

The departmental budget review reconvened on April 12, 2012 at 9:04 a.m. and proceeded as follows:

Excused: Councilmember Bynum

POLICE DEPARTMENT:

Chair Furfaro: We are ready to go.

POLICE CHIEF, DARRYL PERRY: Good morning Chair and Councilmembers.

Chair Furfaro: Good morning.

Mr. Perry: What I would like to start off with is a power point presentation that gives...

Mr. Chang: Excuse me can you please state your name for the record?

Mr. Perry: Oh yes my apologies. Darryl Perry, Chief of Police for the County of Kaua'i. I will start off with the power point presentation and what will do is I have our team members here and will start with the Administrative Bureau and then will go into the patrol bureau and then the investigative bureau. The reason why we're doing that is we want to make sure that all the details or any particular information you want we will be able to provide to you. Also our main player and this is a happy day, she's in the hospital I don't know if she gave birth but she went into the hospital this morning, Denise Arruda and she's our accountant. She has helped to put all of this together so we're going to see if we can do a good job without her but she will be sorely missed.

Chair Furfaro: But for a good reason.

Mr. Perry: For a very good reason.

Chair Furfaro: Very good reason. Okay Chief I'm going to relocate myself while you make your power point presentation so go right ahead.

Mr. Perry: So this is our 2012-2013 budget and I would like to start off with our mission statement and our mission statement embraces the values of Pono. We have 3 major principals by which we live by and it includes respect, integrity and professionalism. The Police Department is about service, delivery and doing the very best job we can for our community. We intertwine that with our community, with the Aloha spirit as it is described in our HRS. We also have a vision and our vision talks about a community that is free from the fear of crime and that our citizens trust and believe that we will do the very best job possible, providing the best services possible. That's why our budget is so important to us. So let's start off with our official goals and later on I will talk about our wish list that we had. Because some of the Councilmembers asked me before what do we really want as opposed to what's up here? We will start off with recruitment; our goal is to fill as many positions as we can. Currently we have 26 vacant positions and we'll get into that later on by having 2 recruit classes. The first recruit class will begin this year on May 1 and will have 9 new recruits. We started that process actually about 2 years ago and we had planned to start the recruit class last year but that didn't come about because of the processes in the way we do the recruiting efforts and also the training. The second goal is to have a Citizen's Police Academy, we want to add 3 graduating classes. What that does is it provides our citizens with a means of understanding with what police officers and what the police department in general goes through. We will talk about such things as search and seizure, will talk about such things as what do you do in a scenario if you are confronted with a domestic violence case? What do you do if someone comes up to you and reports a crime? How do you handle it and how do you handle it and how do you appease the

individual and what is the process it takes to move that case forward. It will be an opening experience and we're also looking at having the people that participate in this go through some driver training and perhaps the use of deadly force too. The third major goal is accreditation and we have John, Lieutenant John Takamura acting Captain and Patrol will be giving a brief overview at the end as to where we are in the accreditation process. That's an important process that will help this department and by extension the entire county. For our operating budget let's compare 2012 with 2013 and as you can see in the salaries and wages are approximately the same, about 53-54% of our total budget goes towards salaries. Benefits also is about 34% and I won't read it to you as you can see it up there but we took a slight decline this year in our overall budget as compared to 2012 and this is basically what it is. It's a 1.6 percent decrease or four hundred and fourteen thousand dollars. There was an overtime reduction which included five hundred forty six thousand, four hundred and thirteen dollars at twenty nine percent. Salary reductions the vacant positions there was a five percent across the board reduction in our vacancies for our salaries which total six hundred and seven thousand dollars.

We currently as I mentioned have twenty six vacancies, sworn positions and seventeen civilian positions. Three of the positions are temporary grants which are dispatchers and six are part time crossing guards for our elementary schools so those are vacant. The promotions we will have promotions that will take place on April 22, we will be promoting six sergeants to lieutenants and ten officers to sergeants. The list that we have her concerning the vacancies won't be accurate after April 22, because everyone will be moving up and the vacancies will be on the bottom so we'll have to make corrections on those. Our priority list is we wanted 2 forensic crime scene technicians, we also wanted 16 patrol vehicles and the patrol bureau will get more into that as to the reasons why we needed those vehicles for the forensics ISB which is Investigative Services. We will talk about the reasons for having Crime Scenes Technicians. Also 3 marked vehicles for our SRO's in the schools.

Mr. Chang: SRO's?

Mr. Perry: Excuse me, School Resource Officers for our 3 high schools. There were 2 positions in this current budget that was dollar funded from last year and that was the Deputy Chief Secretary Position number 345 and Police Records Clerk 342. In this budget it was funded for 8 months but it was re-described so that we could have the 2 Crime Scene Forensic Technicians. In other words we didn't gain anything any positions as a matter of fact we had lost those 2 positions are lost because they are being re-described into the Crime Scene Forensic Technician position.

Mr. Rapozo: Mr. Chair can I just ask a clarification question?

Chair Furfaro: Yes go ahead.

Mr. Rapozo: Chief the re-descriptions were your re-descriptions? Was that your request?

Mr. Perry: No it wasn't.

Mr. Rapozo: Okay I will get into it later but the Records Clerk was my biggest concern. Thank you.

Mr. Perry: We will also be losing one position and it's the Personnel Clerk II, SR-13 Position number 346 and that would be Sherry Nakashima. She is our back ground assistant and I have a list of her duties and responsibilities. She will be moved to the new Human Resources Department starting July 1, 2012. My understanding is that she will continue to help with our recruitment efforts. We have lobbied the Mayor's office to retain Sherry but my understanding

and speaking with Janine Rapozo she said that Sherry will still be helping the Kaua'i Police Department and perhaps providing more resources to assist in recruitment efforts. There are issues there concerning that because and we'll get into that later on. So at request this was actually our wish list, we have requested as previously noted 2 forensic crime scene technicians to process our crime scenes. Internal affairs we asked for 1 Lieutenant, 3 Sergeants and 1 Senior Clerk and the justifications I have it readily available for you. We also wanted to expand our Youth Services Programs throughout the island; island wide and we requested 2 police officers toward that effort.

The Accountant Procurement and Supply Specialist is a civilian position and the reason why we wanted that position is because the officers in all bureaus are doing contracts, contracts and other financial types of assignments so that the department can get whatever we need. In terms of services, in terms of equipment and alike and this has put a great strain on our particularly our Administrative Bureau. Many, many hours are spent and we're not experts in this field and dealing with finance and procurement has been a very difficult at times because we don't know what needs to be done until it gets kicked back to us and we have to do it over and over again. So what we wanted to do was to have someone who is an expert in this area that can help us to expedite this process and relieve the officer's form doing this type of duties so that they can really do police work and supervise, unfortunately that wasn't included in our budget. I understand talks are now in place and have been in place for quite awhile with the Mayor's Office to perhaps alleviate this situation not only in our department but in other departments too.

We also asked for funding for the Deputy Secretary's Position the one that was re-described and also the Records Clerk's Position that was re-described. We asked for those positions to be funded because initially it was dollar funded. Finally we had asked for beat expansion and what we wanted to do was put two new beats and this is a part of a long term strategic plan to have beats throughout the next twenty five years so we actually double the beats. For this phase we wanted to have two new beats put in place which requires a lieutenant, 3 sector sergeants and 12 officers. I understand that we have to fill our vacancies first or else why give us all those positions and so what we've done is we've well let me move forward on this. As I mentioned before the 82<sup>nd</sup> recruit class will have 9 members on May 1, but for the 83<sup>rd</sup> what we have right now is 160 applicants which was reduced 117. We are looking at processes to expedite this the way we do business, how do we get to speed things up? The Department of Personnel Services has been helping us on their side but it's the background that is our biggest hold up here. So what we're doing right now is revamping our process and we have a whole new team in there in the Administrative bureau and acting Assistant Chief Kaleo Perez can go into more background on how we're going to accomplish that. The main problem is our background investigators.

We want to reduce the training the training is now 6 months but we want to reduce that number and also reduce our field training officer program. A better word for that would be on the job program after you finish recruit class you're riding with a season officer who will train you or evaluate you on how you're doing and give you recommendations on how you can improve so that you meet a certain standards. Before after recruit class they used to just throw us on the road and you're on your own but now we have mentors to help you along the way. This program is about 4 months and we're trying to reduce that a little bit more so from the time a person applies until the time he is actually on the road by himself, you're looking at maybe about two and a half three years time. We are really trying to reduce that because people that apply are saying that it takes too long I'm tired I don't want to wait any longer so they look for another job. We are doing our very best to expedite this process.

In terms of retirement so far this year we 4 have retired senior officers and we expect another two by the end of the year. So right now we have 26 vacancies it may be up to 28 by the end of the year and for 2013 we expect 10 more, 2014 if no one retires in 2013 then we'll have 13 by 2014

but by 2015 and now those are eligible to retire. By 2015 if no one retires in the previous years, 2013, 2014, by 2015 we'll have 20 officers who are eligible to retire.

Chair Furfaro: Chief just so we're all clear, the eligible retirement for the police department is after 20 years?

Mr. Perry: Twenty five years.

Chair Furfaro: Twenty five years. Thank you Chief.

Mr. Perry: So we have a double edged sword here if you look at the other departments particularly in Honolulu and Maui their duties and responsibilities are well defined. They have people in the positions to handle those duties and responsibilities, unfortunately on Kaua'i because of our vacancies and our inability to have more officers in the field our officers are doing double duties. They are doing a lot more than any other county that I know of in terms of responsibilities. So by the time an officer reaches twenty five years he's more or less or she's more or less ready to leave. They are absolutely burnt out where as in Honolulu and Maui because they're so specialized and they don't have to wear a number of hats their longevity is much better and they normally stay for 30-32 years, 32 years is the maximum for your retirement system benefits. They usually stay for 32 and they retire than they find another job like TSA security or something else. This is just an overview on our plans for the future in about 20-25 years perhaps or maybe longer we're hoping to get these numbers of (inaudible). There's 21 beats up there but that's for 20-30, 20-35 but the boundaries have already been made so the next Chief that comes in and as the vacancies are filled they can get new positions they can just plug them in. It's all set for whoever takes over for the next 25 years.

I did this a couple of years ago and I wanted to reaffirm this. This is a statement for the first time in a long, long time I'm excited for this department and our employees. We have tried for many years to get projects, equipment, improved facilities, more personnel you name it but limited funding prohibited our progress. When I first accepted the position of Chief my goal was to make operational improvements within the department to give better service to the public. Over the years I found the demands of this position are many and that it is one of the most challenging jobs to undertake. This was by Police Chief Calvin Fujita in 1994. Eighteen years ago and things really haven't changed much it's still challenging and we still have budgetary concerns, so budgetary concerns will never go away it will always be here. So with that said I would like to thank you and then we can go more in to details of the budget. Thank you very much.

Chair Furfaro: Thank you very much for your presentation Chief, I would like to ask a couple of quick questions just to... you know our rules are to limit our questions to 2 or 3 per member and go around the table so that we can share time equally. During your time as Chief, what discussions have we had with personnel as to some new techniques for recruiting? Have we talked about the possibility of when a new recruit graduates we might help them with anything from the closing cost from a house to certain bonuses for completing the class and being selected? What have we had in a way of discussions with personnel to improve recruiting efforts especially as there is downsizing in the military now and that seems to be a real possibility to look towards individuals from the military, the military police and so forth in a way of recruitment. Could you in a little nutshell tell us what kind of ideas have come out with personnel about?

Mr. Perry: We've tried to target Mainland actually Mainland Officers who's departments are downsizing too but we haven't had much success and nor has there been a lot of interest. We have advertised on the internet, media, media meaning the radio and newspaper and DPS has stepped up to the plate and assisted us in processing the application on continuous basis so that there's no lag time. They are also given the test on weekends on Saturdays so that it doesn't

have to infringe upon the applicant during the week day. In all fairness to them the issue is not the number of applicants we've been getting because we've been getting over a hundred plus applicants. The issue is the quality of applicants that we're getting and the quality of applicants hasn't been that high on average we had that 116 pass the test and it was referred to us already 9 had dropped out and as we go through the physical fitness section we'll again weed out more and when we do our backgrounds psych evaluations it will weed out more. By the end we will probably have like this class 9 or 10, it's less than 10 percent. So it's the quality of applicants that's the issue and we've also gone into the colleges and gone to fairs to see if we could get really good quality applicants but it's difficult. All of the departments throughout the nation are experiencing that same issue and I think recently they had an article that was in the advertiser about the tinning blue line which indicates which talks about the difficulty in recruiting officers.

Chair Furfaro: I saved that article; I got it downstairs I was going to bring it out during our personnel session this afternoon. That's the one showing the gray boxes for those that are retained and the blue boxes for those that are departing. That's the one right?

Mr. Perry: Yes.

Chair Furfaro: Okay I have that.

Mr. Perry: So it's a difficult thing to recruit and I have to admit when we came in, when I came in back and Mel when you came in, the process wasn't as stringent as it is today. The reason why it's that way is because some of the officers when they came in they said this is not for me and so they left so all the training and all that money that we spent to train them went down the drain.

Chair Furfaro: Sure.

Mr. Perry: So now we're looking for people that meet our values, our mission statement and so it's been difficult.

Chair Furfaro: How do we compare to other counties on the line of difficulty in recruiting qualified candidates? Is or standards much higher than let's say Maui, Big Island?

Mr. Perry: Maui for Honolulu it's about the same for all the islands but I think Maui tried to expedite their process and unfortunately some of the officers that came in got into trouble immediately off the bet because they weren't screened properly. That led to liability issues so you have to pay later on for not doing proper screening and that's the difference with this type of work that we do. We have to screen properly or else we will have some issues down the line.

Chair Furfaro: What is your manpower for screening? Who does the screening? Do we have enough people? Do we need to contract it out? Do we need to bring retired officers back to do the investigations? What are the mechanisms that you use?

Mr. Perry: What I will do is acting Assistant Chief Kaleo Perez is in charge of ANT and I could answer that question...

Chair Furfaro: Well I will park the question into Kaleo as an opportunity to come up. Okay I've has my 3 questions so I will pass it on to Mr. Rapozo.

Mr. Rapozo: Thank you Chair and thank you Chief and thank you to all your department staff for doing what you do. I just want, because I only got 2 questions or 3 and the slides are numbered but the re-described positions I don't know if you can go back, Scott can you go

back to the slide towards the beginning. Now the 2 Crime Scene Forensic Technicians are those positions the Crime Scene Forensic Technicians, are those positions you requested?

Mr. Perry: Initially yes.

Mr. Rapozo: Okay and as new positions?

Mr. Perry: As new positions.

Mr. Rapozo: Okay and the Administration re-described your Records Clerk and your Deputy Chief Secretary to accommodate your request?

Mr. Perry: Yes those positions were dollar funded.

Mr. Rapozo: Right and I still don't understand why they were dollar funded because I think especially the Records Clerk and I think that is my bigger concern is the Police Records Clerk. I believe ever since Estelle left that position was never filled correct?

Mr. Perry: Yes Estelle's position was a Supervisor Position, this position wasn't filled and this is a very, very important position.

Mr. Rapozo: And I speak from experience I had on occasion because of my other job to communicate with your records people and more specifically with legal documents but it seems to me that they are back logged and they will never catch up with the current system. I'm troubled that we are going to re-describe those positions and basically do away with the Police Records Clerk. I'm hoping that we can somehow get that position back in there and I can understand and appreciate the need for the Deputy Chief Secretary. I don't know how Gayle can do the work that she does for the Chief and the Deputy and I'm assuming that's still the structure.

Mr. Perry: She's also a travel agent.

Mr. Rapozo: She does all the travel?

Mr. Perry: Yes.

Mr. Rapozo: And your department does have a lot of travel. The other question that I have and for now I will stop with the second one it's another concern it's that Personnel Clerk that's going to be transferred over to H.R. and again the Police department is a little different animal than your traditional department. Your collective bargaining agreement is like the Fire Department is very different from your HGEA and UPW, not that anyone is more important than the other but I think when you look at the departments that have shift work, the departments that have all these different allowances and what you said in your testimony you said that H.R. I guess said that she would be able to offer more assistance to KPD in the recruiting area and that's what you were told by H.R.?

Mr. Perry: Yes.

Mr. Rapozo: I don't know how that can happen if their taking a body out of your department and putting them somewhere else. I don't see how that person can offer you more assistance. I just have to assume that, that position is going somewhere else to do other functions. So she's going to have or he's going to have less time to focus on their overall responsibilities so I find it hard to believe that that person after being relocated to another department will have... I guess that makes no sense to me is what I'm trying to say. One of the things that Police Officers and for me

anyway the retention of Police Officers is making sure that they get all the benefits, all the resources so that they get paid properly. Making sure that their activities are accounted for and I just don't want to see that function get lost because that position is going to be moved. I'm going to have a real big problem with that position specifically because I believe we all have to look at and recruiting is very important but also retention. We have to make sure that our officers are being serviced properly in all facets of the job, not just bullets and guns and those kinds of things but the day to day, just their daily needs of the Police Officers. Again like I said I obviously the bias is apparent because I believe public safety should be the priority it should be in all that we do. The other thing is when you talked about retirements we are all aware with that new retirement reform that being tossed around and you can expect and in my opinion and that's my question my final question I lied I have 3. Do you anticipate even more retirements? There giving that reform a 3 year window and its going to take 3 years to implement this new retirement laws but wouldn't you agree that when that kicks in you're going to see major departures from the departments throughout the state?

Mr. Perry: Yes.

Mr. Rapozo: And that's something that we're going to have to really, really...

Mr. Perry: Well let me get back to the background, well I call Sherry the background Clerk and I have four pages here of her duties and responsibilities which I agree it will be difficult for her to be away from the office and conduct her business.

Mr. Rapozo: You said background but you're talking about the Personnel Clerk?

Mr. Perry: Yes the Personnel Clerk. That's what we call her because she helps with the background.

Mr. Rapozo: Background assistant?

Mr. Perry: Yes she helps with the background but you know along with our recruitment process there are nuances within the department that goes on, daily activities and something that you have to clarify. Somebody who is right next to you is easier to converse versus someone that's away from the office. The other concern that we have is that again as I mentioned all our employees not only the sworn go through a stringent clearance process and the reason why we do that is because of the sensitivity of the work that we do and the information we receive from all of our applicants. Sherry, excuse me, Ms. Nakashima went through that process and she was cleared. Now and I'm not sure if Human Resources will screen their employees the way we screen our employees to make sure that there's nothing in their background that would cause us to believe that some information may be compromised. That's very important and that's something to consider. So if it was up to me, yes sure I want to keep her as I would want to keep the other two positions and get the two new Forensic Specialists Technicians.

Mr. Rapozo: Thank you.

Chair Furfaro: Mr. Chang. Before I do Mr. Chang I just wanted to make an announcement that Mr. Bynum had been in contact with the Council Office and will be late today.

Mr. Chang: Thank you Chairmen, Chief good morning?

Mr. Perry: Good morning.

Mr. Chang: You're Technician as far as forensic the two that you're requesting. Would that come from within the department?

Mr. Perry: Well that would be the way it's structured now if this budget is approved then the 2 positions will be re-described and so it will be, I guess you're correct within the department. What we wanted was 2 new positions; keep those positions so that we can fill them especially the Records Clerk-342 & 345 were the ones that we wanted to maintain.

Mr. Chang: Three forty two and three forty five?

Mr. Perry: Yes.

Mr. Chang: I want to say congratulations of your appointment of 10 new Sergeants and 6 new Lieutenants. I like that upward movement for morale and just I think that's great. You mentioned a little bit about the reduction of five hundred forty six thousand, four thirteen reduction of savings, is that correct?

Mr. Perry: Is that the overtime?

Mr. Chang: No the reduction that you have the 29% bottom line.

Mr. Perry: Yes overtime.

Mr. Chang: You know yesterday we had the County Prosecutors Office was mentioning the pay scale of some of the Sergeants, Lieutenants, etc... that was far superseding the Deputy or the Chief itself.

Mr. Perry: Yes.

Mr. Chang: Those statistics were quite alarming if you will. What are we doing, do we monitor how the overtime is used or do we... is that on a seniority basis or how does that work to justify the overtime?

Mr. Perry: The overtime is monitored by the Supervisors but when the need arises and with respect to the case we have late cases, we have felony investigations; we have search warrants that need to be conducted. We also have special projects that we do especially when we have storms and stuff. One of the major cases when we have homicides or shootings, those involve a number of overtime requirements not to mention that if officers are injured or sick than we have to back fill. What we want to make sure is that the public safety isn't compromised as well as the officer's safety is not compromised. So we monitor our overtime, we scrutinize to make sure that every dollar that we spend is justified and it goes through a process as it starts off with the IOC or the Sergeant and it goes up to the Lieutenant and the Captain. We make sure that we get the most bang for our buck it's not something that's looked on frivolously.

Mr. Chang: Just out of curiosity and for the sake of the public I know that these officers a lot of them want to work and it's not about overtime but they want to work because when you're on it you're on it. But I would imagine that a lot of the stuff that the ranking file does on a daily basis or on an hourly basis when it's a little bit like a de-briefing or when you really got some time; do we have people that the officers can talk to? Is there like a psychologists or someone that they cannot just vent but share their feelings on a mutual basis that they can just get out and vent if you will? For the sake of the sanity of what the men and woman do 24/7, do we have that kind of support for the people that we need to support?

Mr. Perry: We have peer counseling and we also have the Employee Assistance Program with the County but in many instances and we're working on that right now with retaining a psychologists so that that person can help us with debriefing situations. For example when we had the recent shootings we also have the chaplain program that helps us to talk it out and then we have debriefing sessions but more or less what we need is real professional to come here that know how Police Officers think and how they respond. If you look at officers they are like marines or the military where I don't need help, I don't need any help but they really do because they're hurting inside. So we are structuring a program right now that helps them to be in contact with a psychologists, we're looking at contracting one in Honolulu so at any moment we can fly him down and help us with our debriefing session and it can be confidential. I think HPD has 3 or 4 on staff to help with that and I've been in touch with Chief Kealoha to help us promote our program. Interestingly I'm glad you mentioned that because there's something that we're looking to also for our officers that retire. After twenty five years or 30 plus years of being in this job there is no way of decompress before they go back into the civilian world. It's a very difficult situation many of them have no idea how to submit a job resume or how to conduct interviews and this adjustment period not only for the officer but also for the family members we are looking into a program like that. For example if you're working in homicide or your working in robbery detail or you're working in crimes against children and you're exposed to that type of violence and that type of thinking. You need to get some help before you go back into the civilian population otherwise you'll be carrying all that baggage with you and that's not fair and that's what we're trying to do right now to help our employees to do that.

Mr. Chang: Sincerely that was the point that I was trying to make because I know that you talked about the marines or macho or you know you don't want to talk about your feelings, but I think that it's very, very important that the ranking file can understand that they can see someone because a lot of times it's a lot easier to talk to a stranger than it is to your own peers. I would highly recommend that we stay on that for the benefit of the people that we want to retain.

Mr. Perry: Sure, absolutely.

Mr. Chang: You know pre and post employment, thank you Chairmen.

Chair Furfaro: I just want to get something clear on overtime if I can Chief?

Mr. Perry: Sure.

Chair Furfaro: In your new budget, you have a total of 1 million four twenty two budgeted for overtime. That number is being reduced based on your performance record in the current year?

Mr. Perry: I'm sorry the number that I was given was one million three, five three, 1.3 million and it was reduced by 29 percent my apologies.

Chair Furfaro: But in there is as pointed out to me is this are you comparing to what is called the standby overtime?

Mr. Perry: Just regular overtime.

Chair Furfaro: Just regular and the standby overtime is used for what purposes that's seems to be where the differences are.

Mr. Perry: The standby pay is for Officers for example our Detectives that are working on standby from night hours until the early morning hours. If there's a felony call out then they'll go ahead and respond to the case and the overtime begins at that point.

Chair Furfaro: Got it okay so I think that's where the differences is what we're looking at and that Scott Sato had pointed out to me there is that other category. However this number originally over the years was budgeted on the straight overtime as high as a million six so that what you've reduced?

Mr. Perry: Yes.

Chair Furfaro: That number. Got it thank you very much and Vice Chair Yukimura did you want to have couple questions now?

Ms. Yukimura: Yes.

Chair Furfaro: Go ahead.

Ms. Yukimura: Hi Chief and congratulations on the overtime reduction that's very significant, just a couple of preliminaries, what is your total number of sworn officers?

Mr. Perry: 148 and 2 appointees would be myself and...

Ms. Yukimura: And then civilian?

Mr. Perry: 56 approximately 56.

Ms. Yukimura: Okay and you mentioned the strategic plan with the beats I don't think your slides are numbered. Anyway it's your KPD goals and request slide. Oh wait a minute no I guess it's your new boundaries, beat boundaries. Anyways regarding your strategic plan do you have that in writing?

Mr. Perry: I have that in writing yes I do.

Ms. Yukimura: Is that something you can provide to the Council?

Mr. Perry: Sure yes I will.

Ms. Yukimura: Okay thank you and regarding I know that you had a slide showing the positions you had wanted but didn't make it through the Mayors budget I guess. With respect to the 2 KPAL Officers that you would like to have I guess I'm curious that if you're having a hard time recruiting Police Officers who have to go through specialized training, would it not be helpful for your recruiting to actually have KPAL positions that aren't officers and use them for what Councilmember Rapozo said Public Safety would be the priority in the core function. You would use your officers for the core function and still have people but they might be civilians that don't have to go through the really all of the police training to work on your KPAL Programs.

Mr. Perry: That's a possibility, I don't think the other departments have explored that but that's something we can look at. Normally the reason why they have the Police Officers involved with that and it's not that they don't do other duties and responsibilities with respect to the law enforcement because their officers also have dual roles. They have the KPAL Program but if they're needed in other areas they're also functional in other areas. If there's a shortage on the beat or there's a special event that happens maybe a natural disaster they can

respond appropriately so there's dual roles there. The reason why we want officers there is to make sure we have integration within the community and the youth sees our officers out there as being human beings and not something or somebody to be afraid of. We are out there to mentor them and send them on the right path. There are a number of advantages including recruitment later on in the years and that's why we have officers. When I was in Honolulu I was the commander for the KPAL Program well overall Juvenile Services Division but the parents also wanted to see our officers out there and not we had civilian volunteers but they wanted to see the officer. In our case down here Officer Mark Ozaki is the one that has taken responsibility for that and he needs help and we want to adopt the program within KPD as we're adopting the explorers program. Those programs are invaluable to our youth and the community.

Ms. Yukimura: Yes don't get me wrong I think you're KPAL program is incredible and serving a lot of youth needs but if you have all these vacancies and public safety is the priority to have somebody be able to work full time in the police work. I can see having someone who can help on occasion if all your positions are full but if they aren't full than that's the priority. Maybe exploring and I also understand the desire to really have a clear interface of police officers in the community but your KPAL program doesn't only involve the KPAL officers it includes other officers as well right?

Mr. Perry: Yes volunteers.

Ms. Yukimura: So these KPAL people would organize and maybe there's a way to still distinguish them as of the Police Department so that you can achieve that recognition of the Police Department but still expand your flexibility and your people. Anyway I'm just wondering.

Mr. Perry: And its true a sense that KPAL is actually a crime prevention program, that's what it all about. It feels good and we're out there but it's a crime prevention program.

Ms. Yukimura: Right.

Mr. Perry: And its true a sense and perhaps we could have one officer and one civilian but I would be reluctant to have 2 civilians or a civilian run the program. We need the presence of the Police Officer there and that's just my personal preference I feel it's a benefit to the community and to the department as a whole.

Ms. Yukimura: Okay thank you.

Chair Furfaro: I will let Councilmember Kualii have the floor.

Mr. Kualii: Thank you Mr. Chair. Aloha Chief, aloha to you and your entire department for everything you do for us.

Mr. Perry: Thank you.

Mr. Kualii: One quick question is with regards to the retirement projections. So when you listed those different amounts and it would be about slide 17, oh you got it right away. So the 20 total in 2015, that's if none of the eligible retirees for each year before they actually retire?

Mr. Perry: Yes.

Mr. Kualii: So it's an accumulative effect?

Mr. Perry: Yes it's an accumulative effect.

Mr. Kualii'i: Okay and then on the slide with regards to positions salaries reduction slash vacancies. So we had Department of Personnel Services here with us last week or recently to do the quarterly reports on the vacant positions and there last report to us from December 31, 2011 and we should be getting another one in a week or two for March, so the data here is not really current but it was so different from what you said that I'm wondering how connected personnel is with serving your recruitment needs. You listed vacancies for the sworn officers at 26 and that is current?

Mr. Perry: As of April 10.

Mr. Kualii'i: Yes, so what or would you have an idea of what it would be as of December 31, 2011? Was it a big difference?

Mr. Perry: I would say no it wouldn't be a big difference maybe 24 maybe 23.

Mr. Kualii'i: Yeah so just a couple.

Mr. Perry: Yeah just a couple.

Mr. Kualii'i: So in their report they listed Police Services Officers as 14 and Police Officer one as 3 so they only had a total of 17 vacancies showing and of those there are 6 that show as pending results of selection process. However you said 10 officers?

Mr. Perry: For the next recruiting class?

Mr. Kualii'i: Oh no that's the promotion. So because 10 officers are being promoted to Sergeant that means your vacancy of 26 now becomes 36?

Mr. Perry: No everybody just moves up because the vacancies are also are in the sergeants and lieutenants positions.

Mr. Kualii'i: But if a Sergeant is moving to Lieutenant and an Officer is moving to Sergeant?

Mr. Perry: Right.

Mr. Kualii'i: Who's moving to Officer?

Mr. Perry: Well we're filling if the number is 26 vacancies and the vacancies include the Lieutenant and Sergeants. If an officer moves to a Sergeant he fills that vacancy but this opens up so there's no change.

Mr. Kualii'i: There just all officers.

Mr. Perry: Yes and that's why I have 26 sworn, there all sworn. There's actually a breakdown in here on the number of positions that includes Lieutenants and Sergeants in the back of your packet.

Mr. Kualii'i: Well it just seems like in of the positions that are being filled where they had effective vacancy dates of like May 1 of 2000 and one was April 27, 2010 and I understand its tied to the recruitment classes but and your limited by how many you actually have in the class. So H.R. is just following your class enrollment as far as what they're actually recruiting for?

Mr. Perry: You mean recruiting for a new position, I mean for applicants?

Mr. Kualii'i: What is the entry level position called?

Mr. Perry: Police Services Officer.

Mr. Kualii'i: That's right and there's a difference between Police Services Officer and Police Officer one?

Mr. Perry: Yes. After you finish your recruit class after you're program which is field training officer program and then you finish your probation than you have an increase and your moved up to the next level which would be PSO-1.

Mr. Kualii'i: I guess the final part of this question is so if you have a number like 26 and that's what you see as your vacancies and personnel is showing a totally different number like 14 or 13, 14 would be Police Services Officers? So it's not the 3 that is Police Officers?

Mr. Perry: No.

Mr. Kualii'i: So Police Officer one is not the entry level?

Mr. Perry: No PSO's is (inaudible).

Mr. Kualii'i: Okay so you have 26 they have 14 and that's like almost double. What is actually budgeted for and what are they actually helping you recruit?

Mr. Perry: Helping our recruitment?

Mr. Kualii'i: Yes.

Mr. Perry: What they're doing is continuous recruitment and forwarding the names to us as quickly as possible. Do they have the Sergeants vacancies and Lieutenants vacancies listed there too?

Mr. Kualii'i: Yes they have 5 Lieutenants and 3 Sergeants.

Mr. Perry: Yeah you would have to add that in there too.

Mr. Kualii'i: Okay. So now that would be 22.

Mr. Perry: Which is right about there?

Mr. Kualii'i: Okay thank you, thank you Chair.

Chair Furfaro: Councilmember all good questions and Chief our vacancy report that has been given to us is only through December 31. However I'm going to get you a copy right now, they seem to be as much as 60 days behind in their reporting.

Mr. Perry: Okay.

Chair Furfaro: Will take that up this afternoon but we'll get you a copy of the last report that we received.

Mr. Perry: Can I add one more thing with respect to promotions?

Chair Furfaro: Sure.

Mr. Perry: We just had an assessment center done and that's how we were able to move all the Lieutenants and promote Lieutenants and Sergeants. What was happening in the past is that as soon as the promotions took place the eligibility list to be promoted expired. What we've been trying to work with the Department of Personnel Services is to extend that list for about 18 months and we've worked with SHOPO on that. The reason why we want to do that is because if there's a vacancy and someone retires we want to be able to just plug them in and not use an OIC, promote the person and move them in. There may be some shortages on the bottom but we'll work that out. The reason why we're doing that is twofold it's because the person deserves to be promoted first of all they went through all of that testing and everything else and secondly it's cost effective for us to do that. In our last assessment center it cost us forth two thousand dollars to do that assessment. If the list expires and we have to do that every time it's not going to be worth it and the officers are going to have to wait longer and longer and longer. We are trying to look at ways to not only get the officers promoted so we can better service the community but also a save the County some money in the long run.

Mr. Furfaro: Okay, Chief we have about 2 hours of still blocked for your time. Before I recognize Councilmember Nakamura could you give me a real quick overview of whose coming up to speak and on what particular topics of the group you have assembled today?

Mr. Perry: What we wanted to do is bring our Administrative Patrol and Investigative Bureau up just to give you an overview of where they are today and some of the projects that their doing. I also wanted to talk to you about and bring you updated on the (CALEA) process the accreditation process so that you have a full understanding of where we're moving and where we are today.

Chair Furfaro: Okay so go through that sequence again for me so I can...

Mr. Perry: Okay we would want to bring the Bureau Commanders up to give you an overview of the projects their doing and some of the challenges there facing with their budgets and how they're addressing those budgets. Also to let you know about any grants they may have that their working on.

Chair Furfaro: Okay I'm going to let Councilmember Nakamura have her time for you for questions and will you orchestrate how we bring them up?

Mr. Perry: Yes I will.

Chair Furfaro: Thank you very much. Councilwomen...

Ms. Nakamura: Thank you Chair. Good morning and thank you for your presentation. I wanted to ask you about on page 1 of your budget presentation that was submitted earlier to us. You talked about one of your goals and objectives for this coming year is to have 2 recruit classes and so I wanted to ask you about what would be your goal and how many to get through the process?

Mr. Perry: We and I will pass this and I'm sorry that I didn't do it earlier but this is the 39 step process that we do for recruiting and that's why it's taking so long. What we want to do again as I mentioned is to expedite the process and right now we have a 107 applicants. We are looking at processing these applicants and by the latest would be November and start the recruit class in December. That's going to be a tight squeeze because of all of the steps we have to do. Our goal is to and cross my fingers to have another 10 officers or applicants go through a recruit class.

Ms. Nakamura: So it would be 9 in the first class and 10 in the second class?

Mr. Perry: Nine in the first class, ten in the second class and it's not a guarantee that they will even make it through the program.

Ms. Nakamura: Right.

Mr. Perry: We have a (inaudible) of maybe 2 or 3 during each class and we may even end up with 7 in each class so a total of 14 so anywhere from 7 to 19.

Ms. Nakamura; So, 14 to 19 total than?

Mr. Perry: Yes.

Ms. Nakamura: So probably expecting about 6 retirements, potential retirements within that time?

Mr. Perry: Yes.

Ms. Nakamura: So you're going to net hopefully 13 next year?

Mr. Perry: Yes.

Ms. Nakamura: And is it your goal to have 2 recruitment classes from now on or is it just one per year?

Mr. Perry: No from now on. That's our plan and we need to do what we need to fill our vacancies because if we can't do it than we can't expand, we can't give you the services that this County deserves we have to fill our vacancies.

Ms. Nakamura: Okay then I wanted to do a follow up to Councilmember Yukimura's question about KPAL. One of the goals that this Council passed was we did our Council goals for the County and one of them was promotion of youth development in a comprehensive way. I believe that KPAL is one of the components of carrying out this goal and now given that the number of vacancies of police officers I was happy to see it in your original wish list and it didn't get approved or did not get into the final list. However, and I can see the need is to be out in the beat to feel the beats and so I also agree that there is a need for the presence and supervision at the officer level. I was wondering whether there was any way to have that Supervisory Position as an Officer but somehow either through a grant through KPAL or so forth that the work can be distributed Island

wide so the surfaces can be better delivered. I know there's a lot of ground work involved too setting up fields, doing that the behind the scenes, moving wrestling equipment from one place to another and there seems like there's a lot of work involved, but to use the officers where it makes the most sense. That's what I wanted to explore further whether even through a grant through KPD, or a grant through KPAL to try to have that infrastructure to carry it out with KPD as the lead supervisory entity. Would something like that be possible?

Mr. Perry: Yes certainly we could look at that. The goal again is the expansion of the KPAL program because there are a lot of kids out there that we would like to service and now it's not only flag football or baseball or basketball. We want to do other programs which included something maybe like chess, have a chess program or break dancing or have something else that's different. Karaoke or something that's different that's not your traditional sport and just to engage the children so they no make hum bug.

Ms. Nakamura: Yes and I think that's all consistent with where we need to be looking and the mentorship role that the officers play is critical. Anyway we'll be sending over a more follow-up question relating to that as to how that could possibly be done in this budget process?

Mr. Perry: Yes.

Ms. Nakamura: Also I wanted to ask one of the big initiatives is the safe routes to school program and there will be more CIP Programs to try and bring kids and get them out walking to school or biking to school and yet the issues with the crossing guards is a continuous problem of trying to fill that position and my understanding from last year was the pay and the time. One hour before school and one hour after it's difficult for people to commit to that so I was just wondering if there were any options that you've looked at recently to try to fill those positions?

Mr. Perry: Not recently no we've been doing the regular recruitment in asking the schools to help us in looking for grandparents that might want to help keeping our Keiki's safe but no we haven't export anything else.

Ms. Nakamura: Do you think if we increased the pay that we would have greater interest? Have we approached the schools for teachers for example?

Mr. Perry: I think we have you know but I'm really not up on that now but I can find out and we can answer that question.

Ms. Nakamura: Yeah because for the after school programs we did at Kapa'a Elementary, the teachers were happy to put in 1 or 2 hours after school if they got paid for it. I was thinking that would seem like the natural personnel staff to look at because some of them are looking for extra money with all their cut backs too.

Mr. Perry: Teachers?

Ms. Nakamura: Some of them are so I was just wondering maybe an increase in the amount you think might make a difference?

Mr. Perry: I think this amount and what is it now ten dollars or something?

Ms. Nakamura: Ten yes.

Mr. Perry: I think that was just increased recently because it was even less than that before. But we can look into that, pose that question and we'll do a follow up and get right back to you on that.

Ms. Nakamura: Thank you those were my questions.

Mr. Furfaro: Chief what I would like to do know is we have 2 extra microphones for your Division Heads to come up in the order that you would like. You can continue there but they can make their presentations and then you're comfortable to add or delete but why don't I let you go ahead and call up in increments of two. Who would you like to make the next presentation?

Mr. Perry: I would like to start off with Acting Assistant Chief Kaleo Perez. He is in charge of the Administrative Bureau and followed by the Patrol Services Bureau which will be Assistant Chief Alejandro Quibilan.

Mr. Furfaro: So come right up Gentlemen and those little square plexiglass pieces in front of you are actually the microphones and you can activate them by just pressing down on the point that faces you.

SHERWIN KALEO PEREZ, ACTING ASSISTANT CHIEF: Aloha Council Chair Furfaro, and Councilmember's good morning. Sherwin "Kaleo" Perez, I'm the acting Assistant Chief for the Administrative and technical Bureau. The ANT Bureau comprises of the various administrative offices of the department which includes the research and development, community relations, transfers, fiscal, personnel, identification, fleet maintenance, records, firearms registry and evidence. The bureau unlike the other bureau's we're not known to be in the public eyes but we're the behind the scene workers. I like to compare our bureau with that of a car engine, you know you don't see the engine as the car goes you see the car but you don't see the engine but it's what makes the car go, I just wanted to add that in. Our bureau and how it is organized is we have an Assistant Chief which I am the current acting Assistant Chief and we have a Captain and a research a development section in which we have a Lieutenant there, under him we have a Sergeant and a community relations Sergeant. We also have the Personnel Clerk which is what we were talking about earlier with that being Sherry and we're going to get into her situation a little later on. We also have a training Lieutenant and he sits alone in the training department. We have an ID Lieutenant and under him we have a Fleet Maintenance Coordinator, then we have a Fiscal Officer, under her we have a Personnel Assistant and 2 Account Clerks and then we have the Police Records Supervisor. Under her 10 employees being one of which is the Records Clerk that Mel talked about earlier that the position has been re-described and we can talk about that a little later too. Currently as far as our vacancies within our bureau we have 3 vacancies one of which is the Fleet Coordinators position and right now there are 3 applicants and we have back ground checks on it right now which should be completed sometime in May and we're shooting for a projected date of filling that position in June. We have a Records Unit Supervisor who's also at the tail end of the background check and that position should be filled shortly also, we actually have somebody on an 89 day contract while the background check is on the way. The Research and Development Sergeant recently the Chief announced promotions and that position will be filled effective April 22. So currently the Chief talked about the vacancies, 26 sworn and 26 civilians and the breakdown by position after all the promotions are made come April you're going to have 6 Sergeant vacancies, 19 Police Officer vacancies and 1 Captain vacancy. We talked about the civilian vacancies in my section in addition to that you got 1 Public Service worker which is cell block Public Safety worker I'm sorry which is the guys that work in cell block. Just for your info the upcoming class that will be starting in recruit class come May 1, 3 of those guys were Public Safety workers so we will see a shortage also in that area. There are also 5 radio dispatcher vacancies right now and we are in the tail end of their

backgrounds and there's a possibility that we would be able to fill 3 or at least 2 of that positions real shortly but that will still leave another 2 or 3 vacancies.

We also have a Part Time Clerk off duty clerk in the Patrol Section that's vacant. We talked about possible retirements this year and included that the retirements are possible that 2 of our Senior Dispatchers are eligible so we can lose dispatchers also. As far as our current projects right now one of the major projects that's going on is we have this contract with Vision Air and this project includes the implementation of the new CAD System which is the new Computer Assisted Dispatch along with that we're implementing a FBR (Field base reporting system) where officers will be able to conduct investigations, write reports, data entry in the field. This program is made possible through a grant from Homeland Security and this is to buy laptop computers and our cars will now be equipped with this equipment so they'll be able to write reports in the field. We are going through that right now the Administrators have been trained in this already and we're looking at training for all the Officers sometime next month in May. Our records management system will also change to vision air and that's coming up and again we're choosing for a starting date of mid to late May. As far as other grants in the ANT Bureau we don't have grants that we work by as the other Bureaus do however our Fiscal Officer who is in the hospital she writes reports on the grants. She does the financial statements and reports based on the grants and some of the grants we work with is JAG Grants or (justice assistance grants) that comes from by way of the Prosecutors Office so we work closer with them in getting training and equipment through these JAG Grants. Other grants would include our Vice Unit as well as the Detectives and Traffic; they have grants that they manage in their respective sections.

One of the challenges and you folks talked about it earlier is the proposed transfer of our R&D Personnel Clerk which is Sherry.

Mr. Chang: R&D?

Mr. Perez: The Research and Development, she works under that section and we were talking about how important the hiring and recruitment process is. Well she plays a very, very important role in that area I mean we see how lengthily of a time it is from when the applicants first apply for the test and all the way down the line as the Chief explained all these different steps to the day they hired. There are so many steps in between and it takes a very long time and this particular clerks position she is probably the most important person because she does all the paperwork, all the correspondence, all the phone contacts all the letters, without a clerk there we're going to really be hurting. It will hamper our ability to hire in a timely fashion and that's a given.

Chair Furfaro: Kaleo what position number was that?

Mr. Perez: Oh I'm sorry...

Mr. Perry: Its 346.

Chair Furfaro: That's 346, okay.

Mr. Perez: Yeah so I'm here advocating for that position you know I mean Sherry is just wonderful and we might lose her but please don't give away our position we're going to need that because it's going to help us in the recruiting process.

Chair Furfaro: I understood you were an advocate from your testimony.

Mr. Perez: Absolutely. Also we were talking about the hiring process and the Chief touched up on it that it seems to be the background investigations that seem to be the one step that has taken us so long and the reasons for that is first of all the number of background investigators we have. First and foremost just a lack of background investigators, right now we're working with 2 background investigators one of who is on contract. Now these background investigators they don't only do the police services officers but they also have public safety workers, the dispatchers, the fleet maintenance coordinator, the records supervisor. They have all of these different jobs that they have to do backgrounds on and as you can imagine it's very, very demanding and it's a very long tedious task for the background investigators. That's one of the areas we're going to need help in and what we've done over the past week or so it brainstorm as to what can help us improve in this area. How can we expedite the process especially in this background investigation area? Well one of the ideas we came up with was looking at using our current staff from police officers up to sergeants and even lieutenants who have the skills and ability to conduct background investigations. Police officers already have the basic tools of an investigation and they get that in the recruit training and during their daily jobs. I think it wouldn't be very difficult to train our people get them up to speed get them to know the process the formats so that they're able to conduct background investigations. Again in talking with our people we felt that coming up with a number of pool of officers maybe up to 15 or 20 that we could use to conduct the background investigations which would greatly speed up the process and get those backgrounds out of the way. That is one I think step that's really making it so long of a process, any Questions?

Chair Furfaro: Let me ask you Captain Perez, you talk about the need for having more Investigative Officers and so forth that would be able to expedite the background checks and so forth. Am I assuming that's some previous retired officers that you would recruit? What is the factor there?

Mr. Perez: We have used previously retired officers over the past and of course they would have to be interested in doing the job.

Chair Furfaro: Sure.

Mr. Perez: We haven't been able to get that interest from them. We have right now one retired officer who's on the contract working on backgrounds but we haven't gotten very much interest in that area and so without that interest we're looking in house to try and get our people involved.

Chair Furfaro: Okay.

Mr. Perez: Well we're putting out the word to our retirees you know we're sending out...

Chair Furfaro: Okay I would continue to encourage that but in the meantime you've answered my question and let me give it to Mr. Rapozo then Mr. Chang.

Mr. Rapozo: Thank you just real brief questions. What is your turnaround time from when you send over a request and I'm looking at your PSO hiring checklist. Let's just say in general from the time you send over a request to fill a vacant position to when you get a list, let's say for a civilian employee?

Mr. Perez: Turnaround time as far as?

Mr. Rapozo: Let's say you send over a request to fill a vacant position, how long does it take for you to get a list back?

Mr. Perez: It doesn't take long to get a list the part that takes long is the process. After we get the list if you're talking about police officer positions?

Mr. Rapozo: Civilians, let's just say you need to fill a clerk's position, a records clerk. How long does that take you send over a request say I need for a clerk?

Mr. Perez: Getting the list doesn't take very long however once we get that we start the process of again the backgrounds which takes time.

Mr. Rapozo: I'm sorry.

Mr. Perez: One to two weeks.

Mr. Rapozo: That quick, there's no testing or anything involved?

Mr. Perez: Some don't and some do.

Mr. Rapozo: Yeah and if there's a test required?

Mr. Perez: For which position?

Mr. Rapozo: Any vacant position.

Mr. Perez: Civil service?

Mr. Rapozo: Yes and so how long does that...

Mr. Perez: I don't know.

Mr. Perry: We'll have to follow up on that.

Mr. Rapozo: Okay.

Mr. Perry: In some cases when we send the request over Lieutenant Miyamoto said one to two weeks but I'm sure it takes longer than that when it involves the test and the scoring of the test and then awhile for it to get back to us. However we will get to you on that.

Mr. Rapozo: Okay and as far as the background, why does it take so long to do a background? On this thing it says 80 hours average, is that per applicant?

Mr. Perez: Part of the process is handing out a PHP packet or what they call a personal history packet. Each candidate after completing the written exam and then you have to have satisfactory complete the...

Chair Furfaro: Excuse me; excuse me, gentlemen you need to take your conversation outside with the 3 mics live we're hearing all the feedback.

Mr. Rapozo: The public heard everything you just said.

Mr. Chang: And we agree.

Mr. Rapozo: Okay so a PHP packet you said?

Mr. Perez: Yes the personal history packet.

Mr. Rapozo: Okay and that goes to the applicant?

Mr. Perez: Right and it's a pretty lengthy questionnaire that we'll ask you questions regarding your residency, where you live, your job history, and your education history, military.

Mr. Rapozo: Okay and how long do they have to turn that back in?

Mr. Perez: Probably about a month.

Mr. Rapozo: Okay one month and we went through this with building permits the other day. Sometimes it's really deceiving because the agency will get tagged for taking so long but the applicant takes a long time to turn in the proper information so that's a month?

Mr. Perez: That's my belief I might be off on that and I would like to get you a more definite answer on that.

Mr. Rapozo: Yeah I'm just curious as to what the process is. So they do a PHP and they turn back in the packet so now it goes to you folks and then from that point what is done? Is it basically validating what they put?

Mr. Perez: Right and after the PHP they do a pre-offer psychological test it's a written test and again it's a pretty lengthy written test, once that's done the test results or the test itself goes to the psychologist. The psychologists will take a look at the test and make a summary report based on the test and the background investigator will get the report back from the psychologists.

Mr. Rapozo: Okay so up until that point the background investigator doesn't do anything yet up until that point?

Mr. Perez: Correct.

Mr. Rapozo: Everything is pretty much the test and the Doctor looks at it okay so now the background investigator gets it and what does that background investigator do?

Mr. Perez: Okay so when the psychologists get the test back, he'll look at the test and he'll come up with... he'll score the test or he'll come up with a report and there's going to be some areas in the Doctor's report areas that's will be of questionable concern that is a result of the test.

Mr. Rapozo: Which I would assume every applicant has some personable I mean...

Mr. Perez: Sure and some has a lot more than others.

Mr. Rapozo: Even to a psychiatrist they will find something wrong with it.

Mr. Perez: Correct and what the officer does then is take that test and the Doctor's report and the officer will do what they call a clarification interview, where the red flags that the Doctor found the background investigator will interview the applicant on those red flags.

Mr. Rapozo: Okay.

Mr. Perez: Okay and that clarification report, is than sent back to the Doctor. The Doctor then evaluated that report he examines it then he will provide a rating what we call a non medical rating for each of the applicants based on the report from the officer so far.

Mr. Rapozo: So up until this point there's really not much you can do to restrict the time or reduce the time that's just...

Mr. Perez: Keep in mind the background investigation hasn't started yet.

Mr. Rapozo: Right and I'm reading this list and I'm saying okay so up until this point and this is quite a long lengthy period already just with the psychological.

Mr. Perez: Correct.

Mr. Rapozo: I guess the question to the Chief is, is that pretty much standard throughout the State, that format where you take a test, interview, get another interview with the cop and then go back to the psychologists. Is that pretty much how it's done Statewide?

Mr. Perry: That's pretty much standard and the reason why they do that again is to make sure that we get the candidates or the right candidates.

Mr. Rapozo: Right.

Mr. Perry: What Assistant Chief Kaleo Perez is talking about is they're looking at certain dimensions on a person's personality for lack of a better term. These dimensions are further explored and identified by the psychologists and we have to go back and clarify some of the issues they may have and it's re-scored again and there's a rating of high risk, medium risk or low risk. If they are in the high risk area as you see it's modified over here, if they're in a high risk area we don't even look at them they're gone. That's the position we take and in the past what we did was look at every individual and did background checks on all of them. However in worst situations you will find someone that has a high risk rating and yet you find out later on that there may have been some glitch in there but that's very rare. We found maybe one or two out of the 30 something candidates that we had, but that's rare. Right now to streamline this process if they are rated high risk by a psychologist we cut them out and they can reapply again later on.

Mr. Rapozo: Okay and rather than go through all the technical part because I don't think we have much control over that it just has to be done. As far as the background investigations, is that something that could be contracted out private sector? Because you talked about having a pool of 15 or 20 patrolmen, lieutenants and sergeants so I'm assuming that would entail overtime because obviously they can't do background while they're working? If you look at the overtime rate of pay for any of these I mean we find that out in cell block and we know what that does. Is the background component of this process something that could be contracted out to a private firm that could meet the needs of a standard background check? I'm not sure what that 80 hours entail but if you're looking at the credit check, neighbor check, and employer check those things, is that something we could consider contracting out? I believe you could get it done a lot quicker number one and a lot less cost and we're already talking about our officers being burnt out because of the work and I know overtime is good stuff and I saw the slide yesterday about how much a patrolmen makes and I'm thinking about applying again. Why even be a Chief, I would just be a Lieutenant and just make more money than the Chief but I think to slow down the burnout of these

officers and also to get quality work from a private firm I think might be... and I don't do background checks as a private investigator so I'm not here trying to get work for me but I know that there are firms in the State that do very well with employee background checks and that might be an option that we might consider.

Mr. Perez: I think it's a possibility, I don't know if us as a department has looked at that before but it's a possibility.

Mr. Rapozo: Well I just know without even doing the math that it would be cheaper than a pool of 20 officers. That I can tell you right now because I think a high intensity background checks in the industry today probably runs anywhere from five hundred bucks to upwards maybe seven fifty. If you're looking at 80 hours per applicant and you times that by a patrol officers overtime pay or a sergeants overtime pay its going to be a lot more In my opinion. Anyway just food for thought my own concern is getting that things done because one of the complaints I've heard is typically a guy maybe gets out of high school or college, he goes to Monster.com, goes to Star Bulletin in the classified ads and he sees all these jobs he shot guns out his resumes, he wants to be a cop but all of a sudden the Marriott or the Hyatt or Princeville calls and says hey we have an opening for a security and he's done he leaves our pool because he finds a job quicker and we lose that candidate. I'm just trying to figure out some of these things I can understand we cannot mess with, the psychological the polygraphs all of those things but on what we can control if there's a quicker way I would encourage you to find that out.

Mr. Perez: Okay.

Mr. Perry: I just wanted to mention that we did contract with a private investigator and this guy was actually from the Mainland and he belonged to a company but what happened is that when you do the background when you get your Detectives or Investigators License, you had to get an investigators license to do background checks and they didn't have it. The company could not come here and use all of their resources so we ended up with just one but that's an area we can explore too.

Mr. Furfaro: I guess in round numbers what Mr. Rapozo is saying is even if it took the contract service 2 weeks to do somebody, they could do 26 background checks in a year and if it's a thousand bucks it's for about 26 thousand dollars we can have some contracted service to expedite this. I think Mr. Chang was next if that's right and then I will go to Councilmember Nakamura. Do you have questions?

Mr. Chang: Please.

Mr. Furfaro: Okay then Councilwomen Nakamura.

Mr. Chang: You know I think Councilmember Rapozo had asked most of the questions I was concerned with and that was with background checks and I appreciate that we do background because maybe sometimes in the public we think, what's the big deal about background? When you're doing law enforcement that is a big deal. I guess my question was it might be nice to have an agenda item just for discussion with the Commissioners many of who have law enforcement investigative background and I think the Chief answered my questions in regards... I was thinking like a blue ribbon committee group that would be you know Human Resources background and what have you but I guess you just mentioned you need a license to actually do some sort of background check so there's really no way to speed up the process if you're like a concerned community member.

Mr. Perry: Yes you need a license and the reason you need a license is like you and I we can go on Google and do a background search but if you need to get information that is confidential in nature and you need to go to different agencies to get that you will need a license to obtain that information. Other than that the requirements are such that no regular person without that license can do background searches and that the criteria and that's a State Law.

Mr. Chang: So you mentioned that efforts to draw in "quote unquote" Mainland people recruits or whatever the situation is with the cost of living or housing or what have you. What are we doing in trying to keep many of our undecided young men and women in the profession to lure them into a possibility or just entertaining the thought of getting into law enforcement with the police officers? Is there a drive that or a recruitment effort out there to say hey we're looking for a few?

Mr. Perez: We have a website that our department is on and we try to promote the job so we got that and we also have advertisements that we put out as well as attend job fares locally. I think our section is doing a lot in trying to draw attention and draw applicants. I am optimistic with the current list that we are working on to hire come December, we started with 116 names and on the previous list we started at about 60 or so names that we started with on that list. We've already seen an increase in applicants so that's a good sign.

Mr. Perry: I Just wanted to add there's also a website called Discover or discovering policing and it's promoted by the International Association of Chiefs of Police. All the departments have their recruitment notices on there so if you're interested in becoming a Police Officer this would be a website you go to and it can scroll down to whatever state you're in and link you up to the agency that has vacancies or have openings so we're out there.

Mr. Chang: I guess I would really like to say if we can work with the media and I'm sorry we don't have a reporter here. It just seems that if you folks are on site and there's just a question and answer and you got a bunch of recruits and it gets weeded down to a single digit number. In preparedness this is what to expect this is the black and white of everything that we're asking about and throughout that encouraging process to guide any potential candidate like any other job it's nice that we can expedite the process and show that we care and we want to follow up with any potential recruit. Graduation is right around the corner and college kids will be coming back from college and if there's an opportunity to make a living back home, I would like to see that pride instilled that there are opportunities to make a good living and be a big part of the community. I think if we get out there to ask and actively recruit and to show commitment to following through in helping them out. As you have said it's a tough rigorous process and not only do you go through the background check or the psychological check but you go through the physical field thereafter. I think if we paint the picture right off the bath as to what it's like and the commitment that's needed I would love to see a very vigorous recruitment program. I think way back when former Chair Asing was saying we'll never get the positions filled and...

Mr. Perry: I owe him a lunch by the way.

Mr. Chang: I knew that but I didn't want to bring that up. But that was the same story that it would never be filled but at least we're giving a real, real, good effort that we need a few proud citizens to be a big part of this community that I think it's building for the future. I would like to say maybe a conversation in the next agenda or at least with the Police Commission to get some sort of a dialog and I know that people aren't licensed; however maybe there could be some good community responses to recommendations.

Mr. Perez: I just wanted to add that I believe there is a lot more interest generated now in the job of Police Officers. The union has done a great job and the current administration of SHOPO with the contracts. We have seen a boost in salaries from the previous contract and just the requirements and the job itself has attracted more people. I have seen that even with people who have left such as officers who have left us to join the DLNR, there finding that the grass is really not greener on the other side. Some of them have expressed regret in leaving and saying that we have all these benefits and one of which is 25 years. That contract has really been great for officers and people and it's been an attractive thing.

Mr. Chang: Lastly that's a great point that you've made because being a football fan yourself we're always trying to recruit from the homegrown local talent. It being real nice because most of the local people and if we're having a hard time attracting mainlanders if you will the advantage is you know the community and you can be a part of the community and be respected in a community you already know and love.

Mr. Perry: I just wanted to add the most successful program was the First Hawaiian Bank Program back in the 70's. The toughest dirtiest job that you could want and they doubled the beats in Honolulu. We have taken surveys on job fairs and we've attended a number of job fairs but we don't get any bank for a buck on that and in fact I would venture to say out of all the job fairs that we've done for the past 4 years we might have had a couple people that were interested. We haven't recruited from that venue and the most successful venue is word of mouth, family members talking about each other or friends. That's why we are so interested in the Explorers Program and KPLA so we can use that avenue to bring people in. The good thing about the job fairs is that we tell those individuals who are interested in police work or maybe just curious, to keep their nose clean and don't get in trouble because it will affect their ability to become a officers in the future.

Mr. Furfaro: Okay Councilmember Nakamura. Chief I want to let you know we had you scheduled to 12:30 today and we're pretty much at the half way point and yet I know you have an event at noon. If you have to leave early we understand, we would like to be there but we need to finish our business today first then we will come.

Mr. Bynum: Can we go to?

Mr. Furfaro: Yes we can go to the next... but Councilwomen Nakamura has the last of the questions for Mr. Perez and then we will go to the next presentation.

Ms. Nakamura: Of the 116 applicants, how many of them do you think you will do background checks on?

Mr. Perez: Well already that number has dwindled down to 107 just from the phone contacts that sherry has done.

Ms. Nakamura: So you will expect to do 107 background checks?

Mr. Perez: Again before you get to the background checks you have to go through the PHP, the personal history packet.

Ms. Nakamura: So there's some attrition going on in the process right?

Mr. Perez: Yes and when we get to the backgrounds you might not see

Ms. Nakamura: What's your best guess half of it or seventy five percent?

Mr. Perez: I couldn't say.

Ms. Nakamura: Oh okay.

Mr. Perez: Yes the physical readiness.

Ms. Nakamura: And how many full time people do you have currently doing background checks?

Mr. Perez: One, I'm sorry one officer and one contracted employee.

Ms. Nakamura: And both do this full time?

Mr. Perez: The officer is not full time she has other duties along with doing the background.

Ms. Nakamura: Would you say half time?

Mr. Perez: I would say three quarters time.

Ms. Nakamura: So if a person is doing or if it takes 80 hours to do a background check in a given year one person could do 25 with vacation and whatever sick leave. So twenty five background checks per person per year and yet we have 3 times that amount of applicants so that's where that seems to be where the issue is and how do we think out of the box.

Mr. Perez: Correct.

Ms. Nakamura: I really would support Councilmember Rapozo's suggestion about finding some other way to get it done quickly because that seems to be the (inaudible). One more last thing is would it be possible and this is a good tool I think that clearly outlines the process. Would it be possible for you to add few more columns to show how long it takes KPD to do this task? Just average and how long the applicant takes to do their part of the work because it's the total and the agency? There's outside agencies that have a role or your hired psychologist or whatever so we can see the bigger picture and also use it as a tool to see where the hold ups are.

Mr. Perry: On average we can do that because of course it varies per candidate some may be on the Mainland, some may not return it in time, there's a variety of reasons why so it will vary but we can get you an average.

Ms. Nakamura: I think it would be a good tool as we try to problem solve this issue together.

Mr. Perry: We also have well we have 2 people the retired police officer and an officer doing it. We also in the (inaudible) we've handed out background checks to other officers within the ANT Bureau to do background checks so it's not just those two we have others that are helping out along the way.

Mr. Furfaro: Okay Council Vice Chair Yukimura.

Ms. Yukimura: Thank you. First of all congratulations on getting your CAD online, it's just been years where it's been in the works and that is a big accomplishment. Regarding I guess for the Chief what was that First Hawaiian Bank thing that you referred to?

Mr. Perry: That was back in 1971/72 when I first joined the Police Department in Honolulu. Oh what it was, was a campaign media/radio/television and posters and it was by I think back then it was by Mr. Bellinger who was the President of First Hawaiian Bank and Chief Kealoha at that time had connections with First Hawaiian Bank and so it was a collaboration between the Private Sector and Police Department. At that time they doubled all of their beats throughout the whole Island, it was a huge expansion so the recruit classes that were going through were 50/60 plus officers and they were pushing like 3 recruit classes through a year.

Ms. Yukimura: So it was a privately funded media outreach to attract more recruits into the police department?

Mr. Perry: Yes.

Ms. Yukimura: And it worked?

Mr. Perry: It worked that's the time if you recall when the Vietnam War was winding down and we had a lot of Veterans that were coming out and I have to admit that back then the criteria for becoming an officer was a little bit less then it is today. One of the most difficult questions they asked me was id I was still playing basketball in a Triple A League so yes, I did pass the test and I did pass all of the qualifications because it was a little bit lacks back then.

Ms. Yukimura: Yeah I mean but in the use of the Veterans there are issues of post traumatic stress and stuff that have to be considered.

Mr. Perry: Sure.

Ms. Yukimura: Okay and there are so many job openings both sworn and civilian apparently and there's so many people who want jobs you would think that somehow there could be a match. I know you love and want to keep sherry but, is there any possibility and know there's also a real distrust of the Personnel Department and its ability to produce the kind of internal service that's needed for different departments. We have seen it throughout this budget hearing but if there is a new vision coming up of a Human Resource Department that will really function professionally and if Sherry is part of it and really helping that H.R. Department understand the Police Departments needs and also getting more support for her function which I hope will include the recruiting function as well. I mean could it not possibly work well or better for the Police Department?

Mr. Perez: It could work but I think there's nothing like having your clerk being readily available on-sight on-scene because there's constant interaction with the Personnel, with the Lieutenant and Sergeant and Sherry. They have constant discussions about where we're at what's going on and what's the next steps, so I applaud personnel for thinking of us in wanting to work with us, however I don't think you can get as effective a situation as having someone on sight.

Ms. Yukimura: Okay but you know if you're looking at the process it's not really effective right?

Mr. Perez: Excuse me?

Ms. Yukimura: If you look at the overall process it's not being effective right now. We've been discussing for at least an hour on how to increase your rate and speed of recruitment.

Mr. Perez: Well Sherry is...

Mr. Furfaro: Excuse me I just want to say something. Vice Chair I think that's going to be my intent to take this as an agenda item in Mr. Rapozo's committee by inviting the Police Commission, Personnel Services, and the Chief. These depleting numbers and this process of recruiting and response time and so forth, at one point or another unless we come to a solution we won't have the right program in place. I think this is worthy of a Public Safety discussion in Mr. Rapozo's committee and I think you made some great points but we've been discussing recruitment for an hour when we should be talking in focus on your budget. But a great point and we will put it on.

Ms. Yukimura: Okay.

Mr. Furfaro: We will be having that discussion Kaleo as an agenda item. Let me get to questions from other members first.

Ms. Yukimura: Okay thank you.

Mr. Kualii: Thank you Mr. Chair I can be pretty quick. I do honor you're your right to deal and I appreciate that you put it forward and said that this is an issue that we have to address with the hiring process. As far as the need for more background investigators and I say that it is your right and decision whether you decide that you need more officer help, more civilian help or utilization of consultants. I do notice that in your actual budget under the consultant line item you've already increased that by 61 percent from 99 thousand to 160 thousand. The line item in there does include police applicant screening services of 60 thousand so, the question I did have is so of the officer that works three quarter time on that job, what is that position?

Mr. Perez: The officer that's working on background right now?

Mr. Kualii: Yes what is the job title?

Mr. Perez: She is in research and development and she actually is part of the promotional group that we'll be moving up the ladder come April 22.

Mr. Kualii: From an Officer to a Sergeant?

Mr. Perez: Correct.

Mr. Kualii: Then what is the contracted employee?

Mr. Perez: He works full time on backgrounds.

Mr. Kualii: What is that job title?

Mr. Perez: Temporary hire.

Mr. Kualii: So that's... what contract is that the 90 day hire?

Mr. Perez: The 89 day.

Mr. Kualii: And that's been for how long?

Mr. Perez: I don't know how long he's been on but when the 89 day expires we just do another contract.

Mr. Kualii: A long time.

Mr. Perez: Oh yeah.

Mr. Kualii: Could be years?

Mr. Perez: Howell has been there for probably around 2 year's maybe.

Mr. Perry: Howell the retired police officer, he's been there for about 2 years maybe longer.

Mr. Kualii: Okay so it's clear that it's a need that you have, it's ongoing but the Administration has not allowed you to get a position for that?

Mr. Perez: Yes we don't have permanent positions for background investigators.

Mr. Kualii: I think that's a lacking then if it impacts the ability of you to recruit better and faster then we need to fund the position to do that. In an 89 day hire is suppose to be temporary so I think that glaringly missing, thank you.

Mr. Furfaro: Chief on that note we need to take a caption break because we've been operating for 2 hours now and we'll come back to Quibilan as the next presentation. Let's take 10 minutes now and do know that I'm committing to a recruitment agenda item in Public Safety in the near future.

Mr. Perez: Thank You.

There being no objections, the committee recessed at 10:59 a.m.

The Committee reconvened at 11:17 a.m. and proceeded as follows.

Mr. Furfaro: Hello we are back from our break and Chief I also want to know because Mr. Rapozo will not be with us this afternoon for he is taking care of some matters in Honolulu. I gave the certificate for the recognition at lunch time today to you folks and we will come sometime after that time but where do you want to go now?

Mr. Perry: Okay what we want to do is give a quick update on the accreditation process and acting Captain John Takamura will be speaking about that and followed by Assistant Chief Alejandro Quibilan on the Patrol Services Bureau.

Mr. Furfaro: Okay Captain the rules are suspended and you have the floor.

There being no objections the rules were suspended:

**JOHN TAKAMURA:** Good morning John Takamura with the Kaua'i Police Department. For the past year we basically as part of the accreditation we reviewed or revisited all of our policies. Just about 200 of them and part of the accreditation is that we need to have specific standards that is CALEA standards that need to be inputted in our written directives. So we got to the point of actually re-doing majority of the most important policies/created policies that needed to be done. At that point at the end of I guess you can say 2011, beginning of January we got to the point and made the decision to actually go ahead and apply for an accreditation. We submitted our application in January and I guess through some red tape we finally got the thing signed today by our Director of Finance and we just talked to Wally back there. Hopefully our application will be submitted at that time and at the receiving of the application our 3 year window starts to get our first initial assessment. With the help of Deputy Chief Contrades he started a mechanism where now the Administrative Review Board would do weekly reviews of our policies as my part doing the accreditation send it to the administrative review board, they approve it then the next step is meet and confer with the bargaining units. At that point the Chief signs off and we do our distribution. Part of accreditation is just not the updating of the policies but the next phase is to ensure that all of our personnel actually reads it, understands it and signs off. The most critical part is that we need to now collect proofs of compliance that we are now abiding by these set guidelines or policies. So hopefully 3 years if everything goes well we can be ready for an initial assessment in 3 years or maybe less. Okay CALEA actually is Commission of Accreditation of Law Enforcement Association and that CALEA is actually created back in 1979, there's 21 Board Members and 11 Chief of Police, 10 Public and Private Sector people that makes up the Commission. There's approximately for Law Enforcement as our size department size over 200 sworn and civilian employees we put ourselves in the category of being advanced accreditation. There are about 500 different standards that need to be addressed in every policy, directive you name it that we need to abide by. Out of the 500 it entails from our records evidence, the way we do business with the public our detention facility and everything you can think about that relates to police work. Of course the main purpose or the goal of accreditation is to have that seal of accreditation stamp saying that we are doing business properly. We are servicing the community properly, we servicing our employees properly and the way we do business is by the standards.

**Mr. Furfaro:** Chief I know in your presentation you identified some items that you indicated were a wish list. Now I believe in early June I will be representing the Council again on another trip with the Mayor to the bond council in San Francisco. If there are items on your wish list and they have to be material items, if there are material items on your wish list that will help us meet the minimum requirement for accreditation could you provide that to us? The whole idea and I think we're well along the way with radio's and the pc's in the police vehicles with the officers and so forth, but if there is any physical piece that we need to be considering as part of the accreditation I would certainly like to have that so when we talk to the bond council we have an opportunity to make some kind of an acquisition if we're short on a minimum standard for a material item that would be helpful. Captain let me ask around the table if anyone has questions.  
**Mr. Rapozo.**

**Mr. Rapozo:** Thank you Mr. Chair and I apologize that I will have to be leaving but I do want to try and get as many questions as possible. This is really a combination and it's regarding accreditation but I think this is more geared towards the Chief. Years ago this council attempted to provide a position to the Police Department for a Legal Advisor that would be focused on accreditation and to really to the day to day advising for the department and legal matters. Unfortunately that position was simply put in the County Attorney's Office and you got assigned an attorney who you really didn't have the opportunity to pick. Over the last few months with all the nonsense that's been going on, on this island, I started making phone calls and asked how other counties do it and interestingly enough and you probably know this Chief or are aware of this but Honolulu Police has a position that's called the Senior Police Legal Advisor. I have made copies for everyone here if you could just pass it out and it's interesting because the first thing I said was well

we cannot to that on Kaua'i because our Charter says that the County Attorney's Office is the Chief Legal Advisor. Interestingly enough and the Charter of Honolulu has the exact same language as does Kaua'i as far as the County Attorney. This position, of the Senior Police Legal Advisor basically it and let me read it real quickly... It renders expert and legal service and advice to the Chief, advises on legality and constitutionality of investigative and law enforcement problems and procedures.

The most important part and I'm going to skip all the rest but the one I'm more concerned about and I think we really need to entertain is it says "regularly advises on and reviews all revisions amendments and all newly drafted departmental policies, regulations and directives for legality sufficiency and inclusiveness of language." I think this ties right in to accreditation because if we want to get in that 3 year window we will need to get the help that's required. The other thing that this position does and this is where I think it is allowable by our Charter because again the Charter on Oahu is no different than ours but it says that this position will act as the liaison between the Corp Council and the Police Department. So this position does not take away any of the legal requirements or the requirements of the Charter. It basically says that this position is a specialists, it's a specialists that the Police Chief picks that is comfortable with working with based on experience. Also the minimum requirements would be obviously to be a Lawyer for 5 years but in Honolulu it says 2 years and I spoke to the office of this attorney and actually the attorney recommended that it be changed to 5 years experience in criminal law versus 2 years which is what they currently have. This saves the Police Department lots of money in liability, in lawsuits and it doesn't take away in fact they are not allowed to do legal opinions. All legal opinions for the Honolulu Police Department still has to come out of the Corp Council up there and it says in there to request formal opinions from the Corp Council as required, acts as the liaison with the Prosecuting Attorney and Corp Council in criminal and civil matters respectively and provides active case support in coordination in court presentations by conducting preliminary investigations and so forth. My point is we tried it before and it got messed up and I know this and the pay scale here for Honolulu is anywhere from \$82,137.00 and obviously we can adjust that to the Kaua'i scale but is and I'm only talking accreditation because that's what we're on. Do you believe that this would be an asset to your attempt to get to accreditation within that required period?

Mr. Perry:

Yes it would.

Mr. Rapozo: Okay I'm hoping and I passed it around and I'm hope everybody can take a look at it. I just think again and more recently with the events that have happened on this Island with the Police Department, I think the time has come where the department needs your own Chief, someone that you appoint, someone that you trust, someone that you appoint, someone that you can pick that you believe can take you into that accreditation process. The Fire Department has made a comment that they may be doing away with their accreditation attempts. That didn't come favorably by the council but resources are limited and to me accreditation is the old term you kill 2 birds with 1 stone. When you reach your accreditation standards, you've resolved a ton of issues within your organization it's going to happen it's a bi-product of accreditation. So I want to see us get there in 3 years. Will we do it? I don't know I think Maui took 7 and some departments take a lot longer. If we have this kind of specialist that can be on your staff that can help with that and you can find someone that has that knowledge base I think this will pay itself off many times over because of the results we will get in addition to all of the other stuff that we do that create legal issues, challenges and settlements. I just the settlement page that you provided on your narrative and it's quite a bit and it's another topic of internal affairs. I'm just saying as I look at the 8 cases I honestly believe if we had quality expert legal advice and policies designed into your department, I have to believe that a lot of those settlements would not have occurred. So you answered my question and I'm going to try again, I'm going to try again to see if we got the necessary votes to put this position in. I believe more important except for your records clerk, this would be my next priority for your department right now.

Mr. Perry: I believe wasn't that in 2008 or 2009 or one of those years? Anyway that was the plan when I initially came here the plan was to be accredited and part of that plan was to have a legal advisor in-house. The reason why we wanted it in-house is so that if there's any conflicts with the County Attorney that the Chiefs office or the Kaua'i Police Department would be represented. I argued that but we lost the position anyway so I would be in favor if there's a possibility of getting a Legal Advisor for the Chief of Police so that we can move in that direction towards accreditation and be more effective as an agency. You got my vote but I need your vote.

Mr. Rapozo: You got mine but you need 3 more.

Mr. Perry: Okay.

Mr. Rapozo: Thank you.

Mr. Furfaro: Okay thank you. Ladies questions, we're talking about accreditation at this point. Excuse me councilwomen Nakamura.

Ms. Nakamura: Thanks for the update on accreditation, its seems like a huge project to undertake and I wanted to find out if you have some kind of action plan on how to complete the 200 policies and 500 standards that you have to meet? How do you anticipate... is it just yourself right now that is working on it or is there other staff?

Mr. Takamura: Yes we have the Patrol Administrative Sergeants position that is also helping.

Ms. Nakamura: Okay so could you provide an action plan on how you anticipate to accomplish this in 3 years? And also what type of other resources do you anticipate needing in order to meet the standards? I'm not sure whether there are equipment needs or certain additional beat needs, training needs. What's the bigger financial implication of doing accreditation that we're aware of?

Mr. Takamura: Well one important one is the training and luckily this past year we attended, well in 2011 we attended the conference in Cincinnati and that opened the eyes for us as far as what accreditation really is about. At that time with the conference we learned that 500 different standards but every year they add more they amend more and so forth. We've been fortunate enough to go and visit Maui because Maui just got a reaccreditation, their 3 year reaccreditation and we got to site visit and Maui has been very helpful as far as helping us on designing our launch. We visited Honolulu Police Department and they're going to be getting their 3 year assessment this year and actually Hawai'i County is going to do their initial this year, so hopefully we get to attend that and see what it's about. We're going to be the last county and its you know when you do joint training with the other counties with the other pd's in the state or in joint task force type of deal projects, you would want to be accredited along with them. That's a standard statewide it's going to be standard now. DLNR is actually trying to get accredited and I'm not sure how that is going. One tool that was important and I wanted to get was that our budget was POWER-DMS and this POWER-DMS would actually allow us to tract our policies. One part of it is...

Ms. Nakamura: Can you repeat that? What is that called?

Mr. Takamura: Its call Power-DMS and it's a software that now CALEA is backing and this software actually would allow us to tract our policies, because again one part of not just creating the policies with the standards, but we need to ensure that our policies is being updated or acknowledged by our personnel. Some policies as like our use of force and we need to have

quarterly updates on it, our people need to review that quarterly. This Power-DMS would track and it would flag the employees that did not meet that and so forth. It actually would be a program that would allow us to take stats on evaluations, we need to do auditing with our evidence, we need to do auditing with our cell block and that Power-DMS actually helps us track. Everything is going to move electronically even with accreditation so that system would be a great tool to have.

Ms. Nakamura: Thank you.

Mr. Furfaro: Anymore questions focused on accreditation? Vice Chair  
Yukimura.

Ms. Yukimura: I have always thought that accreditation is such a great goal and worthwhile effort and I appreciate how you've kept at it. Just as a follow up question first of all to councilmember Nakamura. How much will this software cost?

Mr. Takamura: I believe it was close to five thousand.

Ms. Yukimura: Okay well sounds like its well worth it if it's going to do... well from what little I understand it's this tracking of not just your policies but of your performance right or the results. There talking about this in the Department of Education in using statistics to track and monitor your performance and see how you're doing and how you can do better or even celebrating your achievements. It's a 3 year process did you say?

Mr. Takamura: On this self assessment it's a 3 year process.

Ms. Yukimura: Oh self assessment.

Mr. Takamura: Yeah and when you're ready and you can say CALEO now we're ready to get our initial assessment, they'll come down and that's when they review all our policies. They will go over our proofs to make sure we have met the requirements and the big thing is that they actually go around and they will actually talk to officers, pull them on the side and ask them various questions to ensure that we are living accreditation and we're living our standards. They do ride alongs and so forth.

Ms. Yukimura: Informal three sixty, yeah Chair?

Mr. Furfaro: It's an informal three sixty that's correct.

Ms. Yukimura: So this initial what is it called?

Mr. Takamura: Assessment.

Ms. Yukimura: Assessment, that's what the Big Island is now at, that's their stage?

Mr. Takamura: Yes.

Ms. Yukimura: And again a follow-up on Councilmember Nakamura, the fiscal requirements or implications of accreditation is that something that is forecastable or predictable? So that when we're doing our budgets into the future we know what's coming up.

Mr. Takamura: The initial is like you got the initial fee, you don't pay a fee until you're ready to get your initial assessment. If you pass your initial assessment it's a five

thousand dollar annual fee. Part of that fee also is when you're ready to do the reassessments and you need to fly over the assessors with CALEA, that's going to be a travel fee that we need to take care of too.

Ms. Yukimura: I was thinking more in terms of upgrading your equipment or any where you find and I'm not sure I'm using the right word "Deficiencies" or things that need to be increased to meet the standards. But maybe that's not really known until you do your assessment?

Mr. Takamura: Yes.

Ms. Yukimura: Okay well congratulations and thank you for doing this work because I think like the Chief has known it's just going to bring the Police Department to another level. Thank you.

Mr. Furfaro: Can I just ask, is some of this software as you identified for accreditation, is it in this new budget?

Mr. Takamura: I don't know, it was placed initially but I'm not sure.

Mr. Furfaro: Well maybe that's a question we'll have again for Finance a little later. Okay, if there are no more questions about accreditation, we will go to the next individual, Captain thank you very much.

Mr. Takamura: Thank you.

ALEJANDRE QUIBILAN, ASSISTANT CHIEF: Good morning Council Chair and Councilmembers, for the record, Assistant Chief Ale Quibilan, Patrol Services Bureau. This morning I will be providing an overview of the Patrol Services Bureau and will take any questions you may have regarding the Bureau or our budget. Patrol Services Bureau, the command structure, the commander of the bureau is myself, as an Assistant Chief. There is a position as a Captain as I would call him my Operations Officer. There is one Administrative Lieutenant in the position, one Traffic Safety Unit Lieutenant, one Hanalei District Lieutenant, one Līhu'e District Lieutenant, and one Waimea District Lieutenant. The Patrol Services Bureau as you may know is a 24/7-365 operation as in comparison to acting Assistant Chief Kaleo Perez had mentioned that his staff is behind the works, our people are at the forefront. They are the people you see in uniform in mark cars, they are the ones that answer the phone if you call 911 or have any questions regarding or want to file a complaint, misc our dispatchers they are all at the forefront, I consider them the tip of the spears as far as all the first responders and to include the Fire Department Medics we are at that very tip. The Patrol Services Bureau services 5 Judicial Districts, the Hanalei District which encompasses Hā'ena to Moloa'a, the Kawaihau District which is the Anahola area up to Kapa'a Town and Kapahi, the Līhu'e District which encompasses the Waipouli Wailua homestead into Līhu'e area up to halfway bridge. The Kōloa District which encompasses Kōloa town, Po'ipū, the resort area, Lāwa'i up to Kalāheo and the Waimea District which probably area wise is the largest which begins approximately the 'Ele'ele town area and goes all the way out to Polihale and all the way up to Koke'e that's a very large area that they cover.

The Island is divided into 10 beats so at any given time there are 10 Officers, 3 Supervisors minimum we do not go below those numbers. So again as previously mentioned about shortages and overtime costs that's where we see a lot of our cost and we maintain that minimum staffing level across the Island at any given time. Substations that's under the control of the girl we have the North Shore, the Princeville Police and Fire Station on one and they were recently renovated I think within the last 5 years. The Kapa'a mini station is pretty much an office and you may know that we're moving and hoping to get into the Kapa'a Armory by June 1 and that would be our temporary

location while we plan for the main Kawaihau permanent district station. Of course we have from the Līhu'e Officers they report to headquarters here in Līhu'e at the main station. In Kōloa at the South Shore the Kōloa mini station which is adjacent to the Kōloa Neighborhood Center we have a small office there. In Waimea we have the Waimea-Fire Police Station which we have plans and we should be on track to move into the new temporary facility which is the old Waimea Dispensary hopefully in August of this year that's in the works right now. The other part of the Patrol Services Bureau as I mentioned is dispatch or it's also known as our public safety answering point or PSAP. For the community that's your 911 operator if you dial 911 it goes directly to that office and one of our hard working dispatchers will answer that phone. It's also known as Kaua'i warning point and for Kaua'i warning point its more for weather related or natural disaster type incidence whether it be a hurricane, a storm, flooding, earthquake, tsunami, they're directly connected to the State warning point. So any type of incident that occurs there's a hotline that goes directly to dispatch and it's connected statewide. Of course dispatch primary duties are to receive calls for service and then dispatch the first responders whether it is Police, Fire or Medics and in non emergency cases like a broken water main there would be contacted and they would notify the Water Department, Public Works or any other type even other non county agencies like State Department of Transportation Highways, Harbors, any kind of incidence that occur that's impacting the Community or services the dispatchers are responsible for making that point of contact. Dispatch is also our central communication point, the 800 mega (inaudible) radio is centralized out of a dispatch center that is our main line of communication for the Island for Public Safety and other services. Staffing for the Patrol Services Bureau, we have approximately 126 positions assigned and I'm obviously in earlier discussions we have vacancies but 126 of those positions are assigned to Patrol Services Bureau and its broken down by 89 sworn officers and 37 civilian staff. We have vacancies in every section, every unit in the Patrol Services Bureau so we're spread thin but we're balancing everything out so we can meet the demands.

Mr. Furfaro: Could you repeat the number for the civilian?

Mr. Quibilan: The civilian staff we have 37.

Mr. Furfaro: 37 okay.

Mr. Quibilan: That includes the dispatchers, the public safety workers and the clerical staff.

Mr. Furfaro: Understood.

Mr. Quibilan: As far as operations again as I mentioned we are 247/365, we don't take a day off no matter what the Holiday may be. We respond to calls for services both criminal, criminal activity and miscellaneous type of complaints or even just questions if they want to speak to an officer about a certain matter. Our primary focus is traffic safety obviously we're on the road constantly every single day and every night in trying to make our roads as safe as possible. In order to accomplish that we have a variety of methods and primarily everyone knows the Police Department as doing traffic enforcement which means stopping violators and issuing citations if need be we do also issue warnings. We provide public service announcements and you may have heard some of our officers on the radio talking about seat belt, child safety and such, so we are reaching out to the community. We also at requests provide clinics out there, the seat belt grant does mandate us to go out into the community and do child safety inspections, so we educate the public in that matter. We do bicycle clinics for the young children and we even go out to the schools and talk about Halloween safety, walking at night, talking to people, strangers, and those kinds of things. If I'm not mistaken today I heard something on the radio I believe shattered dreams is going on at Waimea High School, that's another and we're just part of that organization to get the message out to the schools and to the kids especially now that graduation is just around the corner and summer

break for the students in just a couple of months. Again we participate in that and as Chief Perry has mentioned we have a website and last summer we had a summer hire that helped us create videos. Next week we are meeting with the County IT Personnel who will be viewing the videos and they have the captioning already completed on this video so we want to put that out on our website. I was just informed yesterday that they are ready to go.

So again our primary function as traffic officers is to reduce the number of deaths and serious injury type accidents on our roadways across the island. Another part of our operation is we recently put together is our Fugitive Apprehensive Strife Team or (FAST). This group of officers was put together last week at the time Deputy Chief Mike Contrades as a Captain in the Patrol Bureau developed this team handpicked and selected these individuals. One of their primary objectives are to identify, locate and apprehend those individuals that are in the community with outstanding warrants or certain types of violations have occurred and they're a big concern. We target individuals that are committing crimes on a regular basis and we try to take them off our street and again that's one of our additional duties.

Mr. Furfaro: Can you and I know this has been an item of the past but can you indicate to us any kind of measurement on how we've been able to address in reducing that number of individuals with outstanding warrants.

Mr. Quibilan: Yes. The FAST Team their primary focus was on addressing the number of outstanding warrants that was still out there, people were not getting to court or refusing to attend court and they were still in our community causing problems so the FAST Team was created. Also each district commander was given a task to review warrants that was assigned to their district and focus on high profile individuals that we know are creating the problems and do select projects periodically during the quarter. At least once a quarter we go out there and try to identify or actually locate or identify them to locate these individuals. We know that a great number of them are not here on the island and that's through just contacts when our officers go out and try to research them their family members tell us they haven't been living here for a period of time.

Some of them are dug in deep, they're just out there, they don't have a permanent residence, they don't have a job and they know if they see a blue & white marked vehicle they're walking in the opposite direction and they don't want to be apprehended.

Mr. Furfaro: So with this fast track team was the goal set to reduce the number of outstanding notices from or just give it a percentage the goal was to reduce it by 15%, 20%, I mean what's the measurement there?

Mr. Quibilan: Well I can give you the number of warrants that we receive on a monthly basis but as soon as we service a certain number of warrants we receive from the courts more warrants. We have tried to stabilize this and not to let it get out of hand.

Mr. Furfaro: Okay so that's the goal to stabilize it?

Mr. Quibilan: Yes to stabilize it.

Mr. Furfaro: Okay so every sheet of brownies that comes up a new sheet comes in?

Mr. Quibilan: That's correct.

Mr. Furfaro: Okay I like brownies so... but the numbers are pretty big I just want to say.

Mr. Quibilan: Yes it's in the several hundreds and it use to be up I think over a thousand at one time.

Mr. Furfaro: Yes but it's in the hundreds now.

Mr. Quibilan: Yes.

Mr. Furfaro: But I think there's been about a 30% improvement but I want you to know this council is very sincere that if you needed to have some contract services to get those delivered I don't think you will have a problem hearing from us for some contract money.

Mr. Quibilan: Thank you.

Mr. Furfaro: Okay.

Mr. Quibilan: Going on to support and assistance and what the patrol services bureau and what we do on an annual basis. We support approximately 22 functions, community functions throughout the year and you may know a whole lot of them and I will just throw a few out. The Kaua'i Marathon which has just recently started, the Waimea Town Celebration which is an annual event, Kaua'i Hospice 4<sup>th</sup> of July, The Kaua'i Farm Bureau Fair, Lights on Rice, the Waimea Lights Parade and a number of charity walks. In fact later this month we will be supporting the American Cancer Society Relay for Life. Majority of the requests are for either security or traffic control during their event. Some of them attract thousands of people as you know they are using the Vidinha Stadium complex as there venue and we do provide their security. Again there are about 22 of those events that occur throughout the year and every single year. In fact we also support and assist with other Governmental Agencies on their training exercises and they have certain requirements that they need to meet and a part of it has law enforcement participation. Some of them are the annual weapons of mass destruction, the National Guard has a 93<sup>rd</sup> Civil Support Team that's comes here I think they have been here for 8 years every year during the month of September. It's a joint operation between the National Guard, County, which is Police, Fire and we may have State Department of Health for those types of readiness types of exercise and preparedness. The transportation Security Administration they have requirements at the Līhu'e Airport and at the Harbor, again security and law enforcement type preparation and response. PMRF they have their requirements for security at their facility and in fact this past Tuesday we participated in a joint exercise at PMRF with their Navy Security. This was the second year and it appears to be an annual event and they have their requirements to meet as far as if something would occur on their facility and to exercise to MOU that we have between KPD and PMRF.

Other support that we provide is not towards preparation but the Department of Education every year each school on this island exercises their evacuation drill and we are there to provide traffic safety for the kids to be leaving the school campus and getting to their safe zone. A lot of them if the school is close to a main artery, traffic is a concern. Most of these schools are next to a main artery or a highway. That's evacuating the schools. We also have been supporting the kids getting to school with the safe route to schools program so from home or a designated point, walking from there to school so we again provide them support. For non-governmental agencies and organizations, I'm sorry other state government agencies we support with Department of Land and Natural Resources, Department of Conservation and Resource Enforcement which is the DLNR (inaudible) care. We assist them when they have a major investigation they don't have the personnel resources we will augment their operation and back them up with our numbers. The Sheriff's Department very rarely but they will ask us to assist them primarily we will look at evictions, if they know they're going to have a problem with an eviction and they need additional manpower we will come in an assist them. Another agency that we've assisted regularly in the past was the Department of Homelands,

Hawaiian Homelands. Their issue is because they have a large landholding on the island and we have people trespassing on properties who have been camping out and living on property and we are the law enforcement arm for their investigators to come in and remove individuals. So again we've assisted in those areas. Again regarding operations one of our concerns is planning and preparedness, we constantly work with the Kaua'i Civil Defense Agency in meeting and discussion and preparation. As you may know things like tsunami maps, flooding ideation zones, we're meeting with them as far as road closure points, directions and how to get people out of the area as soon as possible.

Other preparations we're doing are focusing on with Civil Defense is communication and (inaudible) fortunately we have grant funding and our focus is making sure we can talk to anyone who comes to support us on this island. After a hurricane, after a major disaster if people do come and support us we want to be able to communicate with them and work together with them. Some of the projects that we're working on right now, the ultimate dispatch center which is going to be located adjacent or part of the fire departments administrative offices at the second floor Piikoi Building. At this point yes we have the room available that was in agreement with the fire department. As of yesterday I was notified by the Civil Defense that the last part of purchasing the equipment has been approved by FEMA, that part was the EHP (Environmental Historical Preservation) portion of the grant that took them about 4-5 months to complete. We have the contract while we were waiting for the HP to be completed and approved we were working on the contract. The contract has been already developed and reviewed by our in house attorney, he has made his recommendation, comments, and I think we're good to go as far as sending it up to purchasing now and moving forward with getting the ultimate dispatch center online later this year. The Waimea...

Mr. Furfaro: Can I interrupt just for a second. I don't want to go too much further without... because I know there is the recognition lunch today for your group. I just want to point out that the Council certainly appreciates having Chairman Kanekoa here in the audience, Commissioners Iona and Nebre and Randall Francisco, thank you very much as a group of Commissioners for being here demonstrating support for this budget function. I did want to say that because I don't know if any of you are slipping out to go to that luncheon or not but I wanted to recognize that you have 4 of your commissioners here. I will give the floor back to you folks.

Mr. Quibilan: Thank you Chair, I will try to wrap this up as soon as possible. Some of the projects we are working on again as I mentioned the Waimea Dispensary we were talking about August to move in. The Kawaihau District Station, the permanent station we have started on that and currently the 800 megahertz radio system upgrade. Although IT and there's a whole lot of other people involved.

Mr. Furfaro: We heard from them the other day.

Mr. Quibilan: Yes and that's part of our upgrade. Some of our concerns that we have and just from the previous presentation by Chief Perry, and in conversation here all of it impacts patrol, the shortages. In speaking with the commanders in the district and the message to our people at this point, is our memo for the last couple years is "we do more with less" and what that means is if we can't get what we need, can't get the number of officers, the recruits, the recruitments in there on time and if funding is not available and certain things are coming out of the budget we still have a mission to accomplish. That mission is to make this community as safe as possible, to address all criminal activity and I'm asking our guys to step up even through the tightest of times and the hardest or the most difficult of times. Again we have 10 beats out there and we've had 10 beats since 1989, we've never increased the number of officers on our beats so again although the work load has increased we mentioned about earlier the talk was about additional duties. I think Captain Takamura, he is the Administrative Lieutenant overseeing dispatch cellblock, those

operations he has to wear a second hat and do accreditation. There is no one that handles the grant, I wear that hat, I take care the grants. All of these purchasing items, contract items, although we're focused on our primary mission we're always take in additional duties to meet the requirements. More and more agencies, more and more organizations come up and submit letters to the Chiefs office for support and we try to meet their needs as much as we can with the resources that we have. I keep reminding our guys that we just have to keep it going every single day one step at a time and at the end of the day as long as the community is safe. At this point before I end I would like to thank every one of our officers and civilian staff. Most recently for their actions during the storm and disaster for the month of March but primarily if you look at our numbers for our officers last year and I just want to throw a couple of numbers out there, six and twenty three thousand, six fatalities, 23 thousand three hundred citations issued.

We believe that there is a factor in there that the more enforcement, the more that we are out there, the more information we can push the safer the roads can be. We compare that to ten fatal accidents in the previous year and I believe 8 in 2009. I think it was in 2004 that we had like 16 so again we want to keep it at single digits, we really, really would like people to be safe out there and if we can go with zero fatalities on our roads that would be excellent but realistically we obtain a certain goal with six fatal last year. I have to give it all to the guys, the men and women out there that work every single day and night, through shortages, through disasters and the most difficult of times. I thank you for giving me this opportunity.

Mr. Furfaro: I thank you as well I felt your report was very complete. I will be sending over one question to help me understand this as we have gone through some emergencies in the past but starting you should also recognize your patrol officers who have done a very good job at the request of this Council visiting this building. We are one of the agencies that you give assistance to but my question is I didn't hear anything in your report that tells us how you work with TSA and I will send that question over. I would like to know what or if there is an emergency at the airport what is the protocol? What body has jurisdiction because I know we also have contracted security there. I will be sending over that question and I thank you for an excellent presentation.

Mr. Quibilan: Thank you Chair.

Mr. Furfaro: Members any questions for patrol? Go right ahead.

Mr. Chang: Officer Quibilan, I will try to be as quick as I can. You say we have 10 officers and 3 supervisors everyday on a given time?

Mr. Quibilan: Yes.

Mr. Chang: So just for my knowledge and for the community, does everybody have scanners or radios like whether they are off duty or on duty? Do people monitor as you mentioned the Waimea district from Polihale to 'Ele'ele to Koke'e or what have you. So being that an officer may be stretched. I mean what happens when there's a response or a call or an emergency due? Can off duty people respond or what's the protocol? What happens at that given time?

Mr. Quibilan: The officers are not allowed to respond unless given authority by their supervisor to respond. However it all depends if obviously we have a really serious situation I would expect the officer because our officers have take home cars assigned to get into their uniform and start responding and calling their supervisor while he or she is rolling out to the scene if it's a really bad situation.

Mr. Chang: Okay and you also mentioned about crime watch and neighborhood... I think I heard you say something about neighborhood crime watch. Is that posted or is that the community or a street or a block that's concern about crime or you guys come around with censored lights or suggestions about overgrowth with shrubs or ways that people come into the community? Do we do that kind of an educational program to do that for the neighborhoods?

Mr. Quibilan: Well the neighborhood watch program falls under Kaleo but for us our officers are told at night to leave on what's called their running light and it's a steady blue light for identification as they go through the green lights.

Mr. Chang: Okay I just wanted to let the community know that there are programs out there that we are educating them or teaching them. With the rampaid of recently said that crime in the old days you respect the Kupuna or respect the children but there seems to be no respect and people are now getting into neighborhoods much more often or cars or what have you. I just wanted to make sure that the community knows that there's a program or an opportunity to call if they do have a concern within the neighborhood to help out with training or awareness. I think neighborhood crime watch now being that we're under staffed or under men if you will it's our responsibility to police our own areas if you will. I just wanted to make sure that Chief it that...

Mr. Perry: Our Administrative Bureau handles our community outreach programs which includes neighborhood security watch which includes training and not only for our community but also for our businesses. There are a variety of ways you can get in contact with us which would be you could write to us, you can call us, you can go on our website and request an officer to come and talk to your group or your organization or even you individually and we would be more than happy to do that.

Mr. Chang: And lastly I just wanted to comment, you mentioned the 22 plus community functions that you folks do and I want to just thank you in advance for helping out the Special Olympics, the Annual Troy Barboza Run/walk that happening this Saturday. I believe it starts at about 8:30 and the efforts that you do for the Charity Walk and I wanted to take this opportunity to say I was a little saddened and surprised a couple of months ago to find out that Officer Scribner retired but I want to just give a little shout out to him for his community service with the many, many Veterans Parade. He was a recognizable face at every given function I think that was his role and the community really appreciates his coordination and aloha so thank you.

Mr. Furfaro: Okay Mr. Chang and I believe some of the questions might have come up if we want to further engage regarding community watch and so forth we should direct some questions over to Kaleo Perez. Am I correct in that interpretation? Very good, I also want to announce that Mr. Rapozo has a departed for today is Mom is hospitalized in Honolulu so he will not be with us the rest of the day. Other questions for Patrol? Vice Chair Yukimura.

Ms. Yukimura: Actually Chair it's not a question I just want to thank Assistant Chief Quibilan for a very thorough and informative report. I want to also acknowledge and thank you for the really clear commitment to getting the job done with excellence no matter what the circumstances. We really appreciate that commitment.

Mr. Quibilan: Thank you.

Mr. Furfaro: Well said Council Vice Chair. Go right ahead...

Mr. Kualii: Thank you Mr. Chair, just quick in the budget would your patrol services bureau be listed as just police because I didn't see the breakdown as patrol services bureau. And the other thing I think it would be... because I think you said there was 89 sworn and 37 civilian right?

Mr. Quibilan: Yes sir.

Mr. Kualii: But actually the breakdown of those positions wouldn't show or doesn't show in the budget in this separated out what I guess is the bureau where all the positions are in the Chiefs office. If your positions are dedicated to your bureau (inaudible) and that's the case with the different bureau's?

Mr. Quibilan: That's correct.

Mr. Kualii: Than it would be better and maybe Finance can work on something in the future because that's that the Fire Department has done and I think it's easier for us to have a sense of what you're working with and what you need as it breaks down by the different services and different bureaus. It's just something going forward, thank you for all your work.

Mr. Quibilan: Thank you.

Mr. Furfaro: Excellent point for future considerations on programming for all departments. Any other questions before we go to the next division? No, thank you again and just for your general information because we met originally in a full Council Meeting as we go through the process here when we go from recess to recess if we get down to 3 people we are still a committee. I just want to point that out with some conflicting needs of Councilmember's today, okay next one Chief.

Mr. Perry: Thank you Chair. The last but not least is our investigative bureau with Assistant Chief Roy Asher and just a comment on the breakdown of the way it's done. The positions are all under the Chiefs office which is unusual for me because where my prior life, it was broken down by not only divisions but it was it was broken down by districts so you had a better understanding of who was where, what positions were where so maybe that would be a good idea to have it broken down like that.

Mr. Furfaro: Yeah we just went through the same thing with the Fire Department so... Mr. Asher.

ROY ASHER, ASSISTANT CHIEF INVESTIGATIVE SERVICES BUREAU: Good afternoon my name is Roy Asher, I'm the Assistant Chief with the Investigative Services Bureau. First I want to apologize for not being here early in the morning I was called away to court.

Mr. Furfaro: Not to worry it's understood.

Mr. Asher: Well let me give you an overview of our bureau and like (inaudible) said there in the forefront and the others are in the background. The Investigative Services Bureau we do it all and we do it well with the support of them of course. We are broken down into three sections within the bureau. The first one would be the general investigations which comprises of a Lieutenant and 11 Detectives that handles all sex assault, property crimes or crimes against persons, robberies, homicides, the whole cabinet of crimes. We do the follow up of what the patrol does in the beginning, they do the initial and we do the follow up and that's limited to felony cases and the misdemeanor stays down with patrol and they handle that from beginning to end. Of course we are available to assist, we do all the search warrants and arrest warrants when need be

for misdemeanors and felonies. The next section we have is our special focus group which consists of a lieutenant and two detectives that mainly focus on white collar crimes and internet crimes and that's the specialty investigations. We have our youth services section which comprises of our Dare and SRO, the School Resource Offices. They handle also besides their normal work they also do the alcohol and tobacco stings that we run periodically. Attached to that section is also our Domestic Violence Investigation Coordinator, it's a civilian position and our missing person youth counselor position. Finally the third section within our bureau consists of a Lieutenant, 2 Sergeants and 11 investigators and that's the one we've always been short of as far as vacancies we actually only have 6 investigators. The 2 Sergeants one is operations and one is asset forfeiture and the asset for forfeiture was vacant for quite a while. In speaking of vacancies we operated this past year with a 31% vacancy shortage in my bureau alone but we make do. I know that you guys are anxious to go to lunch so I'm trying to make this fast.

Mr. Furfaro: Did you say 37 percent?

Mr. Asher: No 31 percent.

Mr. Furfaro: 31 percent.

Mr. Asher: I will give you an overview and one of the highlights or initiatives that we took this fiscal year is that we changed our schedule for our detectives to get a better coverage and utilize our people while we are in a (MOU) with the union. What our normal schedule was, was a Monday through Friday 7:45-4:30 was a normal detective schedule and we also had a standby a rotation standby where we had a detective on call 24/7-365 days that was available to be called out for any case that patrol may have generated of anything. We switched again with an (MOU) with what we call a 4/10 schedule which is a 10 hour work day at 4 days out of the week with either Friday off or Monday off, but we have a coverage again throughout Monday through Friday. In conjunction with that we had an A&B watch but because its 10 hours the first watch began at eight in the morning and ends at six in the evening. The second watch starts at noon and ends at ten so we've increased our coverage as far as the detective coverage and so we only have a very short window when we don't have a detective available but yet again we have them on standby. Again let me say the Investigative Services Bureau and I'm very fortunate that I have a bureau that's made up of ranking officers majority are Sergeants or Detectives which is a rank of sergeants and our officers are all special skilled officers in our vice unit and school resource. I have real good personnel and I don't have many young officers a lot of them are seasoned or ranked so it was very fortunate for me.

Mr. Furfaro: Excuse me Roy, I just want to make sure the arrangements you just told us about the flexibility in the schedule and so forth, you told us you have an MOU with the unions on that?

Mr. Asher: Yes.

Mr. Furfaro: Is there a time frame on that I mean....

Mr. Asher: It's a 6 month and we're in our 3rd month right now.

Mr. Furfaro: Okay and so it's a trial period?

Mr. Asher: Yes.

Mr. Furfaro: Okay thank you.

Mr. Asher: And we're going to make some changes because right now like we said one watch is off on Friday and the other watch is off on Monday and we're going to tweak that because on the Friday I don't have a 3<sup>rd</sup> watch a 2<sup>nd</sup> watch I mean 3<sup>rd</sup> watch, and then Mondays I don't have a 2<sup>nd</sup> watch because they're off so we're going to divide those A& B teams so that we have complete coverage through all the watches. Some of the initiatives because money is tight we were able to go out and get through VAWA Funds (Violence against Women) funding to fund our Sane Program. I'm not sure if you're familiar with our Sane Program (Sex Assault Nursing Examiners) as part of our SART (Sex Assault Response Team) and the County funds those exams where the victims are not willing to make a police report but they still need the exam, so we were able to get funding for that to do those exams. In seeking that grant we also got monies to do some DNA testing as well as standby pay for our civilian sex assault nurse examiners. Last and again I apologize I wasn't here when they discussed that ID Tech Position. We also have internet crimes and that's one of our problems and more and more we're getting victims from internet crimes and cyber crimes so we have in our budget a request to buy a computer. In cases where we ceased computers sometimes they erase everything and this computer will allow us to extract that information. Right now we are sending this type of work out, out sourcing it to HPD or the States and we're not the highest priority and that's something we actually can do ourselves if we have the resources. Our detectives are actually trained in that but they just don't have the resources so that's one of the things we really would like to see funded.

Mr. Furfaro: So is that hardware and software for that? No, is it in the current budget or it hasn't been placed in?

Mr. Asher: It wasn't in last year's budget and we had some issues with IT but they're coming around and helping us with that.

Mr. Furfaro: Well thank you and we'll follow up with that.

Mr. Asher: Last is our training budget and we still follow the same philosophy that I shared with you the last time around that we focus on bringing the instructors here now rather than sending our officers out to training. I give you an example when we budgeted for our homicide training we were able to secure the instructor here Vern Geberth. He's the guru of homicides he's out of New York and he was able to come out here and what we normally spend on two officers sent for one week we brought him here and we were able to train all our detectives, all our supervisors in patrol as well as 2 or 3 officers from every other county came to attend that. We had over 33 attendees to this training so that's the philosophy for us with training if we can bring the instructor here we would rather do that and get everyone trained.

Mr. Furfaro: And I think the instructor would rather see himself coming to Hawai'i from New York. I think it's mutually beneficial.

Mr. Asher: Yes we have never had any problems it's just getting on their calendar yeah. We also have again in support of our programs we've got several and I'm not sure if it was discussed but all the grants that we got particularly in vice. Our domestic (inaudible) eradication we have a hundred thousand in that and in support of that operation that's green harvest. Then we have the high intensity drug trafficking task force, that's 31 thousand and we have the Hawai'i narcotics task force a hundred thirty three thousand and the state marijuana eradication task force is a hundred fifty four thousand and we have a program with the US Marshall for eight thousand. We also have for every sale of alcohol to minors program as well as the tobacco program, it's all grants that we got and that in itself totals 19 thousand and those are the stings that we do.

Mr. Furfaro: Is that shared with the Liquor Commission?

Mr. Asher: That's in conjunction with them. They attend with our officers and their agents and we've been doing this program for about 3 years now and we just approved for continuous of another grant but we still at 24% non compliance. That's sad and it's been talked about at the Council as well as the Commission. They know we're coming and it's still 24%... It's sad.

Chair Furfaro: Let me see if there is any questions at this point for your division. Vice Chair Yukimura you have any questions at this point?

Ms. Yukimura: Just a preliminary comment, it's very impressive that this pilot project of changing you investigative schedule and kudos to you and the union for coming up with it. It's an example to me of a mission driven department because you figured out you know what your job is and you figured out how to do it rather than just staying in the old ways. Also the shift of bringing in trainers instead of sending your people to training sounds like a real plus so thank you for that. You're list of grants, is that something you can submit or is it in our material submitted to us?

Mr. Asher: No but I can get it to you.

Chair Furfaro: Okay we will send that out as a question typed to you.

Ms. Yukimura: Okay and your ID Tech, I may have missed it, I know the position has been mentioned but can you give a little bit of an explanation as to why it would be important to you.

Mr. Asher: Right now we are the only County that doesn't have a Evidence Specialist or Crime Scene Specialist to collect the evidence, process it and that. That's one of the things that we in prosecution it gets attacked is evidence handling. Right now what we rely on is we have a Lieutenant assigned to that position that collects the evidence and for the most part we have to source out our testing because we don't have that specialty. In no fault of the Lieutenant but often times they are initially not properly trained for that kind of work so when we do train them they rotate through promotions, transfers or retirement. With the positions that we are seeking we will get professionals that are schooled in that and are certified in that type of specialty and hopefully with some continuity as well in the two positions. Again I have to emphasize we are the only county that doesn't have that and we're still relying on a sworn person to do that. We invest in the training but like I said they rotate out and we start from scratch again and that's the thing that gets attacked in the case. We can have a solid case and O.J. Simpson's case is a prime example of how they attack of the evidence collected. They use specialist you know...

Ms. Yukimura: What that would do also is to free up your uniform Lieutenants to do the other work.

Chair Furfaro: May I add a question to that please?

Ms. Yukimura: Yes go ahead please.

Chair Furfaro: Do you have a job code category that's been identified for that position?

Mr. Asher: We're in the process of writing the positions, I've gotten job descriptions from Maui as well as O'ahu and the Big Island. I have samples for us to write and put together.

Chair Furfaro: I think we're going to send the question to you as well if we could get at least one example of that position if you could respond to us I would appreciate it. Vice Chair you still have the floor.

Ms Yukimura: I'm pau thank you.

Chair Furfaro: Oh you're pau. Mr. Kualii did you have any questions? Mr. Chang? Council women Nakamura? Thank you very much again for a thorough report, we've got about 4 questions for your division will be sending over to you.

Mr. Asher: Thank you.

Chair Furfaro: Chief we are back to you and before I take any public testimony if you want to give a summation here that's fine, if not...

Mr. Perry: No as you can see our duties and responsibilities are many and diverse and I'm so happy that we have the experts over here to help us move this department forward and keep our community safe. With your continued support we would like to keep this department marching forward to a just be better and actually my goal was to be the best department in the state and we're working in that direction so that's about it.

Chair Furfaro: I'm going to see if Mr. Iona from the Commission wants to give any testimony and then I will open it up to other testimonies. Charles our testimony period we will give you 6 minutes by our normal rules.

CHARLES IONA: Good afternoon Chair Furfaro and members of the Council, Charles Iona. I would just like to testify on some of the topics that have been discussed earlier during these last couple of hours. For your edification the issue of continuous recruitment has been brought before the commission and we have talked in length and in great detail about the recruitment process and what's involved. I can share with you that I believe now under the refocusing with acting Chief Kaleo Perez and how ANT wants to handle the recruitment, I believe we will get a better response. The Police Department in it of itself is a different breed of animal and that is that's it's not like any other organization where if you were to get a recruitment process in there, there are certain guidelines that are met such as Engineering or something that needs a license to even be considered. What happens is you get raw recruitment that comes in and just to get through the front door you go through so many steps, then comes the background side. I think the Chief touched on the fact that you can fast track a lot of things in our professions, the Police Department you just can't do that. Because there is a very, very severe backlash if you don't catch the problem right from the get-go. A lot of Police Departments now have changed and I know when I went through my recruit training, firearms training came in the back end of the six month training. What they found is with all that money spent if you can't shoot a gun you get weeded out you don't become a cop so you lost all that money in the beginning so now a lot of training brings the firearms in the front. So with recruitment it's an ongoing process and the Chief we've asked in much detail how can we get that to the forefront. I think one of the things is the Police Department in and of itself, they serve the community but at the same time it takes a certain type of approach to recruiting, it's almost like with Hotels as you've mentioned several times. You have your marketing division you go out and you attract.

I think Maui was one of the first years back when we were in there when they kind of went out over the edge and made it they glamorized police work in a sense and we never saw it before but it did help. I noticed over the years because the standards being so high the recruitment process takes even longer. I can tell you for myself in 2006 I thought I come out of retirement and I applied for the Kaua'i Police Department and I know the Chief don't want me to say this but I did, and I

passed with flying colors and went through the assessment process and all that and I can truly say that as I speak right now I still haven't gotten a letter whether I've been accepted or not. So again I say that because with his leadership and so forth I think things have changed and it will get done faster. Addressing Councilmember Chang's idea of the de-briefing, you talked about de-briefing, Kaua'i was the first after Hurricane Iniki-post Hurricane Iniki, I was assigned to the Federal Government on a sabbatical with the US Department of Health and Maui was use as a pilot program for the critical and (inaudible) stress debriefing unit. We came on line first and we came here and we were assigned to work with Kaua'i Police Department Personnel because of all the horrific situations they were faced with. Honolulu took off after that which they continue to have a peer counseling program and one thing that have been mentioned over and over again is that when you are exposed how do you unexposed yourself. That's why it's so important to have a unit like that within the organization. I can tell you with the Honolulu Medical Examiner's Office and this touches on accreditation, that medical examiner's office and was mentioned yesterday that Kaua'i Police Department and the Chief Of Police is the coroner. Because of the population base in Honolulu the medical examiner's office is a standalone that does a death investigation aside from the police department. That office is accredited as in only one of four in the entire United States that is accredited, so I know the process they are talking about, I urge this body to support that process because as a death investigator we had to have so much training in forensics and the application as to how forensics is done, the science itself. The accreditation I believe Honolulu just got their second accreditation process through. I think going forward it speaks a lot for the police department and we at the commission are very, very up on that program and want them to be accredited because it talks with much authority especially when you go into court that you're coming from an accredited body it speaks a lot for itself. Lastly I'm open for any questions that you may have.

Chair Furfaro: Charles you were in the audience when I indicated after we get through the budget cycle I'm going to put in Mr. Rapozo's committee this issue about recruitment of candidates for the police department.

Mr. Iona: Yes sir.

Chair Furfaro: And I would hope that you folks would participate when we do that but I will put that on as a new item after we get through the budget.

Mr. Iona: Will do.

Chair Furfaro: Are there any questions for the commissioner? If not Charles thank you for being here. Anymore testimony from the public? I'm sorry I got Jessie in the back.

SHAYLENE ISERI CARVALHO, PROSECUTING ATTORNEY: Good afternoon, Shaylene Iseri Carvalho, Prosecuting Attorney. I was not previewed to the conversations that have taken place earlier I just wanted to touch up on some of the things that I brought out last week. It is the Prosecuting Attorney's Office position that the records department, especially at the police department, are really the bricks and motor of the organization. They work extremely hard and they provide an extremely vital service with respect to the impact on our office. Of course all of the officers have a huge impact and I believe they are doing a great job the officers and I also believe that the records department is doing an excellent job. I do believe that if they had more resources that they definitely would be able to do an even better job. There is only so much work that one human being can do and they do the utmost best in providing the services to our office. All of the records that the police officers do all of the court records of warrants of violations of orders of protection of restraining orders, all of those are funneled through the records department before they are sent out. Meaning that when an officer goes out on a beat he comes across a defendant and they do what they call a warrant check or BOLO (be on the lookout for a person to question) all of that is entered onto the RMS system so we have to ensure that all of the records are updated if at all possible that very day,

that they're imputed and updated that very day especially when we're dealing with high level intensity type of offences like restraining orders etc... I believe that they are doing a great job, I looked over the budget and saw that one of the clerk positions that was suppose to assist with the imputing and scanning of documents at the police department was removed and substituted for another position. I find that that would be an error for the department, Again this is not something I'm previewed to as to what the chief has stated as far as what are the needs for his department, I'm basing the needs on the needs of my department and having to rely on the records that come to my office as well as to the other police officers.

When we have an abuse case or an order of protection case, all that information is information that we constantly call their domestic violence coordinator to determine if there are these documents in place. So they need to be updated regularly and I believe again the best job that they can but this one person is doing an extremely wide range of responsibilities that if she had help I'm sure she would relish in being more productive then what she is right now. So that is the records clerk, there's also and we have talked over numerous meetings about not only retention but about recruitment and that is also the Personnel Clerk which I believe when I looked at the budget was also slated to be removed out of the office. I would find that this would be a disservice to the department and all of its efforts towards recruitment because this person is definitely a crucial asset to the department in this regard and definitely because of the confidentiality work that is involved at the police department that position should stay within physically as well as the job duties because it takes all of her time to be doing the recruitment for the police department that be housed physically at the police department. I also and I'm very proud of the police department coming forward in trying to get civilians for their ID Technicians to process the crime scenes. I have been on numerous crime scenes and it's amazing what the detectives are able to do because they process entire scenes. It's not only the detectives or the officers but it's also the high level people. You have the assistant chief also collecting evidence; you have the Lieutenants, the Captains, they're all involved participating in the process collection and processing of evidence.

If we had civilians that would do this it would seriously cut down on the time that we need in order to subpoena because every person that collects evidence is one that will be subpoenaed because there's a chain of custody requirement by the State in order to prove the case beyond a reasonable doubt that we cannot have any link in that chain of custody at the time we present it in trial or the case will get dismissed. So if we have a lengthily trial which a lot of times we do whether it's a drug case or a firearm case or anytime evidence is collected we have all of these officers waiting to testify. They come numerous times because they have to come at motions to suppress evidence which is pretrial motions and if we are successful at that we have to subpoena the same multiple witnesses to come to court at the time of trial in front of the jury. So there are a lot of manpower that could otherwise be out doing investigations where this ID Tech (persons) I see 2 in the budget 3 would be extremely nice or 1 in every district and the reason is because it would save so much money compared to the overtime or even the time of officers having to wait outside the court. Only one witness can testify at any given time but we have to subpoena all of our witnesses to be present at the first time that the hearing is scheduled. So we have a hearing we just got back from a hearing I had 3 officers that were present there at a two voluntariness hearing motions today that were there from 8:30 until we came here which was afternoon and they waited all day until we finally presented evidence. Because we can only call one witness at a time we still have to have and required to have all our witnesses present in court in order for when that witness finishes the next one is ready and available to come forward to testify.

A lot of manpower is placed at the court and so if we had civilians doing that we would also of course obviate the need of having 6 officers who process the scene to maybe having one or two civilians who are waiting at the court to testify. They will also be again specialized but these officers have been doing so much of the processing that they are pretty well experienced now in processing scenes, however their time could be better used doing other things as opposed to establishing chain

of custody of the evidence they collect. And those would be my thoughts with respect to those types of positions and again they are the bricks and mortar of the organization and I believe we need a strong foundation on the very bottom of these kinds of workers that are out in the field in order to sustain the top level and high quality detectives that are doing complex investigations. Their time would be better best served doing that type of work as opposed to the data collection and recovery of processing at different scenes.

Chair Furfaro: Okay, well thank you very much I do want to let you know that position 346 which is the records position caught our attention today and certainly there's going to be more dialog on that. Secondly the HR Committee is our next item after lunch and we seem to think we need to have more dialog in a separate committee meeting about that position that's supports recruitment in the police department so your points are well taken.

Ms. Carvalho: Oh wonderful thank you.

Chair Furfaro: Any other questions for the Prosecutors Office? Thank you very much.

Ms. Carvalho: Thank you.

Chair Furfaro: I think that chief we're going to be calling this piece to a close, we will be sending over some questions we have. We would like when required to get a 48 hour turnaround time but if there is something that you can't or you need more time just indicate that you're requesting more time and more research on that item. I don't think we're going to make at quarter to one, I don't think we're going to make your luncheon. Please acknowledge that we did have an opportunity to recognize the supervisor in the 911 department and communications, but I don't think we're going to be making it since it started at 12:00, sorry and I apologize for that.

Mr. Perry: We can make a plate... I would just like to thank the council again for all of your support and this budgetary process so far has been painless. You more than any other body feels our pain and feels our frustration in moving the department forward. With your continued support I look forward to great things to happen in the near future.

Chair Furfaro: Well thank you very much I don't want to over promise but we're certainly going to look at these points that have been brought to our attention. Thank you and like I said in the beginning, thank you for all the work that's done by your staff, your department, the commissioners and everyone associated with public safety.

Mr. Perry: Thank you.

Chair Furfaro: Thank you very much. B.C. we're going to go into recess for lunch and members let's come back at 1:40 or let's do 1:50 in case some of you want to do the shuttle.

The budget review was recessed at 12:46 p.m.

The Departmental Budget Review reconvened at 1:55 p.m., and proceeded as follows:

Councilmember Bynum (*Excused*)  
Councilmember Rapozo (*Excused*)

PERSONNEL DEPARTMENT

Chair Furfaro: Good afternoon. Thank you for adjusting the time for us to start this piece as the Council wanted to attend the recognition luncheon for our Public Safety Departments along with our 911 Department recognition so I had asked that we would start at 1:50 p.m. and we are actually starting at 1:55 p.m. so my apologies. I am going to ask if we can have Department queries right after the overall presentation I guess Malcolm as you will be making it. We will be four Members for a part of the day but since we called the meeting together with a full attendance we will continue to operate with as many as four Councilmembers present. Mr. Rapozo has left for the afternoon headed to Honolulu. His mom is in the hospital. Mr. Bynum has acknowledged that he might not be in today because he is under the weather. Vice-Chair Yukimura will be departing at approximately 2:30 p.m.

So who is going to be making the initial presentation? It would be much appreciated if you folks can tell us who your team is and come up to the Microphone. Gary, are you going to be giving us the overview along with the Committee? As you folks were outside the room I announced that we are going to be losing Members periodically so I want to get you some Q & A for Vice-Chair Yukimura from the beginning so are you going to be making the presentation of the reorganization?

GARY HEU: I am not going to be making the presentation.

Chair Furfaro: Well that is the person we would like to hear from.

Mr. Heu: What we are going to do is bring up and introduce the task force that has been working on this initiative and they will be making the presentation relative to the proposed Human Resources Department and transition from our current Department of Personnel Services and then after they do the presentation I am sure there will be a lot of questions and they will have answers for you folks and then we will transition into actual Department of Personnel Services Proposed Budget for next year.

Chair Furfaro: So let us get started with the overview first if we can Gary because I have Members leaving at 2:30 p.m.

Mr. Chang: You want to just state your name for the record.

Mr. Heu: Sure. My name is Gary Heu, Managing Director. At this point in time I would like to call up John Isobe, also Janine Rapozo, and I believe Karen Matsumoto is also with us this afternoon. The one team member who is not present is Deputy County Attorney Marc Guyot.

Chair Furfaro: We have three microphones Gary.

Mr. Heu: I'm sorry, Kris Nakamura, I'm not sure if Kris wants to come up also but Kris is a member of the task force also.

Chair Furfaro: Let us have her come up. Let us place another chair there. All of you folks if you can just hug a little closer we would appreciate it. John, if you want to introduce all the Members first for the record and then you can start the presentation.

JOHN ISOBE: Good afternoon Councilmembers.

Chair Furfaro: Good afternoon John and it is good to see you. You are a Member of this Committee but you have retired from the County, is that correct?

Mr. Isobe: Yes, serving on voluntary basis at this point.

Chair Furfaro: We like volunteers.

Mr. Isobe: Let me start by introducing the Members of the task force. To my right are Janine Rapozo, Kris Nakamura, and Karen Matsumoto. The other individual that is also a member but is unable to attend this afternoon is Marc Guyot from the County Attorney's Office.

So we are here this afternoon to present to you the task force recommendation on restructuring the Personnel Department or expanding the functions of the Personnel Department into a Human Resource or to incorporate an expanded Human Resources function. Let me start with some background. The purpose of the task force was really the impetus was provided by the Cost Control Commission back in May of 2011 and the Cost Control Commission recommended that the County Administration conduct an internal review to determine the feasibility and cost implications if personnel within the various Departments who are currently performing Personnel and or Human Resources functions are transferred to the Department of Personnel Services to consolidate responsibilities and eliminate duplication of work and expand the functional responsibility of Department of Personnel Services to include employee training, workers compensation, safety awareness, injury prevention, employee benefits, and work force planning. These recommendations were also supported by the Civil Service Commission.

The next slide shows the current structure of the Personnel Services Department and as you can see within the Personnel Services Department it is overseen by the Civil Service Commission. Then you have the Office of the Director, and the functions that are currently being performed by DPS are labor relations, recruitment and examinations, classification and pay, and transactions. As you can see the overall organization or structure is fairly flat and consists of a specialist who is assigned specific departments and responsible for assisting with all of the personnel functions that I just reviewed. What we found in our review is that the current structure of personnel services had some challenges. One of which is decentralize technical personnel expertise and duplication of efforts between the various Departments and the Department of Personnel Services. There was a lack of consistency in the County's Policies and Procedures among the various Departments and the Department of Personnel Services. There were some challenges in the timely filling of vacancies, a lack of a full range of HR functions such as benefits, workers compensation, health and safety and training, and lastly the long term cost from exposure to liability issues associated with variations with policy management and decentralized personnel operations. So what the Task Force did is we went through a methodical review process as we conducted our review and evaluation.

First we reviewed the organizational structure of other Government jurisdictions as well as private entities. Next we reviewed the position descriptions and conducted written surveys of all Departmental Personnel Staff. Then we also conducted direct desk audits of Departmental Personnel Staff. We determined the functions and manpower needs of the restructured Personnel Department, conducted reviews with the Director of Personnel Services, the affected Department Heads, and the HGEA, and finally completed an organization plan including appropriate

Departmental Positions to be transferred, developed some classifications, and looked at the associated costs for this restructuring.

The next slide shows you an overview of what the proposed restructuring would look like. As you can see the Director will continue to report to the Civil Service Commission. However the Department or the proposal is that the Department be restructured into distinct divisions that will handle various Personnel functions. The first is the administrative services and benefits division that will oversee all employees' service, programs, and benefit, manage and update employee record, coordinate the development of personnel rules and also provide general clerical support to all of the division. The other division would be the recruitment and examination division that would assist departments with recruitment and selection of qualified candidates for County jobs. Another division would be the classification and labor relations division. They would administer classification and pay plans for County positions, conduct classification review, prepare and revise class specification and position descriptions, recommend compensation levels of the various positions. In addition this division would participate in collective bargaining, contract negotiations, conduct grievance hearing, and advocate for the County in arbitration cases, and assist Department in coordinating other Personnel management processes and resolve employee management related problems. We also added a Health and Safety Division that would be responsible for countywide training focused primarily on health, safety awareness, and injury prevention. Also in the area of workers compensation, ADA and EEOC related concerns. The result of this would be a centralized personnel department that offers a full range of human resources services.

The next slide is actually the proposed organized structure and the various positions that would be included in the Personnel Department. The new organizational structure has been designed not only to expand the current capacity of the Department of Personnel Services but ensures that each Division within the Department had sufficient staffing to provide timely response and service to all of the Departments in the County. It is also intended to address the challenges that currently exist by 1. eliminating duplication of work effort between DPS and the various Departments, provide consistency in documenting and implementing Personnel Policies and Procedures, consolidate the technical expertise within the Personnel Department so it is equally available to all County Agencies. It streamlines the processing of personnel-related requests both for the Departments as well as the individual employees in the County. Coordinate and conduct training for all County Employees and mitigate personnel risk and legal Claims against the County in the hope that it would decrease cost and liabilities for the County of Kaua'i. What we anticipate will happen once this restructuring is finalized and fully operational is that the County will see improved HR services and responsiveness from DPS since the various HR functions will now be strategically located in the Personnel Department and assigned to Divisions that are overseen by Managers with sufficient staff to effectively serve all of the Departments. More specifically it is expected that DPS will provide timely support in filling vacancies, work with the various Managers and Supervisors on individual employee and or union complaints, providing advice and support on complaints and grievances, assist in conducting internal Personnel related investigations such as harassment, ADA, and EEOC complaints, provide clear, consistent, and timely guidance as well as training on proper implementation and discipline regarding work policies such as leave abuse, tardiness, work place violence, discrimination, etc.

And lastly, the streamlining and consolidation of HR functions into the Department of Personnel Services should free up time of various Departmental staff that were formally assigned HR duties and allow the respective department heads to allow these employees to function on other unattended responsibilities within the respective Departments. We also have a few more things that the Task Force is still reviewing. In the month of April we are still reviewing the office space requirements and any other budgetary requirements that may be necessary. In May, we hope to finalize the eligible list for vacant positions in the Department of Personnel Services. In July, fill the vacant positions and transition the current employees from other departments to the Department of

Personnel Services, and lastly in October, hopefully have a fully functioning and restructured Personnel Services Department.

In closing, what we found is that in order for this effort to be successful there needs to be the corporation and support from management at all levels. The other thought that we had is that the County really is a service organization and as all of you know if you look at the County Budget, approximately 80% of the operating budget expenditures are personnel related cost. For this reason the benefits derived from moving towards a comprehensive full service Human Resource structure should have an extremely high impact on the County's overall performance and success. That really concludes our short presentation. The members of the Task Force are here to respond to any questions. Thank you for your time and as I said we are here to respond to whatever questions you have.

Chair Furfaro: John, I am going to pose one question at the beginning here. If we can have the lights on I'd appreciate it. I am going to give the benefit of some of the questions to Vice Chair Yukimura who is going to leave and then with the four of us that is left, we will go around with periodic questions. As you said in your opening narrative, this process was brought about by the Cost Control Commission. Where is the narrative on their recommendation?

Mr. Isobe: The narrative is part of the Cost Control Commission's report. I do not have it but I can get you a copy of that.

Chair Furfaro: I would like to request. I want to make sure what they recommended and what we are looking at as goals kind of parallel what the recommendation was to begin with. So on that note as I indicated the Vice Chair might have to leave and the four of us will continue, but I would like to give her the floor first.

Ms. Yukimura: Thank you Chair, actually I am not sure that I have that many question, I don't mind going around (inaudible). This report, which is a first impression report for us because we have never seen any of this before is greatly it is well done. I appreciate it reflects a lot of work and thought and I think it has been long overdue so I appreciate all the thinking and design work and homework that has been done in order to get to this place.

I guess the first question that comes to mind is how this whole plan has been introduced to the Departments and specifically to the personnel who will be transferred in terms of explaining to them what the rationale is and getting their feedback and preparing them for this kind of a transition?

Mr. Isobe: Well the Task Force actually has been having a lot of dialog with both individual employees that are proposed to be transferred as well as with the affected Departments and as we went through the review process initially it was amongst the members of the Task Force. As I had said, we reviewed initially the position descriptions and looking at the positions descriptions formulated our initial recommendations if you will and decided that to validate what was on those position descriptions we went through and conducted some audits of the various people to talk to them about what they were really doing as part of their everyday activities and what was surprising, at least for me was that in certain cases the position descriptions and what the people were actually doing did not align. As a result we then made adjustments accordingly based on their functions that they were actually performing in the Departments in terms of coming up with the recommendations. After we did that review we then sat with the individual Department Heads and reviewed our findings with them as well as some of our recommendations and given the input from them adjusted again. What you are now seeing is the, I guess the combination of all of those various discussions. From that point we also then did an overall

presentation to KCT which is all of the Department Heads as well as had a conversation with the HGEA representatives locally here on Kaua'i to review these recommendations. So, it has been a work in progress and kind of a back and forth dialog in terms of how we arrived at these final.

Ms. Yukimura: That is good and I think that is how it should be (inaudible). In a regular dialog and kind of an evolving plan (inaudible) I was wondering if any other members of the Task Force have (inaudible)?

Chair Furfaro: When you want to speak you just press down on that, just like I am doing right now as I am reminded by (inaudible). Then the mic works.

JANINE RAPOZO: I think what John said is basically what we did and it was a lot of work of back and forth with the Departments and the employees. Considering a lot of different things and that is why our recommendations have changed several times and this is the final recommendation based on all of the input that we could gather and to the best of the knowledge that we gathered this is what we came up with. So, we thank all the Departments that were involved and all of the employees for all of their honest input so that we could get to the place that we are.

Ms. Yukimura: I presume the dialog was extensive with the Civil Service Commission as well?

Mr. Isobe: We did a review with the Civil Service Commission. Whether or not it was extensive...

Ms. Yukimura: Are they on-board?

Mr. Isobe: Yes, yes. They are fully engaged and well aware of what we are proposing.

Ms. Yukimura: So my other question is I presume you have done an evaluation or analysis of the legal requirements or structures and you feel that this can be done within the existing legal framework? I know Mr. Guyot is not here.

Ms. Rapozo: Marc would probably be better to answer that question, but this is really being considered as a reorganization of the department, and so the only difference is that we are crossing over departments so that would be part of the budget process, and that is why part of the budget process involves the transfer of the positions.

Ms. Yukimura: I am sorry, did not hear your last comments.

Ms. Rapozo: This is considered a reorganization like any other department and normally it is with positions within a department that are reorganized. This is actually crossing over departments, and that is why it had to be part of the budget process, to move the positions.

Ms. Yukimura: To move the...

Mr. Isobe: Existing positions in the departments into Personnel.

Ms. Yukimura: I should know this, but I do not. You are allowed to move positions interdepartmentally when they are empty or when you are reallocating them and you are not allowed to do it when there are bodies?

KAREN MATSUMOTO: I believe you are allowed to move positions...

Ms. Yukimura: You should state your name, Karen.

Ms. Matsumoto: Karen Matsumoto. I believe you can move positions through reallocations or reassignment of work across departments if you come to Council and change the funding because it relates to the Operating Budget. But other than that, within its own department, they would be able to do reallocations.

Ms. Yukimura: I think, Chair, (inaudible)

Council Chair Furfaro: So everybody knows, before we go too far, Mr. Chang and other Members, I passed out to you the records that we had from the December 15 Annual Cost Control Report. That is what we have, John. In that report there is only about 1-1/2 pages of narrative that deals with this consolidation of the HR Department. I just want to make sure what I am looking for is more of an overall position statement that was discussed by the Cost Control Commission because they are not the efficiency committee, they are not the revenue committee, and they are the cost control. So I think I want to make sure I understand this recommendation was based on what assumptions they made to save operating cost, other than the fact that we just transferred certain pieces to other departments or other departments lost people, but it was transferred over to the new central piece. I just want to say to me this is the only piece we have and it is the Cost Control Annual Report of which only about a third of it is talking about personnel management. So if there is any other strategic paper that they worked on as a commission, I would like very much to have it. Mr. Chang, you have the floor.

Mr. Chang: Thank you Chairman and Karen and John thanks for volunteering and Janine and Kris thank you for being here. I have a couple of questions and excuse my ignorance if you will but we are looking at this in my case for the first time as far as Human Resources. I think most people realize and understand that Human Resources Department is very important. But, wouldn't have this been a good agenda item to make a presentation prior to the budget just to let us know what was coming down the pipe, because I do not know how much Personnel will we end up with in Personnel/ Human Resources, what would be the total bodies?

Chair Furfaro: Before we go any further, let me answer to the Committee's position on this. We had asked for a separate presentation. They had preferred to do it during the budget time because I think as Janine had mentioned earlier they were kind of fine tweaking it for a period of time that at least that is how I understood the explanation that you needed that window to have a complete proposal and I am not here or there on it I am just saying that they did initiate what they felt was their explanation that they had not tweaked it far enough to actually prepare it earlier. If I am wrong on that assumption please...

Mr. Isobe: No that is absolutely correct. Anything that we would have come up and said earlier would have been subject to change and in fact as I was saying that the initial assumptions that we had made have changed continuously as we gathered more and more information. And the difficulty at least from my perspective having served on this Task Force is that had we come up and made certain assumptions, those assumptions may or may not have been accurate at that time and would have been cause for potential mis information and further confusion and that is why we had requested that we be allowed to work and try and finalize the recommendation before we came up and did any kind of updates.

Mr. Chang: So, I am glad that I started off with excuse my ignorance so we can forgive that part. So how much personnel would we end up with in this department?

Ms. Rapozo: Right now the Department of Personnel Services has 9 employees, including the Director, it would end up with 18, so it will double.

Mr. Chang: Did we have a posting or what did we do? Did we inquire about having a bona fide Human Resources Director? What are the qualifications of being at top management? I am looking at the budget right now. We are going to have a Director of Personnel Services; we got HR Manager II, HR Manager II, and support staff. What did we do on a classic note? Did we say County of Kaua'i looking for a Human Resources Director? What was the gist of the Task Force? I mean is there somebody that is a classic 10, 15, 12, 5 year human resource director?

Ms. Rapozo: Right now the position will remain as a Director of Personnel Services and that person is appointed by the Civil Service Commission and I believe the qualifications would be by Charter. We left that as is. As far as the other position the HR Manager, the HR Specialist, Clerks, and Assistants, we did come up with position classifications or looked at the position classifications that were available from other jurisdictions and try to find a way of what this department would need man power wise and expertise-wise in order to be successful.

Chair Furfaro: Mr. Chang, before you go any further, you know we are going to start getting into some legal questions and they have already started. Can I ask you why Marc is not here?

Ms. Rapozo: He had another commitment is what he told us.

Chair Furfaro: You know, Mr. Heu, I want to let you know, our commitment, the single biggest thing that we can do in the year for the year is review this budget. I just wanted to ask, you know we are going to have to change the tape in 5 minutes here. Today I still actually got some narrative from another Department who was delinquent on what (inaudible). Everyone knows this calendar. We put this calendar out. Do we have a County attorney available to us then today during this budget session? When we take this recess I think it is extremely important and the reason I say that is I have experience dealing with all of the factions of Personnel. I mean between the Moana Surfrider and the Princess Kaiulani, we had 21 hundred employees operating the department. At Sheraton Waikiki we had 18 hundred employees. These numbers are bigger than the employees that we currently have but I would certainly like to have some crossover from questions that are legal to have someone from the legal department available to us. Why don't we take a break?

There being no objections, the meeting was recessed at 2:28 p.m.

The meeting was called back to order at 2:38 p.m., and proceeded as follows:

Chair Furfaro: Mr. Chang, you have the floor.

Mr. Chang: Thank you Chairman, I think when we last took our break I was trying to understand the whole process as far as like a classic Human Resources Director and how do we assign a Manager from within when we never had a Human Resource Department?

Ms. Rapozo: I'm sorry. Is the question how are we assigning the duties of the current staff to HR?

Mr. Chang: I think more of the qualifications. Let's say for example I am running a hotel and there is a Director of Human Resources who had 20 years or 15

years. I mean you hear of a classic Human Resources Director. You open up a hotel or you go to a hotel somebody has 20, 25, 30 years Human Resources. My classmate is the Director of Human Resources at the Hilton Hawaiian Village with 18 hundred employees. She has been there forever and you go through the Human Resources and you become a Director. So what I am trying to say is that you got a Director and the Director has several Managers but those Managers probably were well versed somewhere or another within Human Resources so when you break down your columns as far as the three Managers like Recruitment Examination Division or Pay Labor Relations Division or Health and Safety Division. It seem to me that you would have a somebody in Human Resource with that classic background come in from the outside if you will to manage Health and Safety because they had years of expertise on that Pay and Labor Relations with that subject or Recruitment Examination. So I'm thinking if we are pulling people from various Departments, what are their qualifications or what is their experience to lead this very important Human Resources Personnel Department? That is what I am asking.

Ms. Rapozo: The Task Force did look at that. They did look at once the determination as what Divisions would be created and what manpower would be needed. It was looked at how best that the Department could be serviced with people and whether or not they are qualified to take those positions. So that assessment was done. There are also some vacancies within there that is being posted and of course those people come in with the necessary minimum qualifications and experience.

Mr. Chang: I just wanted to say, when the budget item came up I was trying to make different calls with the various hoteliers that I know, not just on the island but in the State and when I hear that there is 18 in the Human Resources Personnel and I understand County and State runs different but the Chair had made mention about the Sheraton chain or the Sheraton Waikiki or what have you, Hilton Hawaiian Village between their timeshare and their hotel has 18 hundred plus employees but they have 13 personnel in human resources so I'm trying to figure out whether it is 11,038 or so County Employees with 18 Personnel. I was just trying to get a correlation as to how do we compare apples to apples or oranges to oranges. I am just trying to figure this out myself because like I said, excuse my ignorance right from the bat, but I'm just trying to figure out how this works because everybody, well most of the people I talked to all agreed that it is long due that our County has a Human Resources Department.

Mr. Isobe: I am sorry. I am still not clear on the question.

Mr. Chang: The question is we are going through the budget right now and when we go through the budget as everybody gets scrutinized or there is a wish list or what have you, when you look at the amount of positions that we are creating especially with the pay scale of many of these Managers, how do we justify a salary based on experience, skill level, or that is what I am trying to find out right now because when you look at your bottom line here for your yearly expenses for Personnel and Human Resources that is a substantial amount of money for top management, and I just want to find out what the skill level is and what is the background. What are the years of experience in your classic Human Resources Department? That would be the question.

Mr. Isobe: You're talking for the Division people?

Mr. Chang: I am talking for our Personnel Human Resources Department.

Mr. Isobe: In terms of each of the positions within the Department or I'm sorry...

Chair Furfaro:

Dickie you want to give me a chance. I'll try on this.

Mr. Chang: Yeah, well I'm going to try one more time. We have a Human Resources Department of 18 perspectives, a staff of 18. With the Director of Personnel a Human Resources Manager II, a Human Resources Manager II, a Human Resources Manager II all of which are making somewhere around 6 digits. So what is the rationale of having 1, 2, 3, 4 top ranked officers or managers if you will, managing the Department and so these people that will be coming into their position, I am just trying to figure out what is that skill set, where is the history behind Human Resources because if we are elevating from what I am hearing different people coming from different Departments, are they ready? Or are they skilled? Or do they have that experience leading a Department which is a brand new Human Resource Department for our County. I guess the bottom line I am saying if there was any recruitment from the outside just seems as though a classic Human Resources Person could have come from, let's say for example Wilcox Hospital, St. Regis, Amfac or you know that kind of a thing that it's a bona fide director of Human Resources.

Mr. Isobe: I guess the simplest way for me to answer that question is that for those people that are currently within the departments that are being proposed to be transferred they already hold comparable positions to what is being recommended in this proposed organizational chart. For those positions that are currently vacant or that are being newly created we are going out and recruiting for people and as a result of that recruitment we would require that those individuals have a certain amount of skillsets relative to the pay classifications those are pretty much set by the compensation, the government compensation plan, is the best way I can describe it.

Mr. Chang: I think you might have mentioned that earlier. I'm just trying...it's new and I believe it is well needed but I am just trying to figure this out on a fiscal side as we scrutinize throughout the budget. It is not something personal. I am just trying to figure this out.

Mr. Isobe: Again, if you look at the structure. The Managers and the Division Heads are proposed as EM-3s. So there is a salary range if you will for EM-3s and that is the proposed salary ranges that are being reflected in the budget.

Mr. Chang:

Okay, thanks John.

Chair Furfaro:

I would like to take a moment to try and frame this a little bit for myself and see if we agree. I am putting this flip chart up for the focus of Scott is going to put it up on the board at the same time.

First of all I think you know I am looking for some recommendations that came from the Cost Control Commission that talks about the structure and the importance that they felt in pulling it together. Now what I want to know is as we are going through these other departments within the organization called the County of Kaua'i, I am going to categorize HR Front Office, HR Back Office, HR Center of Excellence. For example in the "Center of Excellence," I am going to ask like do I assume that we are going to have centralized training. Is that training going to reflect the culture of the County and the values of the County, we are going to have a mutual recognition of who our internal customers are, who are external customers are, because that's been used in people's presentation but the definition of internal and external customers has never been defined to this body. I am sorry if I am using a few years of maybe 38 years of cultural training in the visitor industry but everything I hear we are going to answer the phone with aloha, we are going to service customers as real clients. Where are those kinds of things happening?

Front Office: okay, central point of contact even just to apply for the job. What kind of faces are we going to have on the counter?

Recognition Programs: employee of the month, employee of the quarter. You know the face on the front.

The Back Office support for HR.

Payroll: what are we doing with payroll? We just had the State recognize that they had \$2,000,000.00 worth of payroll errors in a period of not more than 6 years. \$2,000,000 of missed errors and these come through on what I know as in the hotel business as a SR report which is a code. This is what you get paid for this negotiated piece of job classification and so forth.

Over all Benefit Management: In the back office also, in there we have our labor contracts. I am just talking in those terms. Down here in the center of excellence, what about the corporation's issues amongst employees? How are we getting that message out to them when a vacancy occurs and so forth? Right now I see it on the web and so forth but now you having one central place do that. They cannot walk in and see my Nancy Fontanilla here because they want to apply for a position that is open in the Police Department in their civil pieces. Have we gotten this far in your presentation? Has this been presented to the Civil Service Commission as these are the functions? And then if we have one overall Human Resource Director who are these Departments run by when they fall in? Are these other not Human Resource Directors they are a Human Resource Manager in the back office who is in charge of payroll, benefits, and labor contracts? Have we gotten this piece that far?

Mr. Isobe: From the Task Force perspective, my simple answer is yes. All of those things should be addressed. I cannot as a member of this Task Force say to you how it will be addressed. I can tell you we have talked about it. I can tell you that we agreed that all of those things need to occur. Relative to payroll, I believe we are still recommending that payroll stay in the Finance Department and not move to HR at this point and we looked at that. A lot of the issues have to do with how the HR Department or the Personnel Department is ultimately put together and managed. So is there an expectation that there will be centralized training, is there an expectation that there will be improved customer service both for the internal and external customers? Absolutely, that is the expectation.

Chair Furfaro: Okay. Let me point out HR front office, I'll put another one here, recruitment. I am looking at the Police budget and their key person is being moved. If I was the Chief of Police, how do I know that I am going to get better service in a Department that currently has 24 vacancies and we are lucky if we are doing interviews at a pace that every eighty days I am at least clearing one applicant for references. But we are moving the Police person to this new Department. That is what I read in the organization act. Am I right? What assurances if I am the Police Chief that I am going to have kind of attention given to my recruitment?

Ms. Rapozo: Chair, you know as a Task Force we did look at a lot of those things, as far as we are making these presentations, we are making these sort of promises or expectations to a lot of the Departments, but the Task Force really is making recommendations to the Departments with the hope that the Personnel Department, the restructured Department will take the recommendations and implement them. The Task Force at this time given the structure that we are proposing feels that with that structure they will have enough resources to be able to address all of what you have stated on the flip chart.

Chair Furfaro: Okay. Let us drill this down to one. Let's just talk about recruitment. I have had in this week in the budget I have had situations where recruitments have gone 6 months because of interpretations presently left at the discretion of people other than the Division Head that needs that kōkua. The position is approved. HR has no say in a position that has been approved by this Council. It is in the budget, it is funded for the budget. So let me ask you that. We knew that last year at budget time. Where does this stumbling block occur in recruitment? I mean it currently exists. We have got to recognize the current challenges we have. Now if somebody said to me, well the current Personnel Department is somewhat understaffed da da da ... or they are not automated or something like that I can understand it but if I am trying to cure existing shortcomings but I don't understand even some of the minute details of what this overall management change in Human Resources is going to deliver for the (inaudible) of the culture at the County of Kaua'i. I got to have a better understanding myself. I mean right now we go into areas like labor contracts. I have always felt badly for Malcolm because at the end of the day the Kaua'i County we only have one vote when it comes to bargaining. Malcolm goes over there, sits at the table, listens, and so forth, but all it takes is the Governor with his four votes to convince one Mayor what is going to happen and it is done. We live with it. To me that is the bigger part and I think at one time, and I am not sure, the State Hospitals also had one vote. So at one point the Governor doesn't even have to get a Mayor to agree. He can just get the State Hospitals system and it's done. We have to be real about those things, but more importantly then, we have to make sure if that is the outcome of the back office and labor contracts we have got to make sure in our HR center of excellence we have some very good internal control concepts. Especially when it comes to payroll grades and so forth, but now you telling me payroll is going to stay in accounting. It is the single biggest expanse of the County is raw payroll, followed by at least another 67% in benefit administration, but payroll is not going to be moved into a control of this central system as I heard it right now and I am just saying I looking for more in this new Department. That is what I am saying. I am looking for a center that serves all recruitment, management, benefit administration, labor negotiations, and we got some hurdles based on the way it is currently set up for who has the voting rights. Once it is done then we got to administer it but I don't think we can administer benefits and have payrolls in another area. I personally think that it should be part of the HR Department for the Department of 1,118 employees that is a sizable number and to me is it 17 that the 18 people you told Dickie we would have at this new organization? I can live with that number as long as I know that all of these things happening there. We are not duplicating other parts in other departments. It is either all managed in a central system or I don't think we are going to make the kind of improvements that we would like to. I think we are...how do I want to say this? We could be setting ourselves for a little failure. All of the benefits, all of the payrolls need to be managed in one place. Sorry I had to draw this out but that is what I am looking for and I think there is a difference between overall HR directors that moves this team. Now, if Marc, and thank you for coming over, you want to add something, you can press the button and speak.

MARC GUYOT: Chair and Councilmembers (inaudible) ...

Chair Furfaro: Let us make sure you understand you are always welcome, especially on an important item like this.

Mr. Guyot: And I had planned to be here. I am working on a deadline. I have to fly to Honolulu tomorrow to file something at an agency there. I am having technical difficulty following you this afternoon while I was at my office so I have not really seen what has gone on. I have looked at the presentation previously. What I wanted to speak to Chair was...

Mr. Chang: You may want to state your name for the record.

Mr. Guyot: Marc Guyot, Deputy County Attorney, and member of the HR Transition Task Force. Of the three areas that you have put up on the flip chart and Scott has put up on the screen for everyone, they have been addressed within the program perhaps just under a different title, a different hat, but they are all areas that we are concerned. Central points of contact have been discussed to centralize as much as possible within the HR department.

Recognition programs: The HR Department would be envisioned in being able to insure some type of uniformity between the departments whenever possible but that is something that really should be by the department. Using a hotel as an example, people from the building shouldn't decide who the housekeeping of the month is. So to a certain degree there has to be an interaction between the individual departments...

Chair Furfaro: I want to make sure you are making my point because in the hotel business whether you are in the back of the house, purchasing, the front desk and so forth you all have a common value and a common culture.

Mr. Guyot: But for recognition purposes you know the employee of the month should I think be decided by the individual departments. Recruitments as you have pointed out have been a problem and it is a problem with the current system that we have. You specifically mentioned Police. That has been an ongoing problem with or without the individual that is there now that is doing a fine job.

Chair Furfaro: You just said something that I don't agree with. I am going to let you know that more resources should have gone to the Police Department. I don't think we should have depended on off duty officers to be doing background checks and so forth. Get some reasonable professional help in there. That is important.

Mr. Guyot: Chair, the understanding that we had heard for a while was that the department was looking at outsourcing that and so there might be some miscommunication on that but that is something that should be looked at as well.

Chair Furfaro: They will be coming back on that subject because 24 vacancies in the Police Department with the amount of effort I have seen that we have placed, to me is unacceptable. Between Fire, between Police, between Civil Defense to me that is ... at our level of political subdivision. I mean that is the primary retinal for government. Public safety.

Mr. Guyot: That is one of our most important functions, Chair, and that is what the community expects of us. The issues of payroll are intertwined with each of the specialized unions and the respective departments, specifically Police and Fire, tied into Finance as well as IT. We essentially have two full IT people that work on the county payroll system. It is incredibly complicated with the FLSA for the different pay grades and rates that the different employees are given. In order to be compliant with previous lawsuits, it is kind of a specialized area.

Chair Furfaro: I understand that because I have been on the Council when we have settled those lawsuits and I can tell you right now, much of the comments (inaudible) payroll records and so forth. I mean it was surfaced to us with the people from accounting. The accounting group that was here, that we have not filled vacancies and we only have two people in the County who are qualified currently to manage our timesheets and payroll records as it is. That is to me, that is an important piece especially we are now looking at new electronic payroll systems and recording the documentation. I mean it is giving us another opportunity when we look at the HR department. Where should that function be? Do we have the right personnel? Do we have the right payroll system? I am not saying they're all going to get sorted out right now. I hope you understand that John. I am saying those got to be on the radar screen too so we can constantly make improvements with this new centralized HR Department. We got to put some goals out there and

they have to be realistic. They got to have some reach, but they got to be realistic too. That is what I am asking you guys about looking into.

Mr. Guyot: These are all areas that we have looked at and for our initial presentation with the first transition from DPS to HR. Those are areas that we wanted to focus more on the HR function at this point and payroll is an important aspect of it. And it was considered and making the step from 8 or 9 to 18 is going to be a big step. Then if we start to incorporate the finance and it, you get a lot of things that start to go beyond pure HR if you will and they are all important areas but right now the recommendation from Cost Control Commission was to have an HR Department for the reasons. Many of the reasons they mentioned were pure HR type functions and that is what we tried to focus on.

Chair Furfaro: Well I was trying to go through the December 11<sup>th</sup> annual report and it was about a page a half of narrative which was to me not enough to understand, and ideal .... I mean I have dealt with personnel matters my whole adult business career and guess what, there have been times where I have promoted a lot of people and I tell you there is at least five or six general managers floating around now that worked for me. At the same time I can tell you there is at least five or six people that are floating around that well documented we parted ways, and what I am saying that has got to be the whole picture. Performance evaluation, payroll controls, just like I brought the ... maybe it is better for us to only start with the front of the house kind of pieces. Then kind of develop this kind of back of the house training and cultural and value system.

Mr. Guyot: Actually Chair as the three main areas that you put in the HR back office that maybe one way to do that is to separate them out initially. As you know the labor contracts are done with Malcolm with his one vote as well as the Departments who works closely with KPD, Fire, and then we work with the other two unions, UPW and HGEA. The overall benefits most of them come out of EUTF as well as negotiated within the labor contracts so those are quite entwined. But your center of excellence we have looked at centralized training and that is what we have started on our own in the last year and we plan to do more of that so there is consistency so that everyone is on the same page and the culture of Kaua'i is promoted.

Internal / external customers, the discussion that we've had in the Task Force is looking for a HR / DPS / HR Department that asks what can we do for you? How can we make this happen? Tell us what you need. And that has been an area with the extra people that we feel that department would be able to do that. Cooperation issues amongst employees, I think that would come under the centralized training and being able to handle employee disputes. Many times it is with the guidance of HR in the department and then depending on it may be strictly within the HR Department.

Chair Furfaro: And again you are making my point. Trying to take this in phases might be much better for us and then we have a common vision of where we want to go to and a common agreement. When we talked about values that are important to us and so forth as a culture here in the County, I mean we should have a pool of employees that we are talking to them about what do they value in what they do with their jobs and so forth, and that would launch a kind of a cultural issue that we can all agree on. Do we have an overall mission statement for the County? No? Do we have various mission statements for various departments? I know we have one here. Do we have a value statement for the County that all the employees have participated in? Those are the kinds of things that I am saying that if we chart this out it might be better and I want to make sure you get my message here again. I am for centralizing HR. I am for it because I think in the long run it will cultivate the culture, the attitude that we want, in our corporation called the County of Kaua'i. I just need a little more depth on these phases that and these might be just basically the wrong but I think you can follow it for me.

Mr. Guyot: I think that is where I was trying to go, Chair. At least two of the three we have incorporated into the current HR transition and the third one with the back office, it can go either way but it is still being addressed currently between Finance and IT as well as within to a certain degree the HR Department. So we have called it different names and I was just hoping to clarify that potato, potato kind of thing Chair.

Chair Furfaro: Okay. I just want to say this two position so far because of the needs that are in Public Safety I have to tell you I am concerned with the moving or the eliminating of records person in the Police Department being merged, their number being consolidated and going to administration, man that gives us tons of exposure if we get contaminated evidence. You know what I am saying there and the other one is the issue with recruitment in the Police Department by kind of putting their person in a central area. I mean if we had 7 vacancies average a year I might go along with this, but you know the 24 vacancies we have right now. We have 24 vacancies in the Police Department since I have been on the Council. Doing the same of what does not work does not get us to the conclusion and I am very worried I think the department in the next four years has twenty-one retirements, potential retirements, and we are struggling to get nine people out of a training class. It is not working and then the Chief would lose that position. He needs someone in there that is really dedicated to recruit them. (Inaudible) job number I think 345 or 346 was going to remain there but more focus on recruitment then they can send them to a central place but who is focused on that recruitment? I am worried about that. And I mean that. There has been twenty plus vacancies every year that I have been on the Council. But you know what by honoring my other Councilmembers they are all probably writing questions down and saying the Chair is taking a lot of time and maybe he'll give me a time to speak. I have said what I need to say and we will go around the table here but please consider what I am saying here John as this thing develops.

Councilwoman Nakamura.

Ms. Nakamura: Thank you Chair. Just to get up to speed I have a question about one time we had received a correspondence from Sherman Shiraishi asking us to comment on a proposed Charter amendment to create a department of Human Resources and I was just wondering, it seems like we moved away from that and or have we not? I just wanted to get an update on just the basic foundation of this change. Will it require a Charter amendment or not?

Mr. Isobe: In response to that, the Charter amendment proposal was really something again that came out of the Cost Control Commission and the thought behind that was prompted as part of their discussions as I recall. They, the Cost Control Commission had wanted initially to do a I guess it was called preliminary audit of the Department of Personnel Services to see in fact what were the functions and whether those functions were in fact being adhered to and carried forward. The response that they got from the Auditor's Office was that the Charter currently did not specify that certain human resources functions were under the umbrella of the current Personnel Department and so what the Cost Control Commission proposed was that the Charter be amended to in fact incorporate a more expansive human resource function and responsibility. The other thing that also surfaced as part of that discussion was that whether or not this could be handled under reorganization, if you will. Which is how the Task Force was formed and the work of the Task Force currently is being conducted is looking at reorganization of the current Personnel Department. The difference being that the work that we have done and the recommendations that we are making can be undone, if you will, by future Administrations or even the current Administration and so what we have suggested is that the Charter amendment be held in a abeyance for now until the Human Resources expansion or the Human Resources functions can be imbedded into the Personnel Department can be reviewed because this really is a work in progress and some of the things that the Chair had mentioned in fact are anticipated to occur but how it ultimately occurs, some of it is really management, others are philosophical in terms of what

is the culture going to be, what is the mission statement of the County and the values. So once those things are more refined then the County may want to consider moving forward with a Charter amendment at that point in time because if the Charter amendment were in fact to go forward it would solidify everything in concrete if you will. So what we said is allow this transition to occur. See how the transition works. I am sure in future years what you are going to find is further refinements and improvements are going to be necessary. Once the County has decided that this is in fact the way it wants the HR Department to then look and function then you will put the Charter amendment before the electorate and see whether or not that is something that can be supported.

Ms. Nakamura: It is legal to proceed down this path?

Mr. Isobe: Correct. That is the information that we received.

Ms. Nakamura: Do you want to expand on that, Marc?

Mr. Guyot: No. The County Attorneys had provided an opinion and I did not author that particular opinion but my understanding is that we are able to proceed in the way Mr. Isobe had just explained.

Ms. Nakamura: Would it be possible to get a copy of that opinion?

Mr. Isobe: I believe we submitted to the Council a copy of the opinion that was given to the Cost Control Commission.

Ms. Nakamura: Okay. I think it is in here. I think I did see it. I have another question that has to do with proposed organizational that is on page 8 of your presentation. I am looking at the different boxes there and trying to relate it to your budget on page 62 of the entire budget. Some of the positions were blank in here. The Director of Personnel Services, what is the classification of that position?

Mr. Guyot: Councilmember, it is not a classified position. It is covered in the salary ordinance.

Ms. Nakamura: Okay. Got it, so that is not included. The HR specialist I.

Ms. Rapozo: That is an SR-20.

Ms. Nakamura: And the Private Secretary?

Ms. Rapozo: It is an SR-20.

Ms. Nakamura: It is an SR-20, okay. There was a blank so I just want to clarify and on this list we received from in response to questions the Council sent over dated March 21. There is a list of the 17 different positions within the County that have some Personnel Function. I believe there is a list of 17 with a percentage of how much of the time they spend on Personnel and then another list of 7 identified as they also have some Personnel function so a total of 24. So some of these got moved over and some are going to remain so and this is a follow-up question you don't have to answer now but could we get a ... and it should tie together with the budget that has been presented. I am assuming since we have 18 in this new organization and there are nine existing employees, no contemplated retirements, or vacancies.

Ms. Rapozo: There are vacancies right now at DPS.

Ms. Nakamura: But there are nine positions got transferred over. Is that correct?

Ms. Rapozo: Correct.

Ms. Nakamura: So maybe that would be the nine listed here. One of the things I noticed in the organizational structure and I think it is tied into the Chair's comments about performance evaluation and training. What box does that do those two functions fit? Because that was the whole idea is to elevate the way we do Human Resources in the County and performance evaluation is something that really we all know has not been done very well and not consistently so what box does that fit into as we look on page 7 of the proposed restructuring.

Mr. Guyot: As you are looking at the organizational structure, Councilmember Nakamura, under the Human Resource health and safety section the box on the far right, the arm going down, the second level has a training and workers comp individual. So working with the division head as well as that person they would work on the centralized County's training. As far as the ... you would go to the administrative section which is on the upper left HR Specialist I, and that is where the notices of reviews and evaluation would be coming out from the HR Department as we envisioned it. There would be some training that would be going on on the supervisory levels so that there are consistent, well thought out, and quality type reviews and evaluations for employees. That is where the guidance that we envisioned would come from the HR Department.

Ms. Nakamura: That's in the admin box?

Mr. Guyot: Yes, the upper left hand side.

Ms. Nakamura: So that is performance reviews?

Mr. Guyot: That would be covered. If you look at the narrative structure, the proposed restructuring functional statement you would see that in there.

Ms. Nakamura: Is that employee services programs?

Mr. Guyot: That would be one of the areas covered by that.

Ms. Nakamura: Just in that Health and Safety Division, somehow training ... it seems like... training does not seem to ... it seems to be buried in there where it seems like that is a really key function of that section so that is just a recommendation that somehow training be put into the division title so it is not ...

Mr. Guyot: The division title is Health, Safety, and Employee Relations and this is more for the centralized types of trainings-harassment, discrimination, workplace violence, workplace investigations, management supervisory training, how to conduct evaluations, working with the unions to get better understanding of the union contracts and how to apply them, and how to do grievance properly and discipline.

Ms. Nakamura: What is that section that say assist and coordinates with other personnel management processes in resolving industrial industry? What does that mean?

Mr. Guyot: That may be a typo that would be covered under either work comp, or training. Looking at incidents and accidents that happen and also taking a look at near miss accidents trying to...

Ms. Nakamura: Industrial accidents?

Mr. Guyot: Yes.

Ms. Nakamura: And one of the questions I had also had to do with ... is there a representative of the Civil Service Commission here? And just to I am sure you presented to them and can you kind of summarize their response to the plan?

Mr. Isobe: I don't know that I can speak for the Civil Service Commission but as I have indicated, we did make a presentation. I think at least from my perspective they acknowledged and were fully engaged I guess in terms of moving forward with the proposed recommendations. I think we all agree that there is still a work in progress. There is a lot that still needs to be done and even the Chair's comments I think are well taken. The devil obviously is in the details and a lot of it has to do with how the department ultimately comes together and how the department ultimately is managed and it is the hope of this Task Force that those concerns that have been raised and this is not the first time quite frankly that we have heard these concerns. The concerns have been raised to us even in our conversations and with various department heads as well as employees. But again from the Task Force's perspective we believe that the structure that we are proposing can in fact fulfill the commitments or the anticipated commitments that we are making but again ...

Ms. Nakamura: Just a final question that has to do with the salaries of the top employees here. Of the four positions it adds up close to \$400,000 which represents 38% of your total salary budget line item. So I was just wondering was there research looking at comparables of what other Counties pay for these HR Specialist, HR Managers, and HR Managers that are being paid between \$92,101.

Mr. Guyot: Yes, Councilmember these salaries are consistent with similar type of individuals in other counties.

Ms. Rapozo: And actually Councilmember Nakamura, those positions that are being transferred is actually being downgraded. They are actually right now holding EM-5 positions and they will be reallocated down to EM-3s.

Ms. Nakamura: So these are existing positions.

Ms. Rapozo: Correct, filled positions that are being transferred from other departments so that figure is actually in the budget elsewhere currently.

Ms. Nakamura: That has been removed from the budget in order to accommodate this.

Ms. Rapozo: It is being removed from that department's budget and transferred to Personnel.

Ms. Nakamura: Thank you very much for that clarification.

Chair Furfaro: Ok, Mr. KipuKai.

Mr. Kualii: Thank you Mr. Chair. Aloha unto all of you and mahalo for your work as a Task Force, especially to the volunteers. It is a little odd to me that I have to direct my questions to you when I would rather direct them to management, like the Personnel Director or to one of the six figure executive assistants of the Mayor. I think this is a really big project and I appreciate your work but now you are sitting on the firing line and as Citizens and I don't think that is right. I don't think that is fair. I also don't think it is fair that we are only hearing about this now. For whatever reason even if you think there might have been changes as soon as you had some structure, some idea of what structural change you wanted to make it should have come before us because then we could give you questions and then we could have more information. You could at least know what information we want. I want a lot more information than this. This is presented and you have presented it in such a wonderful way but it is more like the narrative and the theory. And it sounds great but it doesn't tell me truly exactly what...where we going from and where we going to and why and how and that we have the support from each position that is being altered. We are hearing like the Chair said from of the Departments that perhaps some of these positions you are removing from other departments to put into this new Human Resources Department they are going kicking and screaming because they have a lot of work to do for their Department and even in your own...I would have liked to have seen this chart, the proposed new structure. It shows 18 positions what was each position before and what is each position now. Specifically where did it come from, what department, what was it paid in its former place, what was it entitled, what was the position title and what it is in this new position. We could have seen each block been shown twice. A block of what it used to be and a block of what you are proposing it to be. This structure is nice because it gives us little bit of narrative but that is hardly (inaudible) which gives me information to compare and I am wondering why there are three divisions that seem to have importance in that they have Human Resource Managers to head them up. One of them with only two positions under that Manager, one of them with three positions under that Manager and another one with three positions under that Manager. Yeah there are different areas actually it is not even titled here on this chart, but the fourth area being...so you have recruitment and examination, classification and pay, labor relations, and health and safety division and then there is a fourth division and it's administrative services/ benefits but is not given the weight or importance to have a manager and in fact the person heading that up is paid half the salary but has to oversee four staff and has to do all of that. Plan, develop, administrate, employee service programs, administer benefit employees systems program, administer and audit employee records management activity, coordinates development of Personnel rules, provide clerical support to division personnel. I would imagine they would have to support all the departments as well. How does that not get the weight that the other divisions get? This is a big change and a big investment and even though it might have been proposed as nine existing positions and nine new positions that are just being transferred from other departments so there is no real additional expense involved. I think there potentially could be a lot of additional expense if you are taking away from departments and they have to scramble and figure out how to get things done on their end without the support that you just taken away from them and especially if as a result of what you are establishing you not providing them any better services. So maybe there needs to be some way to try...I just do think enough or we don't know enough for one thing and I would like to see more information and it would have been nice to get it earlier as opposed to now. If you can provide a new chart with those exact old positions and new positions how all 18 positions lay out. The prior positions, the new positions, and the prior salary the new salary, the prior responsibilities, the new responsibilities, you did show this, I don't know that you presented it yet. I kind of figured it out, it is saying that everything is being done now in the middle by the Personnel/ Human Resources Department and then you have the arrows going this way if it is the things that the Department of Public Services was already doing and the arrows going that way are the things that was coming out of the Department but there are still a lot of things that were left to the Department and I want to see how that is being continued on within the Departments if you took the position away. That would be good to know. Thank you.

Chair Furfaro: Mr. Chang, do you have more comments at this point?  
John, I think what we probably want to do is we have got a few questions to send over. I think the biggest one I have shared is isn't it better for us to get real specialized in these three areas and phase the plan in but that I subject to probably that an understanding that you have with the Civil Service Commission and I think right now we might probably want to talk about Personnel with the Personnel Director who is here. Before we end this session I want to say thank you to the Task Force because I think we are really addressing common observations that need addressing and hopefully give us the right outcome but we will go right into Personnel. Did you have another question, Nadine?

Ms. Nakamura: No. I was just going to say that this represents a lot of work and a lot of thinking about how to make this shift in the County which is huge so thank you very much for your work.

Mr. Isobe: If I can make a couple parting or closing comments relative to everything at least from my perspective that I have heard.

Chair Furfaro: Parting comments we will accept.

Mr. Isobe: Thank you. I think in any large organization or any organization change is really really change is really really difficult and what makes change in a lot of incidents hard is the unknown and I understand that the individual departments may have concerns about transferring employees but I would that the Council really look at the fact that yes the employees are being transferred from one department into the Department of Personnel Services but along with that functions are also being transferred. So again please bear in mind that a lot of the functions that are currently being performed within the departments are now going to be assumed by DPS. The Task Force did put a lot of thought into which positions should be transferred and it is hoped and anticipated that at the end once this transition is complete, the departments will actually see an improved level of services and at a very minimum a consistent level of service more than what they are getting right now and that is really what is anticipated. It is not our objective to try and hurt any department.

Chair Furfaro: John, I want to let you know that I agree with your statement as in my lifetime I have changed from Sheratons to Westins, Hiltons to Outriggers, to Inter Continentals and the bottom line is any kind of change is really important to communicate the retinal and the benefit of the outcomes, because people have to buy into it and I think what we are hearing now is not so much a rebellion of the idea, it is venting few other concerns that have come up. In particular those are concerns that I want to continue to have dialog on because that is the only way people will accept change, so I do agree with you on that item.

Before I call up the Personnel Department, John, I want to say thank you very much for continuing to be doing volunteer work for the County but we need to take a 10 minute break and then we will have Malcolm come up.

There being no objections, the meeting was recessed at 3:38 p.m.

The meeting was called back to order at 3:58 p.m., and proceeded as follows:

Chair Furfaro: Hi, welcome Malcolm.

MALCOLM FERNANDEZ: Good afternoon Mr. Chair and Councilmen, Malcolm Fernandez, Director of Personnel Services here to present Department of Personnel Budget Presentation.

Chair Furfaro: Malcolm, before you go too far, I think based on the (inaudible) committee that is talking about this restructuring and so forth and that is really the budget we have in front of us how they presented the restructuring. I think most of our focus is going to be on other things that have impact on the budget right now like I would like you to give us some better understanding what is happening since that is your role, like with the bargaining units. What is our status with HGEA, what is our status with UPW, because I think you also sense some of my frustrations with the fact that some of those things were just flat out voted on? Also some of the administrative things that you might want to surface with us about the budget as it relates to other cost associated with benefits and so forth. Things that might or should be on our radar screen right now and any follow-up you can on any idea on staffing issues in particular for the Police Department recruitment because we are at a point now as you heard me say, I have been on the Council 10 years and we have had 20 vacancies every year. We cannot be trying the same things and if you had anything to offer on that. That is what I would like to give you the floor on first. Bringing us up to date on bargaining unit issues, recruitment process and other things that you can add to kind of enhance what we have already seen in the restructuring of what will become a pretty big department so why don't I give you the floor on that.

Mr. Fernandez: In regards to the labor status right now we have an agreement with HGEA and it has been completed and we also executed a supplemental agreement with HGEA. For UPW we have agreement also with the master contract with UPW with a supplemental agreement pending. For the other units SHOPO and HFFA we are currently still in negotiations and moving towards arbitration on both of them.

Chair Furfaro: Moving towards arbitration with Fire and Police? Is that what I am hearing?

Mr. Fernandez: That is correct.

Chair Furfaro: And what is the hurdles that are making us probably agreeing on arbitration.

Mr. Fernandez: Well they are looking at really the cost items are items that are going to be determined by the Governor and the Mayors. Right now in negotiations we looking at the non-cost items which are mainly are operational issues that we try to settle before we go to arbitration so again it is a process that takes a while and they will go through that process until they reach a point where they feel that hey we have settled and agreed upon all of the non-cost items and the things that are left are just the cost items and at that point it will go to arbitration.

Chair Furfaro: Do you know what the instructions were in general on making some assumptions only assumptions what the instructions were across the board to operating departments as to you know should they keep their salary line flat. We are still in a position that we are not looking at the 5% but maybe across the board look was to remain flat to this year to add 2 ½%.

Mr. Fernandez: I really don't know what the assumptions were as far as how it was put to the Department Heads as to what to prepare for.

Chair Furfaro: Do you mind if I sent that question over to you and Mr. Heu and Ernie Barreira, I think we need to have an understanding of what over a six month

period for has been a \$27 million payroll line. What are the assumptions that Department Heads put in their budget when it came to those increases.

Mr. Fernandez: Yes I think you should address to...

Chair Furfaro: Sounds like Mr. Heu is willing to address it now.

Mr. Heu: Just real quickly Chair, Gary Heu for the record. The assumption was that there would be no collective bargaining increases for the coming year.

Chair Furfaro: Okay, the assumption is if all the rates appearing in this budget, the assumption is they remain flat?

Mr. Heu: As we said on the opening day of the budget hearings there are some increases reflected due to step movements which are (inaudible) collective bargaining existing agreement as well as some reallocations.

Chair Furfaro: Okay, so anything that was related to a step agreement pre-budget is reflected in the going forward.

Mr. Heu: Yes.

Chair Furfaro: Good. Thank you very much. How about as it comes to items that deal with any kind of a heads up that we should have as it relates other payroll and benefits...is there anything that...

Mr. Fernandez: Nothing that I can comment on at this point. I haven't been updated as far as from the State side as to what to expect at this point.

As far as the recruitment is concerned for especially for Police, we have had ongoing basis testing for them on quarterly basis in order to give them more names to process and I think that just about 3 weeks ago we had given them additional names to process.

Chair Furfaro: They indicated to us today that they for this upcoming recruitment class they actually got a 109 names from you and that was whittled down to like 89 I guess at that first blush cut. They don't anticipate actually getting from that recruitment class between 9 and 12 people I think that is what they told us. Is that beginning to be the average?

Mr. Fernandez: Just about so, when we looked at about 100, then if we get 10 in the end that is about right.

Chair Furfaro: That is what they said to us. Have we done anything extra in way of as we fade out of these two wars in the Mid East are there tentatively any opportunity for us to be sharing job postings with various military agencies that handle the disposition of people leaving the service? I mean have we developed any relationships there?

Mr. Fernandez: I'll have to check on that. I don't believe that we have had that kind of a relationship. It is generally we have just gone out in the public, in the papers, online, and that is how we have been recruiting. We can explore to see what other avenues we can look at.

Chair Furfaro: Yeah, I would like to expend every opportunity we have and see what we can do to enhance...do we have any regulations about ways to handle people

extending their time in the Police Department through some kind of monetary enrichment...a guy is willing to sign another 5 years rather than retire at 25 years. I mean do we have anything that we could entice them to stay another 5 years.

Mr. Fernandez: Nothing right now but something to look at I guess.

Chair Furfaro: Is that something we would have to have discussion with the unions?

Mr. Fernandez: I would think so if it involves additional money then I think we need to discuss that.

Chair Furfaro: Some type of a retention plan.

Mr. Fernandez: The impact is not only with us but it can be with the other jurisdiction who might not want to go along with that and what the implications then are.

Chair Furfaro: It would be good for us overall for public safety to look at any potential opportunity we have to enhance them so let me see if we have other questions around the table. Mr. Chang?

Mr. Chang: None for me sir.

Chair Furfaro: None for you? Mr. Kualii?

Mr. Kualii: Not yet.

Chair Furfaro: Okay, Councilwoman Nakamura.

Ms. Nakamura: Thank you for being here. One of the things that have come up over and over in these budget reviews has been Department concern over recruitment processes and I was just wondering in your goals and objectives would it be possible to, okay it says here under objectives to process by providing to support department agencies by providing a certificate of eligible applicants in a timely manner. Okay you have it kind of broken down within 90 work day timely classification within 60 work days. What is your overall goal from the time a request is made to begin recruitment for a position what are your internal goals.

Mr. Fernandez: That is the internal goal. Within 90 days we try to get it out but there are a lot of factors that involve the recruitment like we can go out and depending on what the department chooses. If they choose to go just internal, intra, inter, okay and we get nobody that might be the first 90 days or 60 day whatever it takes. Now the department might come back in again and say now I want to go open now. So we go again intra, intra open, and that might take another period of time for us to get a list to them. So again this is for the fact that maybe you are the first one in line but you may not be the first one in line when you ask for us to go and recruit. There may be others. It is not just one department that we are recruiting for. We are recruiting for all the departments.

Ms. Nakamura: The proposed re-org that was just described to us is that going to help to expedite...do you see anything in this new proposed structure that will help to expedite the process or do you see more bodies in the structure that is going to help you to move things more quickly?

Mr. Fernandez: When we looked at it and again I got to comment that when we had these discussions going on with the Task Force and everybody else that was involved in looking at the restructuring I think the positive thing that we looked at was we would be able to have if we had more bodies we could easily do a lot more. We understood that there were other issues within the departments but as a first step we needed to look at something as a starting point to get this going. This was at least a starting point like the Chair said things evolve and things change. Organizations need to start somewhere and then from there make a determination as you go on whether or not you need to change or not or what. I see it as something positive for us.

Ms. Nakamura: Do you think with this structure that it should help expedite the process because there are more bodies?

Mr. Fernandez: Definitely.

Ms. Nakamura: Are the location of the bodies in the right place that is going to help the recruitment along.

Mr. Fernandez: We had discussion with the Task Force and everyone had their own opinions as to how it was supposed to be or they wanted it structured but enlarged when we looked at it we kind of all agreed that as a starting point this maybe it, Looking at everything in context because we also looked at cost. May be this was the best way to go most conservative way to go and then we see from here.

Ms. Nakamura: If you had your wish list on the bodies that it would take to expedite the recruitment process what position or positions would you be asking for?

Mr. Fernandez: I would be looking at the area of classification and having another body in classification and having classification separate from labor relations.

Ms. Nakamura: Right now it is clumped together and right now there is one labor relations and there is two SR-20 – SR-20 under classification, and you are saying separating the classification would be would help or increasing the number of classification. So these are people who are when you say classification what exactly are they doing?

Mr. Fernandez: They are evaluating the jobs and putting them in the right class and also pricing it.

Ms. Nakamura: Okay. So for and this is done for new and existing and new positions?

Mr. Fernandez: That is correct.

Ms. Nakamura: Thank you.

Chair Furfaro: I'm sorry Mr. Kualii you have the floor.

Mr. Kualii: Thank you Mr. Chair. Aloha Malcolm, mahalo for your work. Actually Councilmember Nakamura was asking one of the questions I'm interested in and I did want to follow –up. So who currently handles classifications and labors and negotiations position, I am looking at the positions starting on page 62 with Director of Personnel Services, HR Manager II, and then it goes down, Private Secretary, HR Specialist II, by position number if possible.

Mr. Fernandez:  
out on your chart would be...

Well if you looking at the Division we have scoped it

Mr. Kualii:

I am looking at the budget.

Mr. Fernandez:  
would be 2101.

You looking at the budget would be the manager

Mr. Kualii:  
and labor and negotiation?

2101, currently so that position handles classifications

Mr. Fernandez:  
the head of that division.

Yes, under this organizational chart that should be

Mr. Kualii: Ok. (inaudible) that leads me to another question too because with that organizational chart in the organizational chart in the new structure I see three HR Manager IIs but in your budget I see four and I see a wide range of dollar amounts. There is 2101 HR Manager II, EM-3 \$101,000, 2105 HR Manager II EM-3 \$45,800 which is one of the new positions transferred well I don't know it doesn't show. It has ... and which is one of the new positions transferred well I don't know it doesn't show. It has an asterisk it doesn't say where it is being transferred from. I am assuming the asterisk means it is a new position but it is 800 HR Manager II EM-3 \$101,000 and then the fourth one is position 289 HR Manager II position 212 and 289 transferred from Finance and that one is \$92,000 so the 92, the 101, the 103 they are similar in a similar range. Why is position 2105 at 45 thousand?

Mr. Fernandez: I got to go back and tell you that there was an error there. Actually it should be listed as HR Specialist II and that is vacant.

Mr. Kualii:

That is 2105?

Mr. Fernandez:

2105.

Mr. Kualii:  
correct budgeted amount?

So HR Specialist II is 2105, and that \$45576 is the

Mr. Fernandez:  
would be an SR-22.

That is the correct budgeted amount because that

Mr. Kualii:  
vacant?

Oh it is not EM-3 it's SR-22 and you said that was

Mr. Fernandez:

It was vacant.

Chair Furfaro:

Currently is vacant?

Mr. Fernandez:

Yes.

Mr. Kualii:

And vacant since when? Effective when?

Mr. Fernandez:

Since Karen retired.

Mr. Kualii:

And that was just recently or ..

Mr. Fernandez: End of the year.

Mr. Kualii'i: December 31<sup>st</sup>?

Mr. Fernandez: Yes.

Mr. Kualii'i: So in this next quarterly report it will show as vacant but on the report that we got from you till December 31<sup>st</sup> did not show any positions vacant for Department of Personnel Services. I thought in the reorganization the 9 existing positions, one of those 9 is that vacant position Human Resource Specialist II Karen's former position so that will be filled and it is one of the boxes in here. The other 9 positions are all transferred positions proposed to be transferred in, are they all coming with bodies in them or any of them coming vacant and then you have to recruit for that too?

Mr. Fernandez: Some are coming vacant.

Mr. Kualii'i: Some.

Mr. Fernandez: Yeah.

Mr. Kualii'i: Do you know which ones?

Mr. Fernandez: I believe 2111 is vacant.

Mr. Kualii'i: 2111 is a clerk.

Mr. Fernandez: 702 is vacant, 212 is vacant, and I think 2465 is vacant.

Mr. Kualii'i: Maybe you know or maybe not. Do you know how long they were vacant? In your Human Resources quarterly vacant position report I should be able to find it if I go back and look at the Department they came from.

Mr. Fernandez: Yeah.

Mr. Kualii'i: Okay. I will look for that and that will be it for now.

Chair Furfaro: I just want to reconfirm with Malcolm the report we have is current thru December 31<sup>st</sup> so he should be able to find it right?

Mr. Fernandez: Yes.

Chair Furfaro: Any additional questions for Malcolm? I will give it right back to you if you would like.

Mr. Kualii'i: So just on...

Chair Furfaro: He is becoming our payroll official.

Mr. Kualii'i: On the budget I just looked at some of our variances with our variance report and so in fact the entire budget from the Department of Personnel Services pretty much doubles from 1 million to 2 million and I would imagine the bulk of that is from the proposed 9 positions coming in.

Mr. Fernandez: That is correct.

Mr. Kualii: So on some smaller items like your training line item. Last year it was \$7,000 for next year you are proposing \$55,000 which is a \$48,000 increase or like 685% variance, are you first of all how that. From the \$7,000 you had in the current fiscal year for training, how quickly did you exhaust that and find that that was way too little money for training?

Mr. Fernandez: What it is, is really the absorption of the other functions that coming over came with the training for those guys from those areas also like disability awareness training, title III, program access, ADA facilities guidelines, those kind of things that were not normally done by us and now would be if we had them this is what the additional cost will be to provide those trainings.

Mr. Kualii: So how about the ... and I didn't get to look into detail but you can tell me and maybe I can look for it while you are telling me. The consultant services line item, last year it was \$30,000 and the next year it is proposed to be \$154,000 which is like a 400% increase variance.

Mr. Fernandez: Yes. That increase is normally we would be looking at for us without the addition without the new functions just \$30,000 or so or a little bit more and which basically involve our EAP. With the new functions and responsibilities now we are looking at worker's comp claim, (inaudible) report, auxiliary aides, other ADA support services and so forth. So those are the bulk, those are the things that are addition and which we will be also taking on.

Mr. Chang: Malcolm, I am sorry, what is EAP?

Mr. Fernandez: Employee assistance program.

Mr. Kualii: So it seems like kind of a double whammy because if we are creating a new division that has a Human Resource Manager II and 3 Human Resource Specialist to focus on health and safety, and employee relations. Is that where the EAP program will be housed in that division?

Mr. Fernandez: Yes. It can be housed there. It has been with us all the time so.

Mr. Kualii: So what if ... but yet we are still paying consultant services of a \$154,000 for that service?

Mr. Fernandez: It is not for that. It is for the additional ...

Ms. Rapozo: Excuse me, Councilmember Kualii if I could, we did give a hand out a one pager when we did our presentation to the Council and there is an associated cost difference of where the funding is coming from. So when you talked about the consultant services I think it is about five lines down and it shows you the difference from the current DPS budget to the proposal for next year and the difference and where it is coming from so a big portion of that consultant services is coming from our third party administrator which assist with our workers comp claims. So that is about a \$120,000 transferred.

Mr. Kualii: So in fact you are saying this was in the finance accounting?

Ms. Rapozo: That is correct.

Mr. Kualii: The responsibility and the money?

Ms. Rapozo: Is transferred, correct.

Mr. Kualii: Instead of being the responsibility and money and finances, accounting budget, will now be in this budget.

Ms. Rapozo: That is correct.

Mr. Kualii: The only other thing I had and it is not a lot of money but it is kind of everywhere so and I think it is little amounts, big percentage increases, but if it is everywhere in the County after a while I think I can ask staff to do some kind of analyses but it will probably end up being a lot of money and it has to do with travel and airfare, general per diem, general car rental, and parking general and this one specifically looking at is for Personnel Commission the total Personnel Commission dollar amount last year was \$6,400 and for the next year it is \$16,730 so like 160% increase. Most of that increase is coming in the lines items of airfare, general per diem, general car rental, and parking general. This is for the Civil Service Commission?

Mr. Fernandez: I am glad you brought it up because I was supposed to bring it up and say that 1) Civil Services is going to be on the Boards and Commissions. 2) Actually what happened was we had \$13,000 in our budget which was mistakenly put in Civil Service budget for travel. So that amount that you see that is in excess over here in Civil Service actually should be put back into DPS's budget because if you look in DPS's budget closely you will notice that we missing something like \$10,000 worth at least of travel.

Chair Furfaro: You are missing...excuse me if I can Councilmember, Councilmember do you mind? You are missing approximately \$10,000 worth of travel and the other group is overstated by \$13,000?

Mr. Fernandez: Well at least \$10,000 overstated.

Chair Furfaro: Can someone make a note of that when we do our plus and minuses.

Mr. Fernandez: Gary just brought up a note here and said that it is for other commodities, we were short something like \$7,400 other commodities which is the travel.

Chair Furfaro: You were short \$7,000 but your compared year-to-date compared to the new year you are up 160% higher? Something has got to be netting out there and we better start controlling travel.

Mr. Fernandez: I think it is coming from Risk Management and your ADA. They also had travel in their budget which came into ours.

Chair Furfaro: Okay, we will make our own comparison on those two.

Mr. Heu: Chair, Gary for the record, when we were doing another check of the Personnel budget I guess it had been past practice that travel related to collective bargaining negotiations was identified under other commodities. I know this came up, you were on the Council. This is the one that came up and I am not sure why we never fixed that because we have been trying over the years to continue to drive all travel to the proper travel accounts. I think there has been discussion on the floor previously how training accounts used to

contain travel items, so over the years we have been trying to force all those travel expenses to specific travel line items. In this case other commodities are one of those other areas where we needed to clean up and so we needed to transfer travel out of there into proper travel accounts. I think what happened is like Malcolm identified couple things were lost in the translation as we were doing some of the transition activity and one of those things is that all expenses for the Civil Service Commission should have been transferred to and identified in Boards and Commission since that Commission is now going to fall under Boards and Commissions. It looks like what happened in part was that some of those travel funds that came out of other commodities was in fact shifted into the travel for Civil Service Commission so we are going to get all that cleaned up prior to the May 8<sup>th</sup> submittal.

Chair Furfaro: Okay, I can appreciate that but I want to make sure you know what I am doing. I am already writing what I think we are going to add or cut. I want to be able have an understanding if we are changing that line by \$9,000 that is part of our minuses because we might want to add something somewhere else. I got to have some assurances, Gary, that you guys are going to adjust that accordingly.

Mr. Heu: Yes, we will.

Chair Furfaro: Okay. You have the floor.

Mr. Kualii: That is all I have, Malcolm, for now. Thank you.  
Thank you, Mr. Chair.

Chair Furfaro: I think we are in a good place for today anyway. I am going to ask the staff to make a note to actually I am going to ask Scott to make a note. Let's check those two travel lines when the re-submittal comes over and I thought we were pau but we have got one more opportunity here. And you noticed I said one more opportunity so I will give the floor to Councilmember Nakamura.

Ms. Nakamura: Malcolm, earlier with the Police Department they provided us with a list showing the thirty-nine step that it takes to hire a Police Officer. That included the they will be adding to that list to describe how long it takes on the Department side, how long it takes on the applicant side, or other agency side so that we can get a better idea of where the system is bogging down and why it is taking nine months to get through this process. Similarly I think it would be helpful to see what is the typical process for hiring an employee or what are the different designations of hiring somebody new or reallocating a position and what is the process and what is the timeline you take? I see you have some guidelines in your plan that is very useful but can we see what those guidelines are, how long...it can be average of your typical situation so we can get a better understanding because there is this trend of concern among many agencies about the timing and I don't think we can get a handle on it unless we can see where the bottlenecks are in the process, what some of those causes might be, and I am concerned that even as we transition to this larger entity that those problems will still exist, so what are we doing differently as we move forward. I will put that down as a follow-up.

Chair Furfaro: Mr. Chang.

Mr. Chang: Malcolm, again thanks to yourself and the Task Force. I just wanted to let you know as you can visible see we are missing 3 Councilmembers so I am sure that they would have had similar concerns or many more questions so imagine the magnificent seven was here three of them are gone so just think about what they might be thinking also just to stay ahead of the game so thank you.

Chair Furfaro: I am not going to call this session again because people were absent. They had requirements, they had duties, and so forth but we will be sending over a list of questions and I do want to say that I appreciate the Councilmember Nakamura's last presentation to you as it seem like such an overburden some process to get to a candidate for the Police Department so I am sure there will be more dialog on that in the near future as well so, on that note I am going to let you go and I will remind everybody that we start at 9:00 a.m. with Parks. Have some breakfast because we are going to go until 1 o'clock tomorrow before we break for lunch. When we come back at 2 o'clock we are going to do CIP. That is what my calendar says, Public Works CIP tomorrow. Am I correct? Is there anyone that wants to give additional testimony for today? If not thank you everyone and we are in recess at 4:35 p.m.

There being no objections, the meeting was recessed at 4:35 p.m.

