enforcement Unit (SEU).

This unit was originally formed to concentrate on property crimes, such as burglaries and thefts, and to assist the Area I CIS in felony investigations as present staffing is insufficient to properly address the CIS caseload. However, SEU currently operates independently from CIS, and primarily focuses on high-target wanted individuals.

Equipment: Presently, Area I CIS does not have a four-wheel drive capable vehicle with an open bed, therefore the section must rely on other division(s) or section(s) assigned vehicles that may or may not be available to transport equipment and/or evidence that cannot be transported by a regular subsidized vehicle.

Facilities: Present storage space for seized vehicles is inadequate. Present available space for Area I CID is three (3) stalls – one (1) Vice stall, and two (2) CIS stalls. This shortage constantly poses a problem with the storage of recovered vehicles. The construction of a covered storage area is essential for daily operations.

In addition to the storage of vehicles, this facility would serve as a location to process larger items of evidence.

Grant writing: The Hawai'i Police Department could benefit greatly by taking advantage of various grants. Currently, we are significantly deficient in this area. Grant funding can assist in acquiring equipment, training, and personnel. There should be a dedicated individual working to research grant opportunities, as well as submit grant proposals as they arise.

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PROJECTED NEEDS

Staffing: Increase in personnel for Area I CIS, from the present numbers by an additional four detectives. This would alleviate the need for patrol assistance, and will address the CIS-related caseload. This would also allow for certain detectives to receive specialized training in certain areas. In recent years there has been a significant increase in cyber-related offenses, as well as violent crime. Increasing CIS personnel would allow for detectives to specialize in certain types of investigations within the section.

The addition of a CID "administrative" lieutenant would benefit the division, in that when one of the section lieutenants is on leave, the lieutenant could fill in to cover the respective section. Additionally, the administrative lieutenant could oversee the Crime Lab, and assist in other administrative duties.

Equipment: Purchase a full size, four-wheel drive, crew cab, heavy duty pick-up truck for the Area I Criminal Investigation Section.

Facilities: Build a four-vehicle vehicle storage/evidence garage.

Grant writing: Create a civilian grant writer/manager position.

COST

Staffing: The addition of four (4) detectives would cost an estimated \$400,000 annually, to increase by 5 percent yearly.

The addition of one (1) lieutenant position would cost an estimated \$110,000 annually, to increase by 5 percent yearly.

Equipment: A full size, four-wheel drive, crew cab heavy duty pick-up truck would cost an estimated \$65,000 to \$75,000.

Facilities: Cost would be estimated at \$300,000 for a four-vehicle storage/evidence garage.

Grant writing: Estimated cost would be \$80,000 to \$85,000 annually for a new position with the hiring of a civilian.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Area I Traffic Enforcement Unit



MULTI-YEAR PLAN GOALS

1. Traffic: Preservation of life by a reduction of fatalities and serious injury through public service announcements, enforcement, and roadway designs.
2. Equipment: Maintaining, repairing, and replacement of essential equipment necessary for public service delivery.

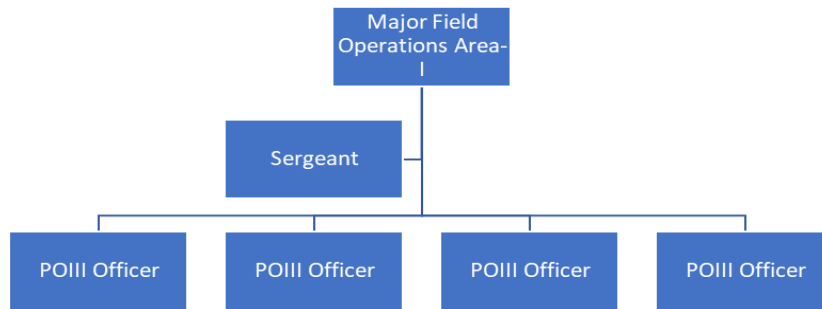
The East Hawai'i Traffic Enforcement Unit is committed to public safety as it pertains to the public roadways and safe travel for all public members.

The goal is to preserve life through reducing unnecessary fatal crashes, and serious injuries from vehicle crashes.

OBJECTIVES

- Enforcement in way of traffic citations and the apprehension of impaired drivers are keys to the overall success of deterring unnecessary tragic consequence for drivers using Big Island roadways.
- Ensuring the continued training, specialized education and work performance done by all participating TEU members is key to the highest grade of investigations being completed, and ensuring the identification of key factors contributing to unnecessary vehicle crashes.
- Maintaining and procuring the most updated equipment and technology in assisting law enforcement in investigating, enforcing and working in partnership with the community is paramount to the overall success of the unit.

HAWAII POLICE DEPARTMENT FIVE-YEAR VISION PLAN



Organizational Chart of TEU

ORGANIZATION DESCRIPTION/DEMOGRAPHICS

The Area I Traffic Enforcement Unit (TEU) is under the control of the Major in Field Operations Area-I, encompassing all of East Hawai'i.

The Traffic Unit is under the supervision of a field sergeant.

The unit specializes in all things related to traffic, to include and not limited to the enforcement of impaired driving and distracted driving and all fatal traffic crash investigations, and crashes that have serious injury.

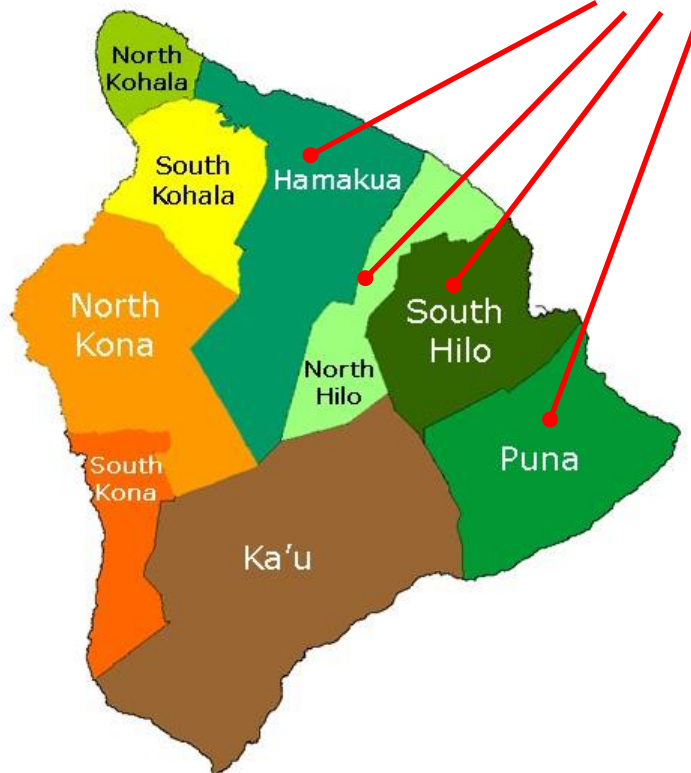


HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN



Their immediate jurisdiction is in the four police districts on the east side of the Island, which include the districts of Hāmākua, North Hilo, South Hilo and Puna Districts.

East Hawai'i Area-I



1,531.2 square miles

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STAFFING

The unit is currently staffed by one sergeant, four allocated Police Officer III positions and a Police Operations Clerk.

Total Strength	
Sworn:	5
Civilian:	1

Annual

Number	Position
1	Sergeant
4	Police Officer III
1	Clerk

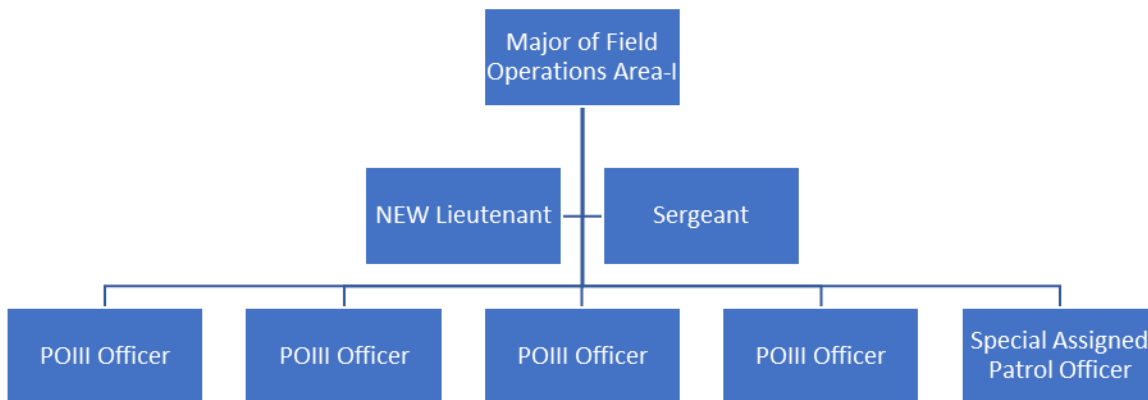
ly a workload assessment is completed on the overall unit that includes a review of positions descriptions relative to the tasks performed in the unit.

RECOMMENDATIONS

In reviewing the unit there is a need for an increase in management staffing that would increase supervision, allow for a more aggressive approach to seeking grant funding and training opportunities.

Current management staffing levels interferes with field operations when the necessity arises to attend statewide traffic meetings off-island.

A recommendation to the plan in increasing staffing levels should include the following:



New Command structure/Organizational Operation based on Multi-Year Plan 2023-2028

STAFFING:

It is recommended that the Department strive for increasing the organizational aspect of the unit to include a Lieutenant and a position that allows for the introduction to traffic enforcement to patrol officers having the career desire to become a traffic unit officer.

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Traffic Lieutenant

General Duties (Position Description)

- a. Supervises the operations of the Traffic Services Manager, TEU Sergeant, and all officers assigned to TEU in the absence of a sergeant.
- b. Communicates directives to traffic personnel through subordinate supervisors. Enforces departmental regulations.
- c. Performs an analyses emergency situations and special problems and directs corrective action or dispatches proper police personnel in matters related to traffic and traffic enforcement.
- d. Makes inspections in the field and checks the work of subordinate supervisors and police officers.
- e. Responds to special situations and sees that correct decisions are made. Counsels and disciplines subordinates as needed.
- f. Coordinates with and reports pertinent matters to other divisions and to superior officers.
- g. Keeps records and makes reports.
- h. Supervises activities relating to special security assignments, mob and riot control, surveillance of subversive and radical elements, and patrol of high crime areas.
- i. Assigns, coordinates, and review the work of subordinate police officers.
- j. Prepares and assist in the preparation of activity and special reports.
- k. Maintains liaison with other law enforcement agencies.
- l. Performs other duties as assigned.

Patrol Officer Addition

In addition to the Traffic Unit it is recommended that consideration be given to patrol officers having the desire to be a traffic unit officer.

- Selected officers would spent time in the unit specifically working on assisting in Fatal Car Crash investigations and enforcement (Violations, Special Traffic Projects, OVUII).
- The exposure would add additional personnel to the unit with lower than specific tasks that are routinely completed by a POIII.
- The officer could provide support during holiday season when the expectation of the traffic on the roadways would be higher than normal. It would allow for more presence and enforcement capabilities.
- The patrol officer would be selected by the commander, and approved by the Field Operations Major.
- Their role and time spend would be about three-months.
- Patrol Districts could dedicate one officer or one officer each month that would be rotated out.

The extra exposure would assist in potential candidates for future positions and allow for officers to gain experience, exposure and develop specific skills that could be utilized at scenes, and benefit patrol operations giving the commander an extra officer with experience to problem solve or investigate traffic issues.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

WORKLOAD ASSESSMENT

**Based on average of last three years

Specialized Vehicle Homicide Unit

	2019/2020	2020/2021	2021/2022	(Projected**) 2022/2023
EAST HAWAI'I Area I				
Fatal traffic investigations	9	8	16	11
DUI arrests	78	139	97	104.67
DUI roadblocks	99	89	61	83
Seatbelt/Distracted driving checkpoints	123	195	96	138
Moving citations	897	1138	881	972
Speeding	1910	224	1804	1312.67
Electronic Devices	204	298	257	253
Seatbelt/Child restraint	489	581	496	522
Regulatory citations	2065	2115	1611	1930.33
Unsafe vehicle	388	363	299	350
Disabled parking	0	0	0	0
Other Arrests	129	173	104	135.33

Special Vehicular Homicide Unit (SVHU) – a unit dedicated to the investigation of fatal and felonious traffic collisions. Staffing would include;

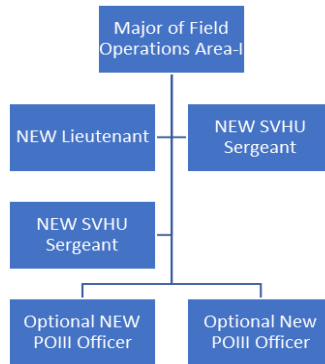
SHVU Organization

- The SVHU would come under the supervision of a Sergeant or the Lieutenant.
- TEU and SVHU would each have their own primary goals and objectives in traffic safety.

Staffing SVHU

Two POIIIs or Two Sergeant Investigators

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The assigned investigators could be sergeant's positions or they could be temporary allocated police officer III positions.

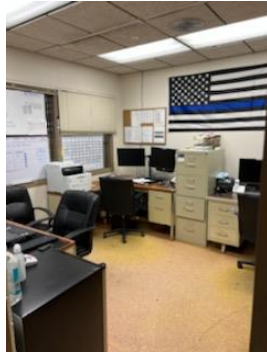
Revision of Tenure

POIII's currently have a time limit of 5 years which is not quite long enough to gain the needed knowledge via training courses but also be able to adequately use the skills.

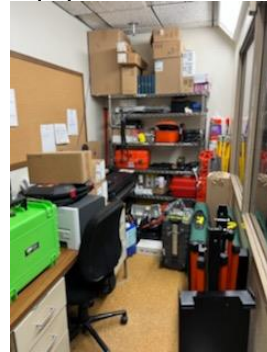
Sergeants would rotate out every 10 years which would allow for adequacy in obtaining experienced investigators in SVHU.

FACILITIES

The Area I TEU office is located on the ground floor of Building A of the Public Safety Building. The office houses the entire unit to include scene mapping equipment.



Current Office Space Building-B



Storage Space Building-B

RECOMENDATIONS

Office Space

The Unit needs expanding the office space utilized, so that all equipment could be placed in one area and easily maintained for emergency response when appropriate.

Currently staff is required to find allotted space in other area to use their computer equipment when completing reports.

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Additional docking stations, cabinet space, and parking areas should be implemented or sought for the unit.



SPECIALIZED SERVICE IMPLEMENTATION

Specialized Programs

There are special programs being developed that will enhance the goal of “Preservation of life by reduction of fatal collisions and serious injury through public service announcements, enforcement, and roadway design.”



E-Citation Program – for several months Area I & Area II TEU sergeants have been part of statewide meetings regarding E-Citations. Both Oahu and Maui have conducted pilot programs which were a success. The benefits would include up-to-date and accurate enforcement documentation, quicker traffic stops resulting in safer traffic stops, and the ability to document all stops instead of only those in which a citation is issued. Currently the funding is the only problem as the systems are compatible with Spillman.



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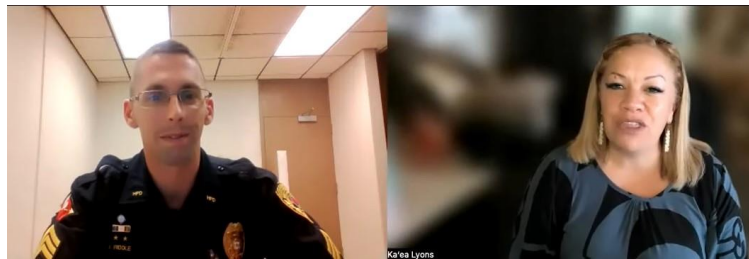
E-Warrants – Starting with a soft rollout at the end of 2021, the e-warrants program is now full swing. With more than 50 e-warrants issued island wide to-date, the program is proving to be a game changer in the recovery and documentation of evidence in impaired driver cases. The first incidents to have used the warrants are soon to be scheduled for hearings to establish case law by the end of the year.

Media Strategies

Submit Your PSA

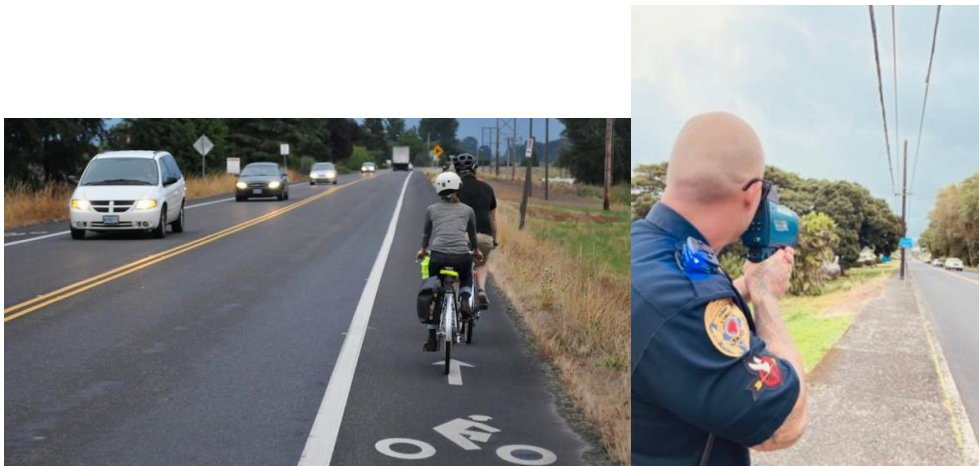


Monthly Radio/News PSA - Through our media liaison, Zoom meetings have been set up monthly to conduct a 5-10 minute interview on traffic related issues. These issues are based on either current trends or the "season" (click it or ticket, drunk driving, etc.) In continuing these PSA announcements, we continue the education aspect of enforcement.



Radio Spot with TEU Sergeant

Enforcement



TEU Officer using a LTI Laser on highway

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Increased Selective Enforcement in High Traffic Collision/Fatality Corridors – As the data improves; we are able to focus our enforcement efforts in select areas to reduce traffic collisions and fatalities. Emphasis has also been placed on trying to establish traveled routes in an effort to contact/stop them sooner.

Specialized Training



Increase ARIDE classes and revamp DRE program – With the increase in drugs in society, there is a need to be able to detect individuals who may be impaired by a “drug” and not necessarily just alcohol. Achieving and maintaining 100% of the department being trained in ARIDE is going to give officers the knowledge needed to make informed decisions when contacting potentially impaired drivers on our roadways. These classes are going to start again after the revised ARIDE program is released which is slated for the end of 2022. When a drugged driver is contacted, a DRE will need to be called to conduct an evaluation as to document both the impairment and whether the drug(s) are active in the body. Our DRE program has not received the attention or guidance needed in recent years to make sure instructors and students are up-to-date and qualified to continue in the program. With the DRE IDC (Instructor Development Course) and Drug Recognition Expert School being held on island, the DRE program can be held to a higher standard and produce better results in its students and instructors.

EQUIPMENT



Replacement & Reliable Vehicle – Our 2008 Ford Expedition is no longer reliable as there have been numerous issues to include dead batteries, overheating, and using excessive gas. There is also not enough storage in the back-trunk area to carry all our DUI Checkpoint items and/or Diagram Scanner equipment.

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Mapping Drones – our current mapping/diagram system, Leica RTC360 Scanner, is not suited for large and/or multi-level scenes. A drone would not only save time and money but also allow for a safer way to document the scenes with dangerous terrain without an officer having to hike or fly in equipment.

Trailer

A trailer that can house the field equipment, to include a means to charge the equipment needed in the field instead of moving equipment in and out or various locations to allow for charging and readiness is needed.

The trailer would be in addition to the current facility used to store and house most of the equipment.



CONCLUSION

Area I TEU will focus on the following priorities:

- Continued development of Specialized Programs

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

- Improvement in fatal traffic crash and serious crash investigations through training, application and increasing the police response
- OVUII, distracted driving and seatbelt enforcement will continue to be a priority
- Annual updating on progress made toward goals or alternative additions to the plan based on revised priorities

AREA II OPERATIONS BUREAU

The Area II Operations Bureau consisting of the Area II Criminal Investigations Division and all Uniform Patrol Divisions between South Kohala and Ka'ū is under the direction of the Assistant Police Chief and the Police Major that oversee the operations.

The Criminal Investigation Division, commanded by a Captain, is responsible for investigating all serious crimes of violence, theft, fraud, commercialized vice and narcotics; apprehends perpetrators of these crimes, and it compiles evidence and information for the prosecution of all persons charged with violations of criminal statutes. This division includes the Criminal Investigation Section (CIS), Juvenile Aid Section (JAS), and Vice section.

The Uniform Patrol Divisions, each under the command of a Police Captain, plan, direct, and coordinate functions toward the enforcement of Federal, State, and County laws, and are responsible for the prevention of crime, the apprehension and custody of law violators, and the development of partnerships between the community and the Hawai'i County Police Department. These divisions include the operating units from South Kohala, North Kohala, Kona, and Ka'ū; all of which involve the Community Policing and Police Reserve Officer Programs.

The Area II Traffic Enforcement Unit is stationed out of Kona and is under the command of the Major of Area II Operations.

In order to provide the community with the most effective and efficient police services possible resulting in an increase in the prevention of criminal activity and solvability rate of crimes, this proposal must mention the currently unfunded but sought after new South Kona District. The HPD has already purchased a 5-acre property in Captain Cook, South Kona. The South Kona Police Station will also be home to the West Hawai'i Police Indoor Firing Range.

The 2011 estimated building costs for the South Kona Police Station have been projected at between \$18-21 million. The County of Hawai'i has yet to identify Capital Improvement funding for the building of this facility. Another \$1.5 million will be needed to furnish and equip the South Kona Station appropriately.

The new South Kona Police District is projected to need an increase in staffing of the Area II Command by 41 sworn Personnel and two (2) civilian personnel assigned to the new district which includes one (1) Captain, one (1) Lieutenant, three (3) Sergeants and 36 police officers.

The identified additional personnel for Area II Operations being sought in this 5 year cycle independent of the South Kona District is as follows:

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- Kona: One (1) Police Sergeant, eleven (11) Police Officer II positions (three in cellblock), one (1) clerk III position, and one (1) firearms clerk position
- South Kohala: Six (6) Police officer IIs, one (1) clerk III position.
- North Kohala: Recommend to increase the quarter time custodian to half time.
- Ka'ū: Recommended increasing the half time custodian to full time.
- Criminal Investigations Division: Two (2) Police Officer IIIs
- TEU: Two (2) Police Officer IIIs

The Area II Operation's long-range plan also indicates a need for replacement marked police vehicles which are significantly aged (most are 2008 and 2009 models with nearly 200,000 miles); more computers, printers, scanners, facility repairs and modifications, replacement and addition issues in some districts, evidence storage needs, cellblock related repairs and requests.

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Kona District



KEALAKEHE POLICE STATION
74-611 Hale Maka'i Place, Kailua-Kona, Hawaii

GEOGRAPHIC DESCRIPTION

The Kona District main police station is located in Kealakehe, off of the Queen Ka'ahumanu Highway. The District consists of 834 square miles. Its boundaries are:

From Lae O Kamoi point at the seashore to Kaauau Point and from these points inland to the summit of Pōhaku Hanalei.

The District includes populated clusters such as the North Kona resort area, Kalaoa, Kealakehe, Kailua-Kona, Hōlualoa, Honalo, Kainaliu, Kealakekua, Captain Cook, Nāpo'opo'o, Hōnaunau, Hookena and Miloli'i.

Public roadways maintained within the district total 328.4 miles, of which 156.4 miles are County and 172 miles are State.

PATROL DIVISION DESCRIPTION

The Kona Patrol Division falls under the command of a Police Captain. Under the direction of the Police Captain's planning and coordination of police functions, the Patrol Division enforces Federal, State, and County laws, and are responsible for the prevention of crime, the apprehension and custody of law violators, and the development of partnerships between the community and the Hawai'i Police Department.

Patrol Division Goals:

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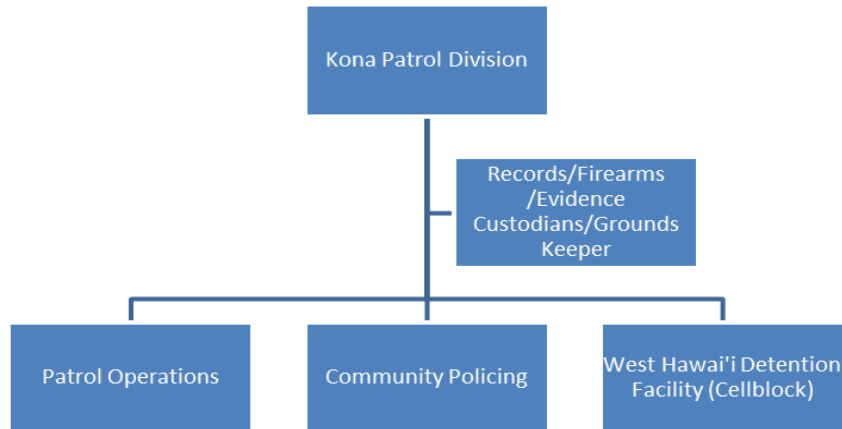
The goal of the Kona Patrol Division is to provide the community with the most effective and efficient police service possible. This results in prevention of criminal activity, increases the solvability of the crimes, community satisfaction, and preservation of peace.

Kona Patrol Operations:

The district maintains Kona Patrol Operations, West Hawai'i Area II Detention Facility, Community Policing Section, Reserve Officers, Clerical staff, Area II Evidence Repository, Evidence Custodians, Grounds/Custodian staff and a Supply Room Clerk.

The main Kealakehe Police Station is manned around-the-clock and provides 24-hour walk-in service to the public. There are two Sub-stations within the Kona District, Hale Halawai Sub-station and Captain Cook Sub-station.

Organization:



Staffing:

The Kona Patrol Division is commanded by a Police Captain and currently has 69 sworn personnel and 7 civilian personnel; however, there are a total of 15 vacancies. The following is a breakdown of the filled and vacant (**highlighted in red**) positions:

POSITION:	FILLED	VACANT
Captain	1	0
Lieutenants	3	1
Sergeants	7	0
Sergeant (CP)	1	0
Sergeant (Cellblock)	1	0
Police Officer III (CPO's)	7	3
Police Officer I/II (Patrol)	48	8
Police Officer II (Cellblock)	2	1
Police District Operations Assistant	1	0
Clerk III	2	1
Storeroom Clerk	1	0
Evidence Custodian	2	0

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Custodian/Grounds Keeper	2	1
Reserve Police Officers	4	N/A

The ratio of the Kona District Police Officers per 1,000 of the population since 2010 are as follows:

Year	Sworn Officers	Population	Police per 1000 inhabitants
2010	80	45,438	1.76
2015	80	50,603	1.58
2020	82	56,367	1.41
2025 (projected)	82	62,285	1.28

West Hawai'i Detention Facility

There is one sergeant and three sworn personnel positions assigned to the West Hawai'i Detention Facility (Kona Cellblock); however, there is one vacancy (highlighted in red) in the police officer II position within this section:

Position:	FILLED	VACANT
Sergeant	1	0
Police Officer II	2	1

Community Policing Section

There is one sergeant and nine sworn personnel positions assigned to the Community Policing Section; however, there are three vacancies (highlighted in red) in the police officer II position within this section:

Position:	FILLED	VACANT
Sergeant	1	0
CPO's	7	3
SRO's	2	0

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Police Sub-Stations

The district has two substations; one located in Kailua Village at Hale Halawai, the other in Captain Cook. Neither one provides 24-hour walk in service.



Hale Halawai Sub-Station
75-5760 Ali'i Drive, Kailua-Kona, Hawaii



CAPTAIN COOK SUB-STATION

Population

The Kona District is the most populated district for West Hawaii. It remains as West Hawaii's primary center for commerce and business. It includes County and State Government Offices, Federal Agencies, the State Judiciary, and a College Campus (Pāalamanui). Majority of West Hawaii's employers are within the Kona District. They include Kona Community Hospital, Target, Wal-Mart, Home Depot, and Lowes.

The Honokōhau Boat Harbor, Kailua Pier, Keauhou Boat Harbor, and the Kona International Airport are major transportation locations, with Kona International Airport being the primary transportation facility on the island of Hawaii.

The Kona Patrol Division services 26% of the island population with 19% of the uniformed personnel of the department.

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U.S. Census Report – Kona District

The U.S. Bureau of Census reports the following population statistics:

District	2000	2005	2010	2015	2020
North Kona	28,543	30,467	32,024	37,922	42,275
South Kona	8,589	10,253	11,414	12,681	14,092
Total	37,132	40,720	45,438	50,603	56,367

The district accounts for 26% of the island's population and has a total of 12 beats. If past growth trends remain consistent, the projected 2025 year population for this district would be 62,285 which is an increase of 25,153 from the year 2000.

WORKLOAD ASSESSMENT

Incident, MP Complaints & Traffic Accidents:

Five-year crime/traffic statistics for the Kona District reflect the following:

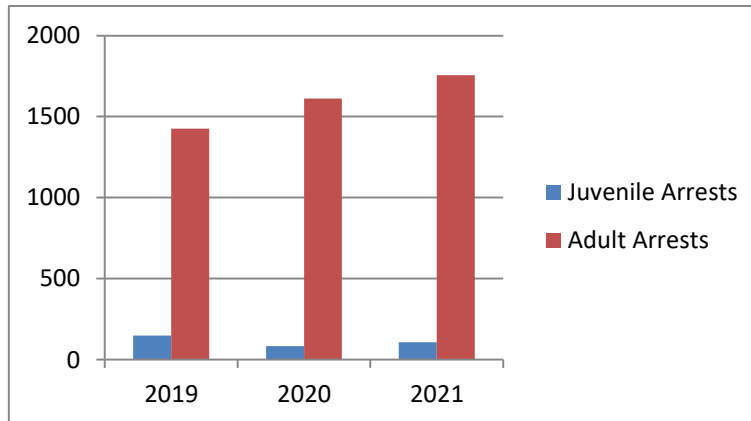
TYPE	2017	2018	2019	2020	2021	Average per Year	Average per Officer
Incident Reports	9,128	7,956	9,070	5,956	6,845	9,210	180
Misc. Public Complaints	18,158	17,410	16,973	12,821	15,812	16,817	329
*Traffic Accidents	2,123	1,878	1,463	790	1,007	1,822	36
Total	29,409	27,244	27,506	19,772	23,841	27,851	546
Citations	23,425	19,929	21,116	17,340	23,397	20,472	401

*Includes all reported traffic crashes. The District also experienced a total of 49 traffic fatalities between 2017 and 2021.

Arrests:

Although juvenile arrests have lowered, adult arrests have risen within the past three years.

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WORKING WELL

Teamwork:

With the recent change to 8.5 hours shifts, the patrol division now has a 1.25 hours over lap. This overlap not only creates more patrol time and increase amount of officers, but a sense on teamwork, as patrol officers from different watches work together consistently.

Community Satisfaction:

Due to great community support, a large amount of commendation letters/emails are received weekly about the Kona Patrol Division Police Officers.

Since COVID-19 rules have been lifted, the re-implementation of our Community Policing Neighborhood and Security Watch Programs have been a success.

Calls For Service Response:

Although Calls for Service within the Kona District continue to increase annually, officers continue to provide quality police service, resulting in community satisfaction and preservation of peace.

Monthly Tactical In-Service Trainings:

Special Response Team (SRT) sergeants and officers assigned to the Kona Patrol Division provide tactical training to the Kona Patrol Officers on a monthly basis. This has proven to be very beneficial, as the officer's decisions, reaction times, and tactical skills have improved. In turn, this will reduce the likelihood of injury and or death to innocent bystanders, officers, and suspects.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

AREAS FOR IMPROVEMENT

Staffing:

Vacancies:

Fulfillment of vacant Lieutenant, Police Officer III's (CPO's), Police Officer II's (Patrol), Police Officer II (Cellblock), Clerk III, and Custodian/Grounds Keeper positions would greatly reduce the stress and overload of the staff.

The Community Policing (CP) Section in Kona has three vacant positions; therefore, increasing the amount of communities to serve for each CPO.

There are only two cellblock officers to maintain the West Hawai'i Detention Facility. Hence, they are limited to the amount of days and hours to sustain cellblock operations.

Kona Patrol Division is short eight Police Officer II positions; thus, increasing the workload for each officer and lowering the ratio of officers to inhabitants.

Having only two Clerk III's to maintain payroll for three patrol watches, files, reports, and firearm registrations, has increased overtime and the feeling of being overworked.

There is only one custodian/grounds keeper to maintain all buildings and surroundings of the main police station, Captain Cook Sub-station, Hale Halawai Sub-station, and Animal Control Facility (West Hawai'i).

Currently, Kona Patrol Division's personnel needs are the vacancies for the following positions:

Position:	Number:
Lieutenant	1
Police Officer III (CPO)	3
Police Officer II (Cellblock)	1
Police Officer I/II (Patrol)	8
Clerk III	1
Custodian/Grounds Keeper	1
TOTAL VACANCIES	15

PROJECTED BUDGET NEEDS

Staffing:

Patrol Officers:

Additional Police Officer II positions need to be added to the Kona Patrol Division to increase the ratio of Police per 1000 inhabitants.

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Increase Kona Patrol staffing with twelve (12) officers by the year 2025, and this number of Police personnel per 1000 inhabitants will increase to 1.5.

Annual estimated cost of adding one entry level Police Officer II Position to Kona Patrol: \$68,244.00

Annual estimated cost of adding 12 entry level Police Officer II positions to Kona Patrol: \$818,928.00

Follow-up Unit:

The creation of a police "follow-up" unit would be extremely useful. Not only in effectively utilizing the on duty patrol officers time, but also in training patrol officers and improving morale. This would allow officers to be more proactive rather than reactive. It would enable more officers to be available for calls, which would cut down on our response time and increase solvability rate and better our services.

This unit would be run by one Sergeant and two Police Officer II's. The estimated annual cost for a Sergeant: \$90,276.00

The estimated annual cost for a Police Officer II: \$71,076.00

Cellblock:

Cellblock Officers continue to work only during the second watch hours, covering weekends as well but leaving the remaining twelve (12) hours to be maintained by on-duty patrol officers as well as civilian security officers. The Kona Detention Center serves as the Area II "hub" for all in custody detainees to include North and South Kohala and Ka'u. The Hilo Detention Center currently has 24-hour round the clock dedicated sworn personnel staffing their cellblock. Statistics and trends show a steady increase of prisoners being held at the Kona Cell Block, with the assumption that the trend will only continue. Additionally, an increase of Cellblock Officers would relieve patrol manpower from inmate relay transports between outer Districts to Kona Cellblock. The additional Cellblock Officers could assist in serving court documents: warrants, TRO's and subpoenas. This could assist in the steady increasing of bench warrants and court documents. The ability to staff the cellblock 24 hours a day creates a better safeguard for prisoners in our custody as well as taking responsibilities off of the Watch Commanders who can spend more of their time supervising their officers. Additionally, transporting detainees from outer Districts to the Kona Cellblock falls on the patrol beat officer; thus taking away time from incoming calls for service.

Estimated annual cost for a Police Officer II (Cellblock): \$71,076.00

Estimated annual cost for three Police Officer II's (cellblock): \$213,288.00

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Clerk III:

As a courtesy, the CID Clerks, on a regular basis are assisting with payroll, citation inputting and other Clerk III related tasks. With the ever increasing firearm permits, registrations, scanning, inputting of citations, an additional Clerk III position needs to be added. The Clerk III position in Kona Records has been tasked to also assist with conducting Firearms related duties in addition to regular duties, answering phone calls, addressing the public at the counter, payroll, citation processing, distributing reports, etc. The change of the Department from "paper" to "electronic" has also resulted with more duties once done by Central Records being transferred to Kona such as the daily scanning of documents into our electronic Spillman Records system and new routing procedures to the Prosecutor's Office. Clerks have also been now tasked with inputting the more than 1000 citations per month given in the Kona District into the Spillman system. An additional Clerk III Positions will be needed to meet the demands of the ever increasing firearm permits, registrations, scanning, Payroll, inputting of citations and electronic demands that the RMS and its associated issues and demands.

Annual estimated cost of adding a Clerk III to Kona Patrol: \$35,196.

Firearms Clerk:

An additional firearms clerk would also be beneficial as the increasing amount of firearm related duties rise. Firearm registrations and permit applications to include handguns, rifles, and shotguns are ever increasing. The addition of one clerical personnel for Firearms is a high priority at this time due to the increases in firearm related duties as well as the increases in firearm permits and registrations. Adding another Firearms Clerk to accommodate the rising number of firearms registration request will better serve community members who apply for and are approved to own a firearm.

Annual estimated cost of adding a Firearms Clerk to Kona Patrol: \$63,288.

The Kona Patrol Division projected personnel needs for the next five years are as follows:

Position:	Number:
Follow-Up Unit Sergeant	1
Follow-Up Unit Police Officer II	2
Police Officer II (Patrol)	6
Cellblock Police Officer II	3
Clerk III	1
Firearms Clerk III	1

Equipment:

Blue & White Vehicles:

The Kona Patrol/Cellblock Blue & White vehicles need to be upgraded. Kona patrol presently has four 2008 Ford Crown Victoria fleet vehicles and two 2008 Ford SUV vehicles that are

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available for use 24-hours a day, seven days a week. The Kona Cellblock Van, which is used to transport detainees from the Kona Police Station to the Kona Courthouse is now 15 years old and not ADA compliant.

All Blue & White vehicles assigned to Kona Patrol have high mileage and are constantly undergoing repairs for steering, engine, and electrical problems due to heavy use.

Estimated cost on four new Blue & White vehicles are: \$220,000.

With the addition of a Blue & White Transport Van, estimated cost: \$100,000.

Total estimated cost for all Blue and White vehicles to be replaced is: \$320,000.

Safety Restraint Chair

The addition of a safety restraint chair on wheels for our cellblock would assist in reducing injury to officers dealing with combative prisoners and moving them safely from the transport vehicle to the cell.

Estimated cost of a restraint chair: \$1,700.

Police Call Box

Increase operational function by providing the community the ability to access police services, and increase public safety.

Estimated cost to install a "Police Call" box is undetermined at this time.

Facilities:

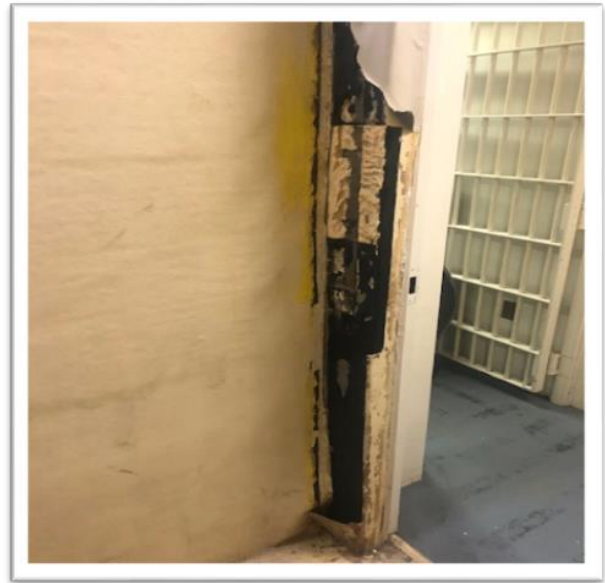
Padded Cell:

Presently, the West Hawai'i Detention Facility padded cell is not being utilized effectively, because there is no drainage system in the cell, and the padded walls are damaged and need to be replaced. A 360-degree surveillance camera was placed into the padded cell for observation; however, it cannot be installed until the padded cell is refurbished.

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Overall interior view (padded cell)



Damages to door (interior)

Captain Cook Sub-station:

At the Captain Cook Sub-station, we do not have a "Police Call Box" for the public to use in the event they need police assistance. The exterior of the Captain Cook Sub-station has paint that is beginning to peel due to weather conditions and has not been repainted in over 20 years.

CONCERNS

Staffing:

Patrol Officers/Follow-up Unit/Cellblock Officers:

Failure to increase manpower in Kona Patrol will result in a Police Officer to 1,000 inhabitants ratio of 1.28 by 2025. This ratio will stretch the current work force thinner, resulting in less proactive patrol and delayed response times. Simultaneously, this will lower officer morale, which will affect their overall physical and mental health, increase citizen complaints, decrease public safety and officer safety.

Clerk III/Firearms Clerk:

Failure to increase civilian personnel, Records Clerk and Firearms Clerk, within our records section will impact the quality of record keeping, payroll, and citation distribution. Reduction in police service to the general public is a disservice to them.

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Equipment:

Blue & White:

Failure to upgrade and replace aging Blue & White vehicles will result in the loss of professionalism, as they will appear worn and damaged. They also provide the safest way of transporting dangerous, violent, or combative arrestees. Additionally, the Blue & White Transport Van needs to be ADA compliant and retrofit with a dividers separating sight/sound between male and female arrestees.

Restrain Chair on Wheels:

Failure to obtain a restrain chair on wheels will increase the likelihood of officers and detainees being injured during transport of a non-compliant or combative suspect.

Facilities:

Padded Cell:

Failure to update/refurbish the padded cell in the West Hawai'i Detention Facility, limits our ability to proper handle/deal with a suicidal and/or combative detainee. In turn, this increases the likelihood of injury to the officer, injury to the detainee, and liability against the department.

Captain Cook Sub-station:

Failure to install a "Police-Call" box is a disservice to the general public who do not have the ability to call police for assistance. It creates an unprofessional appearance and loss of trust with the community.

ANTICIPATED LAW ENFORCEMENT CHALLENGES

Ironman World Championships for 2022 and 2023:

Due to COVID-19 restrictions on travel to and from the State of Hawai'i the past two years, the Ironman World Championships will be holding two large race-day events within one week for the next two years.

The Ironman World Championships normally run with 2,000 participants. This year however, they will have more than 5,000 participants.

Anticipated challenges include staffing on the day of the events to ensure general safety for the public.

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CAPITAL IMPROVEMENT PROJECT REQUESTS

Secured Impound Lot:

To be in compliance with our CALEA standards a secured impound lot was made to the northeast corner of the Kealakehe Police Station. It can hold approximately 14 vehicles. Currently there are 10 vehicles being held there.

A higher priority should be placed on the improvement of the existing property at the Kealakehe Station to include a much larger impound lot for forfeited and evidentiary vehicles (CALEA standard), with a foundation set aside for a possible evidence storage warehouse on site. This would reduce the cost of storage fees associated with storing vehicles at towing base-yard.

It was previously thought that the Department of Environmental Management would be allowing us to utilize the area near the station, but due to their recent use of this area, it now appears that there is no room for our recovered or forfeited vehicles to be placed at this location.

New Evidence Warehouse/Separate Police Building:

We relocated evidence from one warehouse in Kohanaiki to a County-owned warehouse off of Hinalani Street, in the upper Kaloko area. This move saved \$3,000 per month in leasing fees.

It is highly recommended that continual case reviews be made so that evidence that is no longer needed can be purged, by returning the evidence, sent to the auction site, or disposing of it or having it forfeited. By continuously doing case reviews and purging evidence, more space can be made to best utilize the warehouse space that we currently have.

Included with the expansion of the impound lot, the construction of a new evidence warehouse on site would be beneficial to operations. Currently, evidence is being stored at several locations making it difficult for the evidence custodians to store and retrieve items.

A separate police building built at the Kona Police Station would be greatly beneficial. As this would accommodate other police sections, which require specific types of police specialized equipment, such as a Crime Lab for the Kona Police Evidence Specialist. Also, this would give more room in the main station for reconstruction so that the women's locker room could be expanded, due to the increase of female officers within our department.

In closing, there is sufficient County property adjacent to, and on the north east side of the Kealakehe Main Police Station, where an evidence warehouse, enlarged compound lot, and a separate police building can be made, as well as additional parking for sworn personnel and civilian employees.

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Ka'ū District



GEOGRAPHIC INFORMATION

Located on the southernmost part of Hawai'i Island, the Ka'ū District which consists 922 square miles is the largest police district on the island.

The District boundaries are from: *Keauhou Landing to Lae O Kamoi Point at the Seashore, and inland from these points to the summit of Pohaku Hanalei.*

It borders the Hawai'i Volcano National Park on the northeast side (40-mile marker) and the South Kona district on the southwest side of the island (82-mile marker). Ka'ū is comprised of three main towns; Ocean View, Nā'ālehu, and Pāhala, which are separated into smaller communities and subdivisions. Public Roadways total 176.6 miles, in which 65.5 miles are County (roads in limbo 12.6 miles) and 55 miles are State. There are over 225 miles of private roadways in the district. The only thoroughfare through Ka'ū is Māmalahoa Highway (Hwy 11), which is approximately 52 miles long from one end of the district to the other.

Population

According to the 2020 Decennial Census, the Ka'ū District has a combined population of approximately 8,979 residents.

The main areas serviced by Ka'ū patrol officers to include each areas' individual population density are as follows:

Area	Population (approximation)
Wai'ōhinu	198
Nā'ālehu	811
Discovery Harbour	1,171
Pāhala	1403
Ocean View	4,864

(2020 Decennial Census)

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*Though located within the geographical boundaries of the Ka'ū District, officers of the Ka'ū Patrol Division do not regularly service areas within Hawai'i Volcanoes National Park as this does not fall within our jurisdiction.

OVERVIEW



KA' Ū POLICE STATION

STAFFING

Distribution of Personnel

With a Police Captain commanding the district, the Ka'ū Patrol Division consists of 1 Police Lieutenant, 4 Police Sergeants, 20 Police Officers (8 positions remain vacant), 1 Community Policing Officer (1 position remains vacant), 1 Police Operations Clerk and 1 Custodian/Groundskeeper as indicated below:

Number	Position
1	Police Captain
1	Police Lieutenant
4	Police Sergeant
1	Community Policing Officer
20	Police Officer II
1	Police Operations Clerk
1	Custodian/Groundskeeper

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Length of service for the district's supervisors/rank:

Years of Service	Supervisors/Rank	Percentage
0-9	-	-
10-19	3	50%
20+	3	50%

Length of service for the district's officers:

Years of Service	Officers	Percentage
0-9	14	65%
10-19	5	25%
20+	2	10%

Police/Population Ratio

With 20 sworn police officers assigned to a district with nearly 9000 residents, the police officer to population ratio is approximately 2.2 officers for every 1,000 residents.

WORKLOAD ASSESSMENT

Incidents & Traffic

Crime/Traffic Statistics (Fiscal Years 2018-2022)

Type	2018/2019	2019/2020	2020/2021	2021/2022
Misc. Complaints	3430	4021	3430	5671
Incident Reports	1534	2314	2462	2245
Traffic Accidents	116	189	173	164
Citations	3987	3248	3987	3530

(Data compiled from Police Records Management System)

Adult/Juvenile Arrests

Type	2018/2019	2019/2020	2020/2021	2021/2022
Adult	188	362	379	219
Juvenile	31	58	30	28

(Data compiled from Police Records Management System)

GENERAL SUMMARY

What is working

- Leadership : All of the current supervisors have over 15 years of police experience with some having 20+ years. Many of the supervisors have worked in specialized units or in an administrative capacity enabling them to instruct and guide officers in areas of police

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work in which they would otherwise have limited/no exposure to. This has been effective in allowing officers to become more efficient in their duties especially when working in a district where resources can be limited.

- Teamwork : Officers currently assigned to the district work well together while continuing to motivate one another in their day to day duties. Overall, morale appears to be at a high level.

Concerns

- Complacency: This issue has been and still remains a concern. Given the relatively small population of the district, officers more often than not find themselves contacting the same people involved in the same problems which can lead to officers becoming complacent. Officers are reminded to remain vigilant when contacting members of public.
- Burnout : Officers frequently work overtime to supplement other watches, complete investigations and/or assist other investigative units with major incidents. Majority of the officers assigned to the district reside on the eastside of the island (over 1-hour travel time to/from work). With the limited number of officers assigned to the district, the same officers are being tasked to complete these additional requirements on top of completing his/her normal work shift which has caused occasional concerns of officer fatigue. Increasing the number of officers assigned to the district would greatly limit the occurrence and/or re-occurrence of this issue.

AREAS FOR IMPROVEMENT

Filling of the vacant PO II positions

Since the submittal of the previous 5 year vision plan, the Ka'ū District has received additional police officer II positions. Currently, 8 of these positions remain vacant. Filling these positions as personnel becomes available would allow for an increase in watch strength on a daily basis. This increase would directly translate to the following:

- More officers available per shift to respond to calls for service
- Reduced need to have officers work overtime to supplement other watches due to manpower shortages and/or to assist with a major incident(s)
- Allow more officers to remain geographically spread out throughout the district which would reduce police response times to calls for service

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Filling of the vacant PO III position

The Ka'ū District currently has 1 vacant Police Officer III (Community Policing) position. Officers assigned to this position are not tied to the police radio nor are they required to respond to the frequent calls for service. This freedom provides them with the opportunity to deal with problems that take an extensive amount of time to resolve. Filling this position as personnel becomes available would directly translate to the following:

- Additional officer available to work with the community and/or other agencies to address unresolved or re-occurring problems.
- Additional officer who can be dedicated with providing police programs and police presence within our local school environments.
- The flexibility of having another officer present to assist with patrol functions should the need arise.
- Having another set of eyes/ears on the street. These officers, through their close and extensive contact with members of the community are able to gain valuable information regarding local crime trends, locations of wanted criminals, etc. Such information is vital in keeping our community safe.

Full-Time Custodian/Groundskeeper

The Ka'ū District has one assigned Custodian/Groundskeeper who is responsible for the cleaning and maintenance of the police station grounds. This is a half time position that does not consist of grass/brush maintenance or herbicide spraying. At this time, this type of maintenance is provided by the Department of Public Works (DPW) on a once of week basis.

Given the amount of the maintenance work that is available at the Ka'ū Police Station grounds, the current half time position can be justified into making it into a full-time position. Such a change would directly translate into the following:

- Improved retention of employees assigned to the position. Historically, this district has experienced a "revolving door" of custodians/groundskeepers over the years. This is largely attributed to the fact that this is a half time position. Employees often utilize this assignment as a "stepping stone" into the Hawai'i County employee system and leave once another full-time position becomes available.
- Consistency in the overall appearance of the station grounds throughout the year. DPW is currently maintaining the grass and providing weed control at the station. However, on occasion, extensive rain, equipment malfunction, lack of manpower or assignments of higher priority have prevented DPW from completing the minimum once of week maintenance that is needed at the station. This lack of service has resulted in a less than desirable level in the overall appearance of the police station grounds from time to time. The additional ½ time added to this position would allow the custodian/groundskeeper time to assume these tasks (which are a part of the

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Custodian/Groundskeeper's position duties) and complete them on a more consistent basis without being hindered with some of the issues that DPW is presented with.

Projected cost of a full-time Custodian/Groundskeeper

The additional cost in salary per year involved in changing the position from ½ time to full-time would be \$22,146.00 as depicted below:

Current Salary (½ time)		Projected Full-Time Salary	
Hour	Annual	Hour	Annual
\$ 21.29	\$ 22,146.00	\$ 21.29	\$ 44,292.00

Cost of lawn maintenance equipment

To properly provide the custodian/groundskeeper with the equipment necessary to fulfill the duties of lawn maintenance, clearing of brush/weeds as well as spraying herbicide to the police station grounds, the following would need to be procured and stored at the Ka'ū Police Station:

(Estimates obtained at Home Depot)

Equipment	Estimated Cost
42-inch Riding Mower	\$ 2,400.00
Weed Trimmer	\$ 250.00
Backpack Herbicide Sprayer	\$ 90.00
Misc. Supplies (Trimmer Line, Herbicide etc.) **Annually**	\$ 300.00

*Regular maintenance to the equipment would be completed by the Custodian/Groundskeeper

PROJECTED EQUIPMENT & FACILITY NEEDS

In order to adequately meet law enforcement needs over the next five years, the following items are being requested:

Equipment	Recommended Acquisition Date	Cost
Blue & White police vehicle (4x4)	2024-2026	TBD
Utility Pickup Truck	2023	Forfeiture
Fencing and gates to secure the rear of the Nā'ālehu Station	2023-2027	TBD
Additional evidence storage space (impound lot)	2023-2024	TBD
Electronic Photographing and Fingerprinting System	2023	TBD
Waxing of Station Floor	2023	DPW
Upgraded Telephone System	2023-2025	TBD

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Justification of Equipment



OLD BLUE & WHITE POLICE VEHICLES (FLEET)

Blue & White police vehicle (4x4) - Currently, the fleet vehicles assigned to the Ka'ū District consist of a 2018 Ford Interceptor, 2008 Ford Expedition and 2009 Ford Crown Victoria. The Interceptor is being highly used for transporting arrestees to the station and for transporting prisoners to outside districts as this is the only vehicle with working air conditioning and no concerns of impending mechanical failures. Due to their age, the 2008 Expedition and 2009 Victoria have been plagued with mechanical problems over the years with the cost of repairs to keep these vehicles operational costing thousands of dollars. These vehicles no longer have working air conditioning alongside concerns that these vehicles have and will breakdown while being used have discouraged officers from utilizing them. A replacement Blue & White vehicle with four-wheel-drive capabilities is needed to replace one of these older blue and white vehicles. Acquiring such a vehicle will not only provide the district with a new vehicle capable of traversing the rugged terrain of the Ka'ū district but it will also alleviate the heavy use that the officers are placing on the newer 2018 Ford Interceptor.



OLD UTILITY PICKUP TRUCK

Utility Pickup Truck – Assigned to the district is a 1997 Chevrolet 1500 pickup. When in operation, this vehicle was used to transport large evidence items from a crime scene to the police station, to transport large evidence items to the Kona Police Station evidence repository as well as utilized by the custodian / groundskeeper to transport cleaning items to the Ocean View Substation. However, due to normal wear and tear in addition to the constant mechanical problems that have plagued this vehicle, this pickup is no longer capable of being used safely and with confidence. A newer replacement utility pickup truck is needed to replace this vehicle as the district's need for a utility truck still exists. A forfeited vehicle could fulfill this need with minimal cost.

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RESTRICTED ACCESS SIGNS POSTED AT THE KA'U POLICE STATION

Fencing and gates to secure the rear of the Nā'ālehu Station - Public access to the rear of the Nā'ālehu Police Station should be limited for safety and security reasons. There is ample parking in the front of the building where the public entrance is located.

Over the years, members of the public have been known to enter into (on foot and by vehicle) the rear parking lot area of the station while often knocking on the squad room door and/or looking through the station's rear windows to gain visual access into the police station. Such access poses a significant safety concern for officers and civilian staff.

Currently, "Restricted Area" signage is posted on the east and west sides of the front public parking lot. However, these signs have shown to be ineffective against members of the public that are determined to access the rear of the police station which is a restricted area.

Erecting a gate and fencing on both sides of the station would prevent public access while enhancing security at the station.



EVIDENCE CAGE

Additional evidence storage space – Over the years, the Ka'u District has been experiencing a steady increase in the recovery of large evidence items, more specifically vehicles. The current

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evidence cage, which is capable of storing 2 vehicles (at the most) is no longer sufficient in keeping up with vehicle recoveries.

Officers and detectives often find themselves needing to determine whether recovering a vehicle is feasible at a scene as the evidence cage is often filled to capacity with vehicles.

With the available land that is located to the rear of the police station (unused area that is part of the police station grounds), erecting a square shaped enclosure composed of chain-link fencing and entry gates of such size that it is capable of storing/securing 4 or more vehicles would resolve this problem without the need of constructing a second evidence cage building.



REAR OF POLICE STATION (POTENTIAL AREA FOR SECURED VEHICLE STORAGE)

Electronic Photographing and Fingerprinting System (Prisoner Processing) - The district continues to take identifying photographs (mugshots) of prisoners with the use of a digital camera and later downloading these photos into the Police Records Management System.

In addition, fingerprinting of prisoners is still being completed by the ink and roll method onto fingerprint cards. These fingerprint cards are then sent to the department's record and ID section for processing.

The installation of an electronic photographing and fingerprinting system would eliminate these steps and improve efficiency in the submittal of prisoner ID photos and fingerprints. In the past, fingerprint cards have been lost or misplaced. Submitting these through electronic means would eliminate fingerprint cards from being lost or misplaced.



CONDITION OF POLICE STATION FLOOR (INTERIOR)

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Waxing of Station Floor – The floors at the Ka'ū Police Station are in dire need of cleaning and waxing. It has been over 5 years since these floors were professionally cleaned and waxed by the Department of Public Works. Not just officers, but members of the public walk into the station everyday and see the uncomely condition that our floors are in. Cleaning and waxing of the station's floors would serve to re-vitalize and improve the overall professional appearance of the station.



25-YEAR-OLD TELEPHONE SYSTEM

Upgraded Telephone System – The current phone system is in need of an upgrade. The system has been in use since the opening of the Ka'ū Police Station in 1997. This antiquated phone system is exhibiting it's share of problems to include static being heard on the lines when speaking to member(s) of the public as well as one of the lines (Line #4 which is used by police personnel only) being offline and no longer usable. Acquisition of a new phone system would remedy these issues.

COMMUNITY ISSUES

South Point/Greensands Shuttle Service

A South Point shuttle service being operated by local families and friends continues to be problematic for tourists and residents not from the area. Officers regularly respond to calls for service in the area with the most common complaint stemming from tourists alleging that they are being threatened by a member(s) of the shuttle service when they refuse to utilize their services. This has been an ongoing problem for the community for the past 6+ years. Department of Hawaiian Home Lands (DHHL) and Department of Land & Natural Resources (DLNR) have been made aware of this issue. Unfortunately, this shuttle service is still being allowed to operate in the area. Officers continue to address reports of criminal activity and concerns for public safety being made against members of this shuttle service as matters within these parameters are all that our agency has the jurisdiction to investigate and/or enforce.

Junkyards in Ocean View

An increase in the emergence of junkyards in the Ocean View area have been brought to our attention. A handful of residents are storing numerous amounts of derelict vehicles on private properties within the Hawaiian Ocean View Estates Subdivision. Not only are these locations "eyesores" to the public but these "junkyards" are also attracting the attention of and being utilized by members of the criminal population as well. Ka'ū police have been and are continuing to work with the Hawai'i County Department of Planning to address and reduce the

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number of junkyards in the area. Property owners are being warned and may even be fined by the planning department for continued violations.

DISTRICT'S GOAL & OBJECTIVES

For the Ka'ū Patrol Division, the main goal has been and continues to be to provide a safe environment for residents, businesses and visitors. Our strategy towards accomplishing these goals involve pro-active patrolling in high crime areas, increased efforts in traffic enforcement and improvements in community relations. Involvement with and/or feedback from the community in which we serve is crucial in our efforts to keep our community a safe place to live, visit and conduct business.

LOOKING BEYOND 5 YEARS

For over 70 years, the Ka'ū Police Station has been located in Nā'ālehu town. Since then, the district has seen a significant increase in its population growth. With this growth has come change.

Due to these changes, policing has also seen an increase in calls for service over the years throughout the district. However, the part of the district in which the increase in police services has been significant is in the town of Ocean View.

2021 Calls for Service

Area	Calls for Service
Ocean View	3,608
Nā'ālehu	1,867
Pāhala	1,195

(Data compiled from Records Management System)

As depicted in the above chart, calls for service in the Ocean View area is more than the rest of the Ka'ū district combined. In addition, this district is slowly experiencing an increase in assigned police officers to the district to address the increase in population/demand on police services. This increase in personnel has shown that the current police station is being outgrown.

At some point, in the near future, we are going to need to start considering the option of building a new main police station and placing it in the area where police demands are at its highest. With the construction of a new and larger police station that is located in Ocean View, this would directly translate to the following:

- Faster police response times in an area where demands for police services are the highest
- More police resources readily available to address problems in the area
- Adequate facilities capable of supporting the increase in police personnel

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- Significant reduction in the travel time required of officers when relaying prisoners to South Kona (officers are able to return to their assigned beats sooner)
- Prominent feeling of "police presence" in an area that desperately needs it
- Increased connection with the Ocean View community as officers and police resources will be available in their back yard

With the main station being moved to Ocean View, the current Ka'ū Police Station located in Nā'ālehu would remain adequate in serving as a sub-station in which police officers could work out of when servicing the Nā'ālehu and Pāhala areas.

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North Kohala District



North Kohala Patrol Division

The North Kohala District located at the Northern most part of the Big Island is the smallest police district and consists of 123 square miles or 78,720 acres. Even though the district is small in size it has its own unique problems. Calls for service and traffic accidents for the past five years are down. Maintaining the performance requires working equipment and proper supervision. The main district station is located in the town of Kapa`au.

The boundaries of the North Kohala District are:

North of the 10.5 Mile Marker on Highway 250 (Kohala Mountain Road) and North of the 5.5 Mile Marker on Highway 270 (Akoni Pule Highway).

Population

The population of the North Kohala District has also increased according to the latest U.S. Bureau of Census reports, going from 4,291 in the year 1990 to 6,979 in 2020, almost doubling Kohala's population in 30 years.

1990	2000	2010	2020
4,291	6,038	6,322	6979

Facilities

The North Kohala patrol division is situated in its own building located behind the Kohala Kamehameha Statue at 54-3900 Akoni Pule Highway in Kapa`au.

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Staffing

Other services provided by the North Kohala Patrol Division include; Community Policing, Reserve Police Officer program.

The North Kohala District is the second least populated district within the County of Hawai'i. During the year 2020, North Kohala district residents accounted for 3.47% of the island population (200,629).

North Kohala Patrol Division - Planning For the Future



The North Kohala Patrol Division presently provides uniformed police services to a population between 6,000 and 7,000 people with 18 sworn personnel. The ratio of patrol officers per 1,000 population is **2.57** officers based on 2020 Census figures. However, these figures are based on allocated positions fully staffed to include Community Policing Officers. Presently the non-supervisory staffing is at **13**, and has remained relatively constant for the past year which puts a more realistic ratio of officers to the population at 1.86 officers per 1,000 residents. Note in the County of Hawai'i crime is not consistently based on population, as some districts and areas generate more calls for service, and more criminal activities.

Personnel

One of the problems is the location and access to the district. Unlike the other districts, North Kohala can only be accessed through one other district (South Kohala and thus unlike the other districts which can rely on two (2) other districts for help, Kohala can only summon help from one district (South Kohala). Compounding the problem is the number of officers (manpower) and supervisors assigned to the district. North Kohala has a sworn staff of only 18 officers. One (1) Captain, four (4) Sergeants, twelve (12) Patrol officers, and one (1) Community Policing officer comprise the roster.

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The personnel are divided into three (3) shifts and work around the clock (24/7), everyday of the year. This results in having a watch strength of only two (2) officers working at a time. Rank coverage is even less with only fifteen (15) of the twenty-one (21) shifts per week or 780 shifts out of 1092 shifts in a year having some type of supervision available. Currently the four sergeants cover the supervision for all watches. It's worth noting that one of the Sergeants train at least two days (Monday & Tuesday) per week and another sergeant trains at least one day (Monday) per week. Therefore limiting the amount of supervision each week.

District Workload by Calendar Year 1 (Recent 5 Year DATA)

TYPE	2018	2019	2020	2021	2022*
Incident Reports	217	567	630	782	683
Misc. Public Complaints	1804	1834	1488	2774	4017
Traffic Accidents	22	79	83	83	50
TOTAL	2043	2480	2201	3639	4750

*denotes January 2022 to August 2022

District Workload by Fiscal Year

TYPE	2017/18	2018/19	2019/20	2020/21	2021/22
Incident Reports	589	500	462	909	860
Adult Arrests	89	104	71	230	216
Juvenile Arrests	47	14	16	15	20
Misc. Public Complaints	1472	1564	1404	1905	4354
Traffic Accidents	115	56	81	91	80

The population of the North Kohala District has also increased according to the latest U.S. Bureau of Census reports, going from 4,291 in the year 1990 to 6,979 in 2020, almost doubling Kohala's population in 30 years.

1990	2000	2010	2020
4,291	6,038	6,322	6,979

The County of Hawai'i General Plan projects the North Kohala population to be at 10,282 in the year 2040.

In anticipating future crime trends, personnel needs and equipment requirements, the following factors are taken into consideration.

NORTH KOHALA DISTRICT AT A GLANCE

Staffing Breakdown:

Total Strength	
Sworn:	18
Civilian:	2

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Officer %	
Male:	100%
Female:	0%
Length of Service	
0 – 9 Years :	50%
10 – 19 Years :	30%
20 + Years :	20%



North Kohala Police Station

GENERAL SUMMARY

WORKING WELL

- **Teamwork:** Officers get it done when called upon, for the most part everyone gets along.
- **Leadership:** Sergeants are above average, no rank having less than 10 years of service. Providing good direction and communication to subordinates.
- **Communication:** Watch information is passed on immediately during change of shift briefings.
- **Staffing:** The quality and maturity of police officers, combined with the appropriate staffing, has combined to create a district that understands goal achievement yet conducts business with proper decision making.
- **Results:** High percentage goal attainment, reduction in calls for service, increase in criminal cases (pro-active arrests), increase in amount of miscellaneous beat checks, increase in traffic citations and reduction in traffic accidents.

AREAS FOR IMPROVEMENT

- **Staffing:** Although fully staffed, the district could use a lieutenant to provide first line supervision to all four sergeants within the district. The Captain's duties often take him elsewhere and having a lieutenant will assist in having adequate supervision in his/her absence. An addition of a lieutenant's position will also help with span of control and allow North Kohala Patrol to have a dedicated supervisor for all the sergeants.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

- The district of North Kohala currently has 20% of sworn personnel with twenty (20) or more years and retirement would be an option during the next five years.
- If vacancies occur within the North Kohala district, field supervision and guidance will be of utmost importance when dealing with new officers.
- Equipment:
 - The North Kohala Patrol is in need of an evidence cage for vehicles. At the present moment, vehicles recovered as evidence needs to be escorted to the South Kohala or Kona district. This requires an officer to follow the vehicle to the respective district and therefore takes away manpower from the district as well as creating overtime due to calling in another officer to the district to cover calls for service.
 - Four wheel drive trails literally cover the North Kohala coastline and are frequent pathways to ocean recreation. Incidents have occurred where the call for service necessitated travel over rough trails requiring a four wheel drive vehicle with sufficient ground clearance. A 4x4 pickup truck is needed for travel over rough terrain and trails. The bed space is needed for transport of equipment and/or evidence.
 - Last but not least we need to replace our aging Blue and White vehicles. Currently we have one Crown Vic and one Ford Explorer Interceptor. Care is taken when these vehicles are used and they are not abused. Recent repairs have been costly due to normal wear and tear.

PERSONNEL:

CURRENT ALLOCATED STAFFING:

Number	Position
1	Captain
0	Lieutenant
4	Sergeant
1	Police Officer III (CPO)
12	Police Officer II
1	Police Operations Clerk
1	Groundskeeper/Custodian

Projected Need

- Addition of a Lieutenant's position.
- Increasing the Groundskeeper/Custodian's position from ¼ time to ½ time.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Projected Cost

Cost of adding a single Lieutenant's Position to North Kohala:
\$106,820.00 per year.

Cost of the Groundskeeper/Custodian position to ½ time: \$22,146 per year.

Expected Outcomes:

Lieutenant-

- 1) Allow the sergeants to address the field supervision needs and availability.
- 2) Decrease liability issues that may arise when officers are not properly supervised.
- 3) Allow for enhanced monitoring of new officers to the North Kohala District.
- 4) Allows for additional supervision when sergeants are not available.
- 5) Span of control will be more effective and efficient.

Groundskeeper/Custodian-

By increasing the position of the groundskeeper/custodian who is only quarter time (2 hours per day) to half time (4 hours per day), North Kohala's Police Station could benefit from having the custodian to increase his/her time in providing quality cleaning and sanitizing of the jail cell, emptying the trash, sweeping and mopping of the floors and cleaning the restrooms. The extra two (2) hours will also provide extra cleaning of the interior and exterior windows, window sills, screens, counter-tops, washing down the sidewalks (gecko and bird droppings), wiping down of all base boards, cabinet doors and shelves, sanitizing the lobby and interior areas where staff and the public frequently touches (objects, furniture, etc.). By increasing the hours the station would have an enhanced look on the interior as well as the exterior.

EQUIPMENT:

- Updating the patrol squad room.
- The addition of a 4x4 pickup truck.
- The replacement of aging blue and white vehicle (Crown Vic).
- The addition of a vehicle evidence cage.

HAWAII POLICE DEPARTMENT FIVE-YEAR VISION PLAN



The North Kohala Patrol Squad room serves as a briefing and Watch training center for all three shifts and also doubles as a Command Post for major manmade and natural disasters

Presently, North Kohala Patrol Squad Room is the command post in the event of a Tsunami or major incident. This squad room is also an area where shift briefings and shift training are conducted. In order to keep with updates that are associated with keeping the officers informed, as well as to provide in-service and training to officers during shift briefings, this room needs to be updated with new report writing desks, new flooring and/or new counter tops. Estimated cost is around \$50,000 to \$100,000.

Vehicle Evidence Cage

Build and erect a secure chain link fencing enclosure around the existing carport to store vehicles and other large items of evidence. Estimated cost is around \$7,000.00 to \$10,000.

4x4 Pickup Truck

A district 4x4 pickup truck will be sought through vehicles available for purchase. Estimated cost is around \$65,000.

Replacement of Aging Blue and White Vehicles

Replacement of the current blue and white vehicle would be the Ford Crown Vic. Estimated cost is around \$75,000.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Concerns

The following is the expected outcome if requests are not filled:

- Lieutenant - Without this addition, span of control will not be as effective with the field supervisors/sergeants as they will not be able to closely monitor the work product of the officers in the field. Without guidance from the supervisors, the newer officers will increase liability on the department.
- Vehicle evidence cage - Without a vehicle evidence cage, officers will have to escort a tow truck to either the South Kohala or Kona police station to store evidence. This in turn removes an officer out of his/her working district, thereby creating the need to call in an additional officer on overtime and creating additional expenses of a costly towing bill.
- 4x4 pickup truck - Without a truck, reliance will be on our SUV for off road travel which will increase the likelihood of Blue and White or subsidized vehicle damage.
- Replacement of aging Blue and White vehicles- if not replaced, will incur high repair costs.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

South Kohala District

OVERVIEW

The South Kohala District is commanded by a Police Captain and is the third largest police district consisting of 688 square miles that includes 125.37 miles of public roadways, of which 81.37 miles are maintained by the County and 44 miles by the State. The boundaries of the South Kohala District are as follows:

From Kai'ōpae Point along the shoreline to Ka'auau Point then to the summit of Pōhaku Hanalei, then in a straight line to and along the Southern boundary of the Kilohana Girl Scout Camp, then in a straight line to the summit of Mauna Kea, then in a straight line to and along the government road commonly referred to as Vierra Road to its intersection with Māmalahoa Highway, then along Māmalahoa Highway to its intersection with Highway 19, then to Honopue gulch and the shoreline then to Kai'ōpae Point.

FUNCTION/PRIMARY DUTIES/SUMMARY OF OPERATIONS

The South Kohala District police provides 24-hour police services for the area from Lakeland Subdivision down to Kawaihae, across the Queen Kaahumanu Highway to the 76-mile marker and up the Daniel K. Inouye Highway (Saddle Road) to the Pohakuloa Training Area (PTA) and everywhere in between.

Other services provided by the South Kohala District include Community Policing, a School Resource Officer, and a Reserve Police Officer program which is temporarily dormant due to a lack of applicants, which are typically former or retired officers.

STAFFING/FACILITIES

Total Authorized Positions
Sworn: 37 (34 actual, 3 vacancies)
Civilian: 2

Officer demographics	Length of Service
% Male: 88	0 – 9 Years : 11
% Female: 12	10 – 19 Years : 20
	20 + Years : 3

Current allocated staffing:

Number	Position
1	Captain
1	Lieutenant
6	Sergeant
3	Police Officer III (CPO)
1	Police Officer III (SRO)

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

25	Police Officer II
1	Police Operations Clerk
1	Custodian

The district conducts its operations using a main police station located in Waimea (Kamuela) town at 67-5185 Kamāmalu Street. It is open to the public Mondays through Fridays between the hours of 7:45 a.m. to 4:30 p.m. excluding state and federal holidays.

This police station was constructed in 1974, and opened on August 24, 1975. The structure was expanded in 1994 with the inclusion of a women's locker room and restroom. Since then, infrastructure within the main station has been improved with the addition of high-speed internet, a computerized telephone system and a rooftop photovoltaic system. The building lacks central heating/ventilation/air conditioning (HVAC), depending on a few window-mounted AC units to provide interior environmental control.

The district also has a police sub-station in the Mauna Lani area located just off the Queen Ka'ahumanu Highway on a shared parcel and building with the Hawai'i Fire Department. Infrastructure there has recently been improved with the addition of cellular signal based high-speed internet modem that can support our current Records Management System's needs. This sub-station is used for resource staging and office-type work.

Arrestees are typically brought to the main station to be booked and processed or taken directly to the Kona temporary detention facility. Police reports are accepted and completed at either station.

POPULATION

The South Kohala District is not the most populated district within the County of Hawai'i, accounting for about 9.9% of the county's population during the 2020 U.S. Census.

2010 Census Estimated Population	Projected 2020 Census Population	2020 Census Estimated Population	% Change (2010/2020)
18,769	19,708	19,960	+6.3%
10.6% of County population		9.9% of County population	

The South Kohala District provides uniformed police services with 37 sworn personnel (as of August 2022). The ratio of officers per 1,000 residents is about 1.85 based on 2020 Census figures. However, these figures are based on allocated positions being fully staffed to include a School Resource Officer and Community Policing Officers. The ratio slightly improved due to the addition of three sergeant positions during the previous five years.

The Waimea area had 9,212 residents in the 2010 census and population increased to 9,904 with the 2020 census, a 7.5% increase.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

Waikoloa Village had 6,362 residents in the 2010 census and that figure increased to 7,104 with the 2020 census, a 13% increase. A newly constructed shopping center is expected to support further residential and workforce housing developments and with that, an increase in population. Waikoloa Road is the only access point to this entire subdivision and is reached only by the Queen Ka'ahumanu Highway from the bottom or Highway 190 from the top.

Note in the Hawai'i County, crime is not consistently based on population, as some districts and areas generate more calls for service and more criminal activities. The massive geography of the South Kohala District presents its greatest challenge in both proactive as well as reactive policing. Property crimes (burglary, theft, financial crimes, etc.), crimes against persons (assault, terror threat, sex assault), and drug offenses are the most frequently reported crimes in the district as well as in the County of Hawai'i.

It should be noted that the South Kohala District is also host to a large resort community such as the Mauna Kea Beach/Hāpuna Prince area with their surrounding residential communities, Waikoloa Beach resorts and their surrounding residential and time-share communities and Mauna Lani resort area and their surrounding residential communities. This Kohala Coast group of resorts have the capacity to provide 89,300 rooms to visitors monthly. The resorts typically run at 70-80% occupancy rates. That amounts to over 62,000 visitors to the area monthly.

GOALS AND OBJECTIVES

COMMITMENT TO SERVICE

South Kohala District staff continues to work with the community to identify, address, and investigate persistent crime problems. Strategies include increasing crime prevention efforts targeting property crime, reviewing the crime analysis reports and addressing crime trends, increasing visibility of police personnel and continuing efforts to secure additional personnel and office space to reduce response time and enhance police service in the Waikoloa area.

Avenues in which district officers work with the community include attending monthly community meetings, traffic safety committee meetings and neighborhood/business watch meetings, providing crime/traffic reports and community updates. Officers also participate in "Coffee with a Cop" events which allow community members an opportunity to speak with district officers in an informal setting. Community Policing Officers also prepare and distribute a monthly newsletter which provides readers the district's crime and traffic statistics as well as other information pertinent to current events in South Kohala.

To ensure compliance with department guidelines, policies and procedures, in-service trainings are frequently conducted with officers. In addition, when available, officers attend trainings that enhance their work performance, job knowledge, and skillsets.

A program that recognizes outstanding achievements and performance by officers assigned to the North and South Kohala districts continues with support from the Hawai'i Island Safety and Security Professionals Association.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

PERFORMANCE

South Kohala personnel frequently attain 7 of the 10 listed goals, often 8 and 9 out of ten and occasionally achieve 100% goal attainment.

DISTRICT GOALS:

Burglary clearance	30%
Theft/UEMV clearance	25%
OVUII Arrests	96 per annum
Total citations	5,808 per annum
Speeding citations	900 per annum
Seatbelt citations	288 per annum
Unsafe MV citations	720 per annum
Cellphone citations	120 per annum
Overdue IDCs	No overdue IDCs
Court documents served	70%

CRIME AND TRAFFIC TRENDS

Although the district saw reductions in criminal cases, miscellaneous public assists, traffic collisions and adult and juvenile arrests, those reductions should be tempered with the recognition that the global COVID-19 pandemic had significant and profound effects. The multiple stay-at-home and safer-at-home emergency proclamations forced the public indoors and reduced interactions to almost zero for significant periods of time. If the public is not allowed to interact, the various crime and traffic offense vectors cannot take intersect.

It is reasonable to predict that with the increases in population expected, the return in full force of the visitor industry and the required increases in employment, the various crime and traffic offense vectors will also increase.

WORKLOAD

The data in the below chart was obtained using the Crystal Reports function in the Spillman RMS. The department transitioned to Spillman in late 2018 and data prior to that transition was not readily available.

FISCAL YEARS	CASES (CRIMINAL)	MISCELLANEOUS PUBLIC ASSISTANCE	TRAFFIC COLLISIONS	ADULT ARRESTS	JUVENILE ARRESTS
2018-2019	3124	6134	455	789	50
2019-2020	3236	6591	480	780	58
2020-2021	2597	5163	319	718	49
2021-2022	2050	5218	366	416	45

Please note that the decreases seen 2020-2022 can be directly attributed to the unique circumstances brought about by the global COVID-19 epidemic. As the entire State of Hawai'i went through various "stay at home" and "safer at home" executive orders, the population

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

reduced its public interactions which in turn reduced the various vectors for crime and traffic offenses.

A monthly review of crime analysis reports allows staff to readily identify crime and/or traffic trends. Officers, to include the Community Policing Officers, strive to proactively address identified areas, often reviewing crime reports on a near-daily basis, where property crimes/crime and traffic trends are occurring and then formulate operations to address these identified areas. Officers will sometimes work with other agencies, for instance, officers with the Department of Land and Natural Resources, when such crimes are occurring in their area of responsibility. These joint efforts have proven to be successful in that those responsible for committing criminal acts were identified and subsequently arrested, thus addressing crime in that specific area.

Not only does the South Kohala District cater to a large transient population by way of our critical visitor industry, but we also service many residents from other parts of the island who commute to the resorts to work in the hospitality industry. Most of these workers travel from their homes in East Hawai'i, primarily Hāmākua, Hilo and Puna. Some catch shuttle buses, but many opt to drive themselves in privately owned vehicles, adding to traffic concerns within the district.

Within and bordering the South Kohala District is the U.S. Army's Pohakuloa Training Area. Troops and vehicles are regularly transported to the training facility from Oahu. The vehicles and other equipment utilized in training are brought to the island by military cargo ships which dock in the Kawaihae harbor and drive or transport the equipment through the South Kohala District to and from their destination on the slopes of Mauna Kea.

The South Kohala District is part of the main thoroughfare between East and West Hawai'i whether residents are traversing the island for work or pleasure activities on either side of the island. Proactive patrols of our highways have been an integral part of keeping the roadways safe for the motoring public.

As a reminder, the fiscal years 2020-2021 and 2021-2022 saw the global COVID-19 pandemic during which time various stay-at-home and safer-at-home resulted in reduced calls for service on a broad scale.

WORKING WELL

PRACTICES

- **Teamwork:** Officers fulfill their sworn duties when called upon and get along well with each other.
- **Leadership:** The Lieutenant and sergeants are good leaders with none of them having less than 10 years of service, allowing them to provide good direction to subordinates.
- **Accountability:** District supervisory personnel hold subordinates accountable for their performance and address deficiencies.
- **Communication:** Watch information is passed on regularly due to the tight working relationship within the district.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

- Staffing: The quality of police officers combined with the appropriate staffing has combined to create a district that strives for goal and objective achievement.
- Results: A district that has done well in striving to obtain 70% or greater goals and objectives annually.

EQUIPMENT

The district is well equipped with police radios, mobile data terminals, body worn cameras and associated infrastructure. The district is assigned four county-owned police emergency vehicles and one county-owned pickup truck. Personnel assigned to South Kohala do not lack in equipment and supplies.

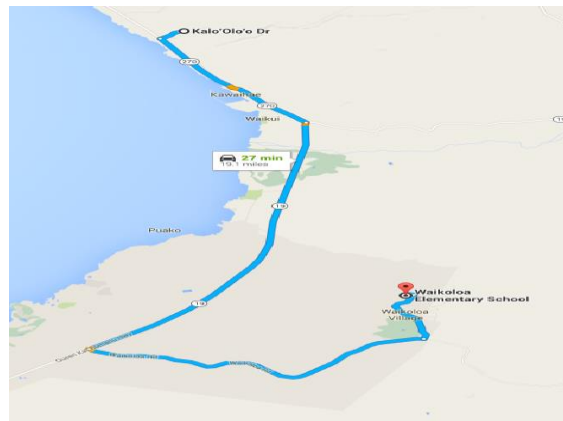
CONCERNS/AREAS FOR IMPROVEMENT/RECOMMENDATIONS

CONCERNS

At a minimum there are always four officers assigned to patrol duties in South Kohala. Two officers are assigned to patrol and service the Kamuela (Waimea town) and nearby surrounding areas and two officers are assigned to patrol and service the area from Kawaihae to the Waikoloa resorts as well as Waikoloa Village.

Officers are commonly assigned to respond to calls for service from one end of their area of responsibility to the extreme opposite. For instance, an officer patrolling or on an assignment in the Hawaiian Homes neighborhood in Kawaihae would take approximately 25-30 minutes (depending on the level of traffic) to respond to an assignment at the Waikoloa Elementary School in Waikoloa Village. Response times would be longer to homes deeper into the subdivision.

Furthermore, an officer assigned to a call for service in the Waiki'i Ranch area on Saddle Road will take approximately 40-45 minutes (depending on level of traffic and weather conditions) to respond to a call for service in the Waikoloa Resort area. It is becoming more and more evident that a police sub-station and additional officers to cover the area between Waikoloa Village and the Daniel K. Inouye Highway (and an old portion of Saddle Road servicing Waiki'i Ranch) is needed.

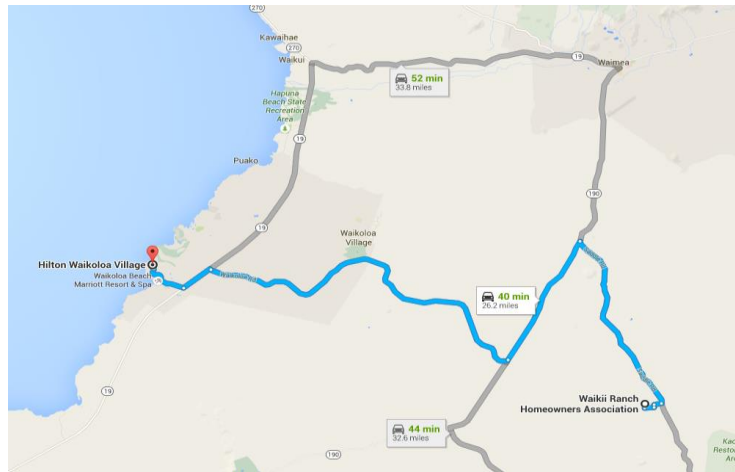


Google Maps screen shot showing transit time from Kalo'olo'o Drive to Waikoloa Village (27 minutes)

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

One of the previously identified strategies included securing additional office space to reduce response time however that has not been successful yet. It is recognized that a substation in the Waikoloa area would prove beneficial and it remains hopeful that this will be an attainable option in the upcoming years.

Waikoloa Village is currently experiencing a growth in commercial space development which makes this strategy more possible as well as more necessary. The availability of the mobile data terminal program hardware reduces the hardware and infrastructure needs for such a space.



Google Maps screen shot showing transit time from Waikoloa Resort Area to Waikī Ranch (40 minutes)

The aging fleet of county-owned vehicles presents another concern. As they experience downtime due to repairs and break downs, officers make up the loss by using their personally-owned subsidized vehicles. When a subsidized vehicle suffers disabling damage, it is removed from service while it is repaired at which point the officers uses a county-owned vehicle. Although the officer can place a vehicle into service temporarily, that vehicle does not have the required emergency equipment to service as a full-service police vehicle. If the current vehicles are not replaced, it leads closer to the possibility that unsuitably equipped vehicles may need to be used for patrol.

The front lobby area of the main station should be renovated to improve its look and to provide better security. In the past, the main station housed personnel from the Department of Finance's Motor Vehicle Registration and Licensing Division. This necessitated that the lobby be easily accessible for over-the-counter services such as an eye tests, license photos, etc. Since the departure of that division, the front lobby should be fortified to provide currently housed personnel with bullet resistant glass and reinforced counters.

Currently, approximately 50% of the main station is serviced by window-mounted air conditioning units. Another five office spaces, including the evidence room do not have any air conditioning service. These areas experience unwanted levels of heat and humidity.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

AREAS FOR IMPROVEMENT

- **Staffing:** With enhanced staffing and an added sub-station in the Waikoloa Village area, the South Kohala District will run smoother provide for better service of the community. The shorter response times and added visible patrols will very likely reduce crime, improve community satisfaction and prevent victims from further harm with our officers being able to get to them much quicker.
- **Equipment:** The district needs replacement vehicles for its aging fleet. 75% of the fleet is over 10 years old and have begun to incur significant costs for repairs to keep them roadworthy. As of this writing, 50% of the fleet is in the shop for repairs.
- **Facilities:** The front desk/reception area of the Kamuela (Waimea) police station needs improvements to improve safety to both sworn staff as well as civilian staff. The current district clerk, among her other duties, does firearm registrations for the public. This means that people commonly bring firearms to the station as required to register it. While they are instructed beforehand how to safely present the firearm to staff, mistakes have occurred with individuals bringing firearms in other than approved hard cases (towels, blankets, pillow cases, etc.) as well as present loaded firearms to the clerk. What is needed is a re-designed front desk/reception area which includes bullet proof glass and a safe method of passing firearms from the public to staff. The facilities can also be improved by the expansion of the current air conditioning services to help control the interior environment.



View of the front office while standing in the lobby

RECOMMENDATIONS

This plan recommends allocating six additional Police Officer II positions. Such an increase would allow each watch to have a roster of eleven officers. Eleven officers would provide for a minimum on-duty staffing level of six beat officers. With Waikoloa Village experiencing commercial growth, population growth is also to be expected. It then becomes even more necessary to increase the PO-II position allocations such that the district can dedicate at least two officers per shift to Waikoloa Village, the Waikoloa Resort/Kawaihae areas and Waimea Town each for a total of at least six beat officers per shift. The main driver of this need is the transit time between calls which can adversely affect response times. A sub-station and two

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

officers assigned to the Waikoloa area beats would improve response times for the entire district.

The Police Operations Clerk position is approaching the upper limit of its workload based upon what can be accomplished in an 8-hour workday. This is primarily due to increases in demand for the firearms permitting and registration services. The temporary addition of data entry for another unit's (Area 2 TEU) citations effectively doubles this position's workload for that task.

Adding more sworn staff to the district will result in even greater workload for this position. Also, there is no redundancy for this position's tasks to be covered while the incumbent is on leave or otherwise absent. This position should be supported by the addition of a full-time police operations clerk.

This plan recommends that a sub-station be established in the Waikoloa Village area to accommodate two more officers per shift. This would serve as a staging area, allowing the officers workspace near calls for service in Waikoloa Village. This would reduce response times and enhance the positive perception of police services.

This plan recommends expanding the main station's video surveillance network to include a larger DVR for storage and additional cameras to be installed to keep the evidence cages under surveillance. Though uncommon, people have attempted unauthorized access to the cages and it would behoove the department to have the ability to record such activities.

This plan recommends the exploration of adding additional window-mounted air conditioning units and/or transition to split-unit, ductless or traditional central air conditioning to help control the interior environment of the building. Waimea experiences temperatures ranging from the high 40s F to low 80s F and bright sunshine all day to torrential downpours for days at a time. To protect the electronic assets and the evidence stored in the building, proper environmental control is a necessity.

PROJECTED BUDGET NEEDS/CAPITAL IMPROVEMENTS

PROPOSAL FOR ADDITIONAL PERSONNEL

- Addition of 6 PO II positions in FY2023-24
- Addition of a full-time Clerk III position FY2024-2025

Projected Costs

Estimated salary cost of adding six Police Officer II Position to South Kohala:

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Estimated Department Cost	\$420,936	\$441,984	\$464,082	\$487,284	\$511,644

Estimated salary cost of adding a full-time Clerk III position:

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Estimated Department Cost	\$85,136	\$86,838	\$88,576	\$90,346	\$92,154

HAWAI'I POLICE DEPARTMENT

FIVE-YEAR VISION PLAN

Expected Outcomes:

Police Officers

The increase of six officers would:

- 1) Allow the South Kohala District to be more appropriately staffed; staffing would always be increased from four to six officers as an optimal Watch Strength. The increased staffing would allow positioning of resources within our extremely large geographic area to improve response times which is expected to result in enhanced public safety, improved perception of police service and employee safety.
- 2) Increase in officer morale; when morale is at its highest, production is high and sick leave decreases. Morale is one of the most important aspects of any police agency. It affects everything from traffic safety/enforcement to community relations. Providing the appropriate amount of personnel, among other benefits demonstrates commitment by the department and inspires officers to do more, learn more and to be more. As a result, the community is serviced better and far more efficiently.
- 3) If the additional six positions do not become reality, the potential for victims to be further harmed by unreasonably lengthy response times will remain and surely get worse with expected population growth and no expected plans for improved/alternate infrastructure. If a call is received by our dispatchers that someone is actively being assaulted in the Waikoloa Village area and the nearest officer(s) is 30 minutes away, the potential result is obvious and troubling. If we fail to begin plans for better response times within the South Kohala District by the stated increase in manpower, we will not only experience a degraded relationship with the community we serve, we may also expose the department and county to civil liability and our citizens to potentially avoidable harm.

Full time Clerk III

The addition of a full time Clerk III would accommodate current and future demand for services such as firearms permit applications processing, firearms registration processing, police data entry and payroll entry. It would also provide needed redundancy while the incumbent Police Operations Clerk is on leaves of absence as well as redundancy for the North Kohala Police Operations Clerk's absences.

CAPITAL IMPROVEMENTS:

SOUTH KOHALA POLICE STATION

As previously described, the front desk/reception area of the main police station needs re-design and construction of a safe barrier between staff and the public. Expected cost to re-design and construct: \$30,000 - \$60,000

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

A proposal to enhance, expand and improve the main station's interior environmental control is pending as of this writing. The minimum cost is estimated at \$5,000 for the purchase and installation of 5 window units.

EQUIPMENT

The plan recommends replacing the district's aging fleet vehicles. Three of the four assigned vehicles are well over ten years old and have incurred thousands of dollars to repair and maintain. At this stage in the vehicles' lives, the repairs required come close to the vehicles' values which could result in repairs being declined as a fiscal decision.

Three of the four vehicles have spent significant amounts of time in the shop for repairs. The down time results in the risk of damage to subsidized vehicles in the event of a combative prisoner transport. The district's plan recommends replacing the three oldest vehicles in plan years 2, 3 and 4.

It is estimated that the cost to replace all three aging vehicles would approach the \$180,000 mark.

The plan recommends expanding the current video surveillance network by increasing the storage capacity of the DVR and adding cameras to monitor/record the evidence cages. It is estimated that this would cost about \$4,000 for a larger capacity DVR, extra cameras, signage to advise people of the surveillance and installation of the cameras and signs. The possibility of adding cameras to the existing system can be explored as an interim solution pending acquisition of a new, larger system.

CONCLUSION

This five-year plan covers years 2023-2027 and will be updated annually. While some of the recommendations can be accomplished at the district commander level, others (i.e. capital improvements, staffing) require support from the Department's executive-level staff and County government. It is the goal of this plan to inform and educate officials about what is needed so that the recommendations may be supported and completed.

HAWAI'I POLICE DEPARTMENT FIVE-YEAR VISION PLAN

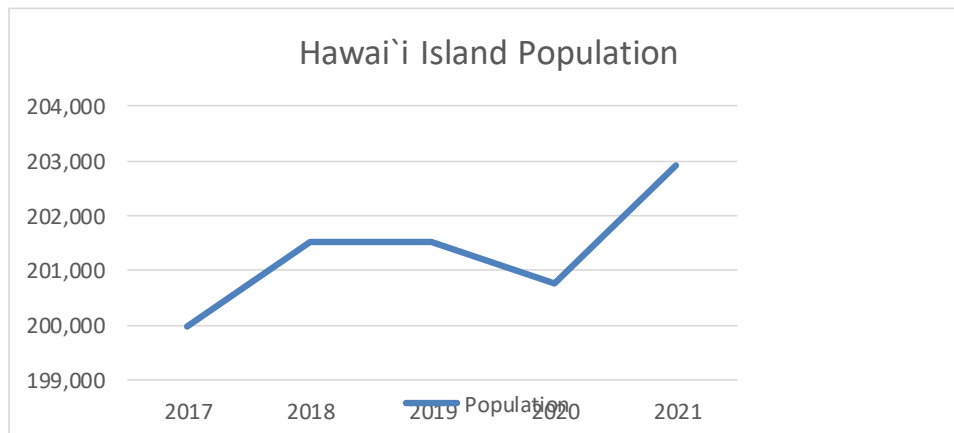
Criminal Investigations Division



DESCRIPTION OF DIVISION

The Area II Criminal Investigation Division (CID) under the command of a Police Captain. CID investigates crimes referred by the Patrol Division in the various districts along with self-generated cases and is responsible for investigating all serious crimes of violence, theft, fraud, commercialized vice and narcotics; apprehends perpetrators of these crimes; and compiles evidence and information for the prosecution of all persons charged with violations of criminal statutes. This division includes the Criminal Investigations (CIS), Juvenile Aid (JAS) and Vice Sections. Additionally, there are two Evidence Specialist positions assigned to CIS that work in conjunction with investigators at crime scenes to identify, collect and process evidence related to criminal activity.

Area II CID is responsible for providing support to the 2,234 square miles covered by the districts of North Kohala, South Kohala, Kona, and Ka'u. Based on U.S. Census data the population of the island has seen an average increase of approximately 700 residents per year over the previous 4 years, with 2020 being the only decrease, most likely related to the pandemic. The upward trend is expected to continue through the next assessment period and correlate to increased calls for service/investigations for all sections.



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Current Staffing / Organization

Amount	Position
1	Captain
3	Police Investigative Operations Clerk



Criminal Investigations Section (CIS)

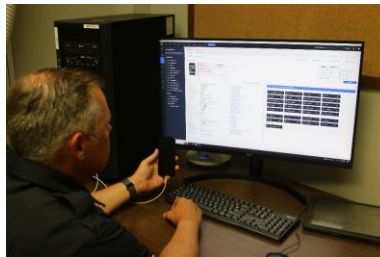


Photo depicts an investigator collecting digital evidence from a cellphone.

The CIS is responsible for the investigation of major crimes to include homicides, assaults, property crimes, identity theft and other fraud investigations in which adults are the suspected perpetrators. Additionally, they investigate all missing person cases whereby the individual is deemed "endangered" due to the facts and circumstances surrounding his/her disappearance, all suicides, some child deaths and other deaths of a potentially suspicious nature.

Current Staffing

Amount	Position
1	Lieutenant
7	Detectives

Goals and Objectives

Goals and objectives of the CIS are based on recommendations from command staff's review of clearance rates from the FBI Uniform Crime Report and from the County Council approved program budget.

	Clearance Rate
Murder/Att. Murder	90%

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Robbery	60%
Burglary	30%
Theft/UEMV	30%
Auto Theft/ UCPV	30%
Financial Crimes	75%
In-Service Training for Patrol	60/Year

Juvenile Aid Section (JAS)



Photo depicts a Detective at a SUIDI (Sudden Unexplained Infant Death Investigation) training

Responsible for the investigation of cases involving juveniles as victims or perpetrators; investigations conducted include assaults, property crimes, and status offenses. The Juvenile Aid Section is further divided into specialized units consisting of the Sex Crimes Unit specializing in sexual assault investigations, and the Domestic Violence Unit specializing in domestic abuse cases.

Current Staffing

Amount	Position
1	Lieutenant
3	Detectives – Sex Crimes
1	Detective – Domestic Violence
1	Detective – General Detail
1	PO-III – Domestic Violence
1	PO-III – General Detail – K9 Handler

Goals and Objectives

Goals and objectives of the JAS are based on recommendations from command staff's review of clearance rates from the FBI Uniform Crime Report and from the County Council approved program budget.

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	Clearance Rate
Sexual Assault	90%
Property Crimes	80%
Domestic Violence	90%
Youthful Offenders	96 Arrests/Year
In-Service Training for Patrol	48/Year

Vice Section



Photo depicts Canine Handler and Narcotic K-9 'Rory' on a training exercise

Responsible for the prevention and suppression of all forms of commercialized vice activity, including prostitution, gambling, and illegal trafficking of narcotics. Federal and State grants provide funding to assist in accomplishing our objectives. Vice officers belong to the Statewide Narcotics Task Force, Airport Task Force (APTF), Hawai'i High Intensity Drug Trafficking Area (HIDTA) Task Force and the Organized Crime Drug Enforcement Task Force (OCEDTF). Joint operations are conducted with the Drug Enforcement Administration, Federal Bureau of Investigation, U.S. Customs, Bureau of Alcohol, Tobacco and Firearms and United States Postal Service.

Current Staffing

Amount	Position
1	Lieutenant
4	Detectives
8	Police Officer III
3	Police Officer III/K-9

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The current structure within the office is as follows:

Airport Task Force (APTF)	General Detail (GD)	Ice Task Force (ITF)	Hard Drugs (HD)
Detective	Detective	Detective	Detective
PO-III	PO-III	PO-III	PO-III
PO-III/K9	PO-III	PO-III	PO-III
	PO-III/K9	PO-III/K9	PO-III

Goals and Objectives

Goals and objectives of the Vice Section are based on recommendations from command staff's review of current drug trends and from the County Council approved program budget.

General Detail	Goal / Objective
Promotion Det Drug I/ Comm. Pro MJ Arrests	12/Year
Cruelty/Gambling Arrests	6/Year
Prostitution Arrests	12/Year
In-Service Training for Patrol	24/Year

Ice Task Force	Goal / Objective
Promotion Dang/Harm I & II Arrests	24/Year
Multi-Agency Investigations	6/Year
In-Service Training for Patrol	24/Year

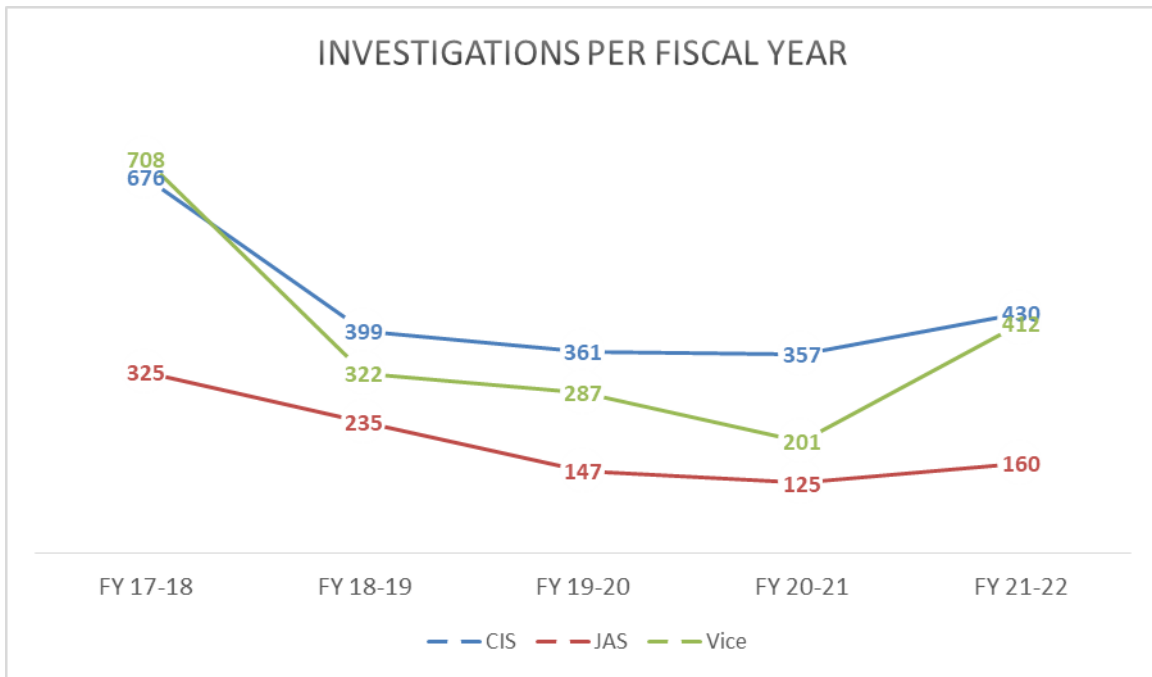
Airport Task Force	Goal / Objective
Drug Trafficking Arrests	12/Year
Passenger Parcel Screenings	252 Sites/Year
In-Service Training for Patrol	24/Year

*Hard Drugs Group contribute to all sections goals as applicable.

Workload Assessment

Investigations conducted by the Area II CID fluctuated during the last evaluation period due primarily to the impact of the pandemic. As restrictions began to be lifted in FY 21-22 investigations rebounded.

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Working Well

Evidence Specialist(s) - With the recent addition of the two Evidence Specialist positions (one currently filled) to Area II CIS, an increase in productivity has been reported by detectives. They have been freed up to conduct important preliminary investigations and follow-ups rather than being bogged down with crime scene processing. This has ultimately led to better morale and more timely clearances of investigations.

Grant Funded Equipment - The assigned Evidence Specialist has written a grant which allowed for the purchase of digital evidence collection and analyzing equipment for both Area I and Area II. This equipment is used primarily for the processing of recovered cellular telephones. The process is technical and has yielded valuable information for investigations since digital evidence is becoming more and more interlaced with all aspects of daily life to include crime.

Police Officer Mentoring Program – When operationally feasible, 2 patrol officers from the 1st Watch (Midnight) shift would be assigned to CIS for the duration of their 1st Watch schedule (1 or 2 months). These patrol officers would be provided an opportunity to shadow seasoned detectives and learn the processes and procedures of advanced criminal investigations. The officers would assist with investigations, conduct follow-ups, screen patrol referred cases, author and serve warrants, analyze and collect evidence and interview suspects. This program has helped develop better investigators and investigations at the patrol level and has created a greater understanding of the criminal justice system for the participating officers by allowing them to “work” a complex case through to successful prosecution.

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Concerns/Areas for Improvement/Recommendations

Additional Positions for CIS - Due to the ever-increasing complexity of investigations, advances in technology for both criminals and investigators and continuous changes and advancements in forensic science and legal proceedings, additional manpower and resources are needed to ensure complete and comprehensive investigations are being conducted in a timely manner. After completing workload assessments of the three sections that fall under the purview of the Criminal Investigations Division, it is recommended that additional positions be added to CIS to provide a more equitable accounting of work amongst the investigators within the division.

A potential solution would be to create two PO III positions within CIS that would be able to conduct the same type of work as the Police Officer Mentoring Program mentioned above. This would assist CIS by having a better distribution of the caseload and would also assist the department by having the assigned personnel gain valuable experience that can be shared and applied when they return to their original patrol assignments.

Projected Budget Needs/Capital Improvements

Outdoor Evidence Processing/Storage Area – With the addition of the two Evidence Specialists positions and the acquisition of the digital evidence collection equipment there became a great need for space to house the positions and associated equipment. A closet at the Kona Police Station was repurposed and was initially sufficient for the initial Evidence Specialist position. Once the second position was filled and equipment was moved in, the space was no longer accommodating. Additionally, certain testing can not be done since there is no exhaust hood or other safety equipment set-up in this space.

An area was located in an outer building at the Kona Police Station that would be more conducive to testing, drying, and operation of certain equipment. This space could also be used for storage of recovered materials from clandestine labs until professional disposal is able to be completed.

An initial estimate to convert the space was provided by Department of Public Works and was \$100,000.00.

Digital Evidence Platforms – Digital evidence processing equipment was purchased through a grant and it is anticipated that after the end of the grant the cost of maintaining the associated software would be absorbed by the department.

Initial estimates for maintaining/updating the system are as follows, slight discounts if multi-year purchase is made:

- 1-year package - \$38,000.00
- 2-year package - \$58,000.00
- 3-year package - \$77,000.00

These estimates are inclusive of updating both Area I and Area II equipment.

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Additional Position(s) for CIS – Should two PO III positions be allocated to Area II CIS the anticipated change to the budget, for initial salary requirements based on contract, would be within the following ranges, depending on years of service:

PO III – Salary range: \$73,824.00 - \$102,516.00 Annually.

Two PO III positions would result in a budget increase of: \$147,648.00 - \$205,032.00 Annually.

Area II Traffic Enforcement Unit

This memorandum is being submitted for AREA II Traffic Enforcement Unit’s Five-Year Vision Plan (2022-2027).

GEOGRAPHIC DESCRIPTION

The Area II Traffic Enforcement Unit (TEU) falls under the command of the Major of Area II Operations and is supervised by a TEU sergeant. The unit specializes in traffic, impaired driving and distracted driving enforcement as well as conducting all fatal traffic crash investigations. TEU also conducts refresher training for current officers.

Area II TEU is tasked with conducting their duties in all four of the police districts on the west side of Hawai’i Island, to include the Kona, North Kohala, South Kohala and Ka’ū Districts.

STAFFING

The unit is staffed by one Sergeant, four Police Officer III’s (PO III). This staff is responsible for traffic enforcement and fatal traffic investigations for all of Area II as well as traffic related training for the department.

Total Strength Sworn:	5
Officer % Male:	100%
Length of Service	
0 – 9 Years :	2 (7, 9)
10 – 19 Years :	2 (12,14)
20 + Years :	1 (21)

Number	Position
1	Sergeant
4	Police Officer III

FACILITIES

The Area II TEU office is located within the Kealakehe Police Station, Kailua-Kona Hawai’i. The office houses the entire unit personnel and scene mapping equipment.

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CURRENT WORKLOAD ASSESSMENT

FY	2018/2019	2019/2020	2020/2021	2021/2022
	Area II ONLY			
Fatal traffic investigations	14	16	8	17
DUI arrests	71	70	82	102
DUI roadblocks	5	79	62	88
Seatbelt/Distracted driving checkpoints	11	105	68	110
Moving citations	1963	2844	6849	6646
Speeding	808	1353	1567	1925
Electronic Devices	110	150	289	304
Seatbelt/Child restraint	152	281	604	502
Regulatory citations	417	475	2234	1816
Unsafe vehicle	68	94	291	522
Disabled parking	1	1	9	23
Other Arrests	169	203	184	150

The main objective of TEU, is to reduce fatal traffic crashes by proactively arresting impaired drivers, focusing on moving violations that cause traffic collisions and focusing on distracted driving violations.

Moving forward into a new five-year cycle, TEU is tasked with the challenges of the current medicinal marijuana laws, which will greatly affect the current workload of the unit. Improving our Drug Recognition Expert (DRE) program and ARIDE program to better identify and apprehend drug impaired drivers is an additional and highly urgent priority. Doing so will take extensive training and refresher trainings for our officers to meet national standards (IACP, NHTSA) and improve their detection capabilities.

The Daniel K. Inouye Highway (D.K.I.) has changed the dynamics of cross-island traveling on Hawaii Island and shifted motorists from Route 19 and 11 onto D.K.I. The improved highway allows for higher speeds by motorists, especially during peak hours of traffic to include morning and afternoon traffic. A large emphasis is currently being placed on speed enforcement on the highway, especially during commute hours.

GENERAL SUMMARY

AREAS FOR IMPROVEMENT

- *Staffing:* Two additional PO III positions are requested to adequately meet enforcement goals and conduct fatal traffic investigations.

To most effectively meet the operational needs of the unit, work shifts have been implemented whereas TEU officer's and sergeant work three days of a 2nd watch (0645-1530 hours) and two days of modified 2nd watch (1045-1930 hours). This scheduling was to address several needs:

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1. Provided TEU officers sufficient normal day shift work hours to conduct follow-ups on investigations, which includes contacts with victims, families and other persons/agencies involved in resolving fatal traffic crashes.
2. Provide presence and enforcement on the major thoroughfares between West and East Hawai'i. Predominately on the Daniel K. Inouye Highway, Hawai'i Belt Road Routes 190 and 11, and the Queen Kaahumanu Highway during peak traffic hours.
3. Also to have personnel available to conduct traffic violation enforcement, OVUII patrols, and to conduct highly visible OVUII checkpoints. These measures served as deterrence's to the major factors of traffic crash's which are speeding and impaired driving.
4. Provides flexibility in work schedule to conduct grant funded projects to be conducted after normally schedule work hours. Speed, distracted driving, seatbelt and OVUII/Saturation Patrols can be enforced with these funds.

The addition of two additional officers would allow the Area II TEU to adequately staff the unit with officers who can be strategically scheduled (i.e. 2W commute hours) to address traffic violations which are known to cause fatal crashes (i.e. distracted and aggressive driving, speeding). Other officers can be scheduled to address OVUII saturation patrols and OVUII checkpoints. Scheduling can also be adjusted in order for the entire unit to work together to conduct heavy traffic/OVUII enforcement geared toward apprehending impaired drivers before they are involved in a serious or fatal crash. These changes would then increase traffic safety on the roadways, and reduce traffic related fatalities.

- *Vehicles:* Area II TEU has two marked police vehicle, a 2008 Ford Expedition with 65,000 miles and a 2010 Chevrolet utility vehicle with 15,000 to carry necessary equipment (i.e. RTC360 Scan Station Diagraming equipment) to fatal crash scenes, while the Ford Expedition can then be utilized to carry equipment and arrestee's during OVUII checkpoints projects.
- *Equipment:* Purchase of new Stalker Radar/Lidar units for traffic officer's, and marked vehicles. These units would replace the aging units' currently in use and would allow traffic officer's the most up to date technology in speed measurement devices. This would equate to an increase in accurate speeding enforcement which would then aid in the effort to reduce traffic crash fatalities.
- *Officer Tenure:* Currently unit officers are assigned to a Police Officer III position with a minimum tenure of five years, and are tasked with not only enforcement duties, but with the in-depth investigation of Traffic related fatalities. To date, training related to Traffic Crash Reconstruction/Investigation has taken a newly assigned TEU officer approximately three years to complete. This is due to the training rotation of the Honolulu Police Department who offers the training to our department. Most of the required training is normally offered regularly on the mainland. By attending the

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training on the mainland, this takes the officer away for a longer period of time and is costlier (i.e. travel cost, hotel, per diem) to the police department.

A change to the tenure of TEU officers to ten years would allow unit officers ample time to obtain the required training and valuable experience in traffic crash investigation. This change would facilitate the reduction in the expenditure of valuable department funds, but also allow unit officers to obtain the necessary credentials to become experts in the field of accident reconstruction. This in itself would also save the department the financial burden of sending reports to a mainland Reconstructionist for peer review and evaluation of traffic crash investigations.

STRATEGIES

Area II TEU will focus on the following priorities:

- Continued development of our DRE and ARIDE Program
- Improvement in fatal traffic crash and negligent homicide investigations
- OVUII, distracted driving and seatbelt enforcement
- Speeding on the major thoroughfares between Area I and Area II to include the Daniel K. Inouye Highway, Routes 19, 190, and 11.

The overall goal of TEU is to minimize fatal traffic crashes and traffic crashes involving serious injuries. This will be accomplished by the improved detection of drug impaired driving, continued highly visible OVUII enforcement projects and consistent traffic enforcement in identified problem areas.

The addition of two officers to conduct fatal traffic crash investigations would greatly enhance the unit in the following ways:

- Improve fatal traffic crash investigations. Dedicated and experienced traffic investigators who can focus on the complex investigation and assist with traffic enforcement during high commuter travel times.
- Allows for a full unit of one supervisor and up to six officers to conduct intense OVUII impaired driving enforcement during evening and high-risk hours. Often times, traffic enforcement is interrupted by training and negligent homicide investigations. The addition of two officers would allow for more focused and uninterrupted enforcement.
- Allow for additional training to be provided to our patrol officers to improve their OVUII and drug impairment detection through participation in ARIDE training.

The purchase of the most updated equipment will allow for more efficient enforcement of the major contributing factors of fatal traffic crashes (i.e. speeding, distracted and aggressive driving).

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CONCLUSION

The addition of two TEU officers is required to maintain a high level of police presence and traffic enforcement to proactively address traffic crashes and fatalities.

Fatal crash and negligent homicide investigations have increased in complexity. Advanced traffic collision training is required to maintain the standards needed for investigation and court testimony.

Two additional officers are needed to attain the desired quality of investigations and to allow the unit to maintain their traffic enforcement goals.

The result would be higher visibility, increased enforcement in high traffic and high crash locations, and proactive prevention of serious and fatal traffic crashes.

Should the unit continue with the current staffing, enforcement efforts will remain inconsistent due to the time required to complete quality investigations and due to the time off the road to attend training.

The increase to ten years for TEU unit officer's tenure will not only save the department valuable funds, but also allow unit officers to obtain the necessary credentials to become experts in the field of accident reconstruction. This in itself would also save the department the financial burden of sending reports to a mainland traffic crash Reconstructionist for peer review and evaluation of traffic crash investigations.

Also concerning, is the opening of several medicinal marijuana dispensaries and the increase of drug impaired drivers observed on our roadways. If we do not increase our enforcement efforts with increased staffing, the likelihood of increased crash and fatality rates is high as more impaired drivers will be on the roadway, and untrained patrol officers will not be as adept in detecting the drug impairment due to the lack of advanced training.