

## Kaua'i Fire Department

Honorable Bernard P. Carvalho, Jr.  
Honorable Mason K. Chock (*present at 9:05 a.m.*)  
Honorable Felicia Cowden  
Honorable Luke A. Evslin  
Honorable Bill DeCosta  
Honorable KipuKai Kuali'i  
Honorable Arryl Kaneshiro

The Committee reconvened on April 1, 2022 at 9:00 a.m., and proceeded as follows:

Committee Chair Kaneshiro: Good morning, I would like to call to order the Committee of the Whole and the Fiscal Year (FY) 2022-2023 Departmental Budget Reviews. Let the record reflect that we have a quorum. On the schedule today, April 1, 2022, we will be hearing from the Kaua'i Fire Department (KFD), Kaua'i Emergency Management Agency (KEMA), the Kaua'i Police Department (KPD), and the Office of the Prosecuting Attorney. As we do each morning, we will take public testimony. Clerk, do we have anyone registered to speak today?

There being no objections, the rules were suspended to take public testimony.

There being no one present to provide testimony, the meeting was called back to order, and proceeded as follows:

Committee Chair Kaneshiro: We have no registered speakers, and we received no written testimony for today. For today's review, we will be taking the Fire Department in the order of Administration, Operations, Prevention, Training, and then Ocean Safety. We will allow them to do their presentation and then if we have specific questions to those divisions, we will ask those questions in those particular divisions. We can ask questions on the presentation and get the questions out of the way; that is fine also. If it is addressed in the presentation, that is good, too. With that, Chief Goble.

STEVEN R. GOBLE, Fire Chief (*via remote technology*): Good morning, Chair Kaneshiro and Members of the Council. Thank you for the opportunity to present our FY 2023 budget proposal on behalf of the Fire Department. What you have before you, I am sure you have noticed in your review that this is a very conservative budget. In mind with a request from County Administration to remain flat year over year for FY 2022. We certainly have needs and priorities, but we did our very best to address those priorities within our existing resources. The budget shows a 3.2% increase year over year. However about 90% of that is due to anticipated increases in salary and benefit costs. There are no new positions proposed as part of those and so these are increases with the existing head count. The remaining 10% or about \$150,000 or so are to address high priority operational needs that we have within the Department. With that, we spent a lot of time combing through this and identifying what our most significant needs were and made every effort to try and address those within the constraints of our resources. We prioritized deferred vehicle replacement. It has been a couple years since we had the opportunity to address this issue and it is starting to catch up with us. We are starting to experience some issues that are up to an unacceptable level, so we want to make sure we correct that. There is a proposal for an additional fire

engine, a replacement for our existing Engine 6. There is a replacement for our Battalion Chief response vehicle and one of our fleet service vehicles as well. We feel that is an important consideration that we addressed in this budget. We also addressed in obsolescence in our technology. We got some onboard computer systems on our frontline vehicles and out in our lifeguard towers that have become challenging for us. They do not support existing platforms. On the engines, the mobile computers do not support Windows 10 so there are security issues, et cetera. We wanted to make sure we got those things up to speed.

*(Councilmember Chock was noted as present.)*

Very important tools for us for communication for exchanging information for receiving call data, all those types of things. We also addressed equipment replacement that has been deferred over the years. One of the things I would like to point out to you is the ask for the self-containing breathing apparatus fill station. Our current piece of equipment is more than twenty (20) years old and we have been putting Band-Aids on it to keep it up and running. However, the manufacture has let us know that this has already far exceeded its life expectancy. Hawai'i Island used a similar model to this and they had catastrophic failures of their equipment. Due to the good care that we have given this one, we nursed it as long as much as we can, but we need to have it replaced as part of our efforts this year. We have also addressed some deferred facility repair and maintenance issues. The past couple of years, we have not. We dollar-funded those accounts. But our experience is certainly not that it is not costing us any money, we had to move money around and reprioritize things to cover that. We partially funded that on the front-end this time to address things like...we had one of our fire station's emergency generators go out this year that we had to have replaced. The propane line at the Kōloa Fire Station failed and we had to have that repair work done and so those types of things continue to plague us. Like I mentioned, it is partially addressed in this budget proposal.

We continue to seek alternative ways of addressing our issues as well. We continue to pursue grant opportunities to help us meet our needs. Currently, we have grant requests out there for a replacement brush truck and fire engines for the Kalāheo Fire Station and then some much needed health and safety program related items through the Assistance to Firefighters Grants. We are open to those things, we have tremendous partners across the island and within our community, both community members that are interested in supporting us and then organizations like Kaua'i Lifeguard Association (KLA), and Friends of Kaua'i Fire Service, all are avenues to address some of our pressing needs as well. We remain flexible and seek out those alternative methods as well. This budget goes a long way to addressing our high priority needs. It does not address all of them, however, we still have things out there that we want to make sure that we continue to look for solutions. For example, we have identified the need to replace the fire engine, Engine 6. Budgeted money for that, we programmed in about a modest 5% increase in the cost of that. We just recently got back a proposal from the distributor that reflects a 20% increase. Those are the kinds of things, the types of holes that we will have to work to patch as we go forward and address our needs.

We continue to defer equipment replacement. The ask for the fire engine does not include the equipment that comes with it. Our choice there was to push that out to next year, but of course the risk becomes that we end up with a fire engine with no equipment to put on it and so it is a timing issue, but at least it did not meet the high priority that some of the other items did. Things like replacing our expensive equipment, our self-contained breathing apparatus (SCBA), for example those are about \$5,000 a piece. We have about fifty-five (55) of them with a defined life expectancy and so trying to start into an incremental replacement program for that is another item that we deferred at this point are looking for solutions for. This does not address any expansion of our core services. This is status quo. This is about making sure we focus on core service delivery and meeting the current response expectations that we have in place. I do want to point out a couple items in the worksheet before we get to the question-and-answer period. On your page 149 in the Operations Account, 8901 and 8906 Accounts, you will note that there is a SCVA Fill Station in 8901 and SCVA Sub-Containing Breathing Apparatus Fill Station in 8906. That is a double entry. I will say that my request would be that we reallocate that money within the Fire Department budget. I think I pointed out a couple of absolute needs that we do have. We will put it to very good use and do ask that funding remain in the Fire Department budget. Beyond that, on your page 130 in the Administration salaries line, the 0101, just to note that Position No. 630 for the Assistant Fire Chief was short funded for a 9-month period as opposed to a 12-month period. We have had some ongoing conversations with the Administration and internally about some potential realignment within our Department, amongst our key staff that ultimately did not come to fruition. That is a casualty of that. As we look forward, we would request that position be fully funded for the 12-month period. We would be interested in moving forward immediately with the recruitment process to fill that Assistant Chief position. I would like to just put that on the radar and make that request from you all. With that, that is a quick overview of the Fire Department proposal, and I am happy to take any questions.

Committee Chair Kaneshiro: Chief, thank you for that. Along with the Supplemental Budget, you folks can probably make some of those changes with the \$85,000 and fully funding the Assistant Fire Chief. Thank you for your write up. The write up speaks for itself. \$36,000,000 budget increased \$1,000,000 from last year. 90% of that is salaries and benefits and about 10% of that is operations. It is a pretty flat budget. I know it is always difficult to keep a flat budget, but I am glad we are showing restraint and showing that we are taking each item individually and really looking at what the needs are of the County, and also trying to balance where the money is coming from. Thank you for that. Are there any questions from the Members on the write up? Councilmember Evslin.

Councilmember Evslin: Thank you for the presentation. Did you say the reason for salaries going down this year? I am sorry if you mentioned it in your presentation, I might have missed it.

Chief Goble: The salaries and benefits overall went up, but the salary number itself went down one hundred and some odd thousand dollars, which was due to the short funding of the Assistant Chief position and also the Fire Inspector II in the Fire

Prevention accounts. We do also have three (3) Firefighter Trainee vacancies that were 9-month funded as well. That is where the salary savings is reflected.

Councilmember Evslin: I know from the write up and what you just said and hearing from others that the aging equipment is a deep concern here. You mentioned in the write up that deferring your vehicle replacement over the last two (2) years has proven to be costly by an increase of out-of-service status for older apparatus. Can you talk a little bit about what that means when an apparatus goes out of service? How do you ensure something is on the line so that there is no gap there and also what do you mean by costly? Is it financially costly or costly in the response time and your ability to do your job?

Chief Goble: I will give you an example. Our brush truck fleet is something we came back to you last year with the budget request to replace one of our brush trucks. I got a grant request in for a brush truck, currently, that will help us to get up to speed and then we had another one that was due to us from a grant process as well. But in the interim, we currently have four (4) of our brush trucks that are down. We have three (3) reserves and all three (3) are in service at this point. The fourth spot is out at Waimea, and they are currently without a brush truck. They can still respond using the crew assigned to the engine and we have provided them with one of our staff vehicles to help them with their quick response type of responses out there, the ones that do not need the full fire engine. That is sort of the impact of it. There have been occasions over the last two (2) or three (3) months where we had fire apparatuses breakdown on the road. The moving engine that we came back to you for replacement on last year was enroute to a call up to Waimea and so we had to send supplemental piece of equipment to go replace it. Again, there are service delivery impacts from that and there are costs associated with that. The older the vehicle is, the more service it requires, the more cost that we must invest in to keep those things running. There is both the fiscal impact and a service impact and so we are playing a little bit catch-up but working hard to identify ways to get that done.

Councilmember Evslin: Regarding the brush trucks specifically, you mentioned a couple of current grant applications to get those replaced. In order to get Waimea up to speed with a brush truck, is it just waiting for one of those grants to come through or is there possibility that when you repair something else, you will be able to get them one of your back-up trucks?

Chief Goble: Yes, we still have three (3) vehicles in for repair waiting for parts. Some of our issue now is supply chain driven as well and availability of service. We have two (2) of them that are sitting at Kūhiō Ford right now waiting on parts and then the one that our mechanics will repair, but again it is a part problem.

Councilmember Evslin: Regarding the fact that you put off replacing other vehicles for two (2) and now it sounds like you folks have a plan to begin replacing in grant requests and budget, are you comfortable with that pace of replacement or are we going to be left in two (2) or three (3) years with the need to buy multiple trucks, because they are

shutting down? Is there some sort of a balloon payment coming up or are you okay with this sort of approach?

Chief Goble: Yes, I think on the brush truck side of things, I think the balloon has come due. We did seek that augmentation last year to get the one replaced. We do have one on the way from a grant opportunity, which is probably due here in about sixty (60) days, and then the other one is subjected to grant approval through Community Development Block Grant (CDBG) being the Truck 5 replacement. All of those things coming to fruition will kind of catch us up on the brush truck side of things. On the fire engine side of things, again, we have a grant application in through the ATF grants to replace Engine 5. We have this request in front of you to replace Engine 6 and then anticipate over the next two (2) years to also ask for a replacement engine in each of the upcoming two (2) years.

Councilmember Evslin: Thank you. The \$100,000 for replacing Fire Engine 6, I might have missed it in your presentation, but is that before the cost...you mentioned that it is 20% higher than you folks had thought. Is that taken into account or is this your estimate?

Chief Goble: That was our estimate and so having the numbers return from our distributor, again that is part of that double funding source that we would like to probably redirect. We would like to probably add \$20,000 to that \$100,000 to cover the unanticipated cost increase.

Councilmember Evslin: Replace all-terrain vehicle (ATV) for Ocean Safety. I know KLA has always been heroic in fundraising for ATV replacement and in the past, we have seen so many coming through for donation. This is the first time I remember in the last three (3) years of us actually budgeting for an ATV for Ocean Safety. KLA has done amazing work, but does it represent a slow down in KLA's activities due to COVID-19 and not having fundraising opportunities? Because I have not seen one come through from them for donation for a while.

Chief Goble: We have had replacement ATVs on the budget, I believe we purchased two (2) last year as well. Due to the environment and the extensive use, their life expectancy is short. We have programed either ATVs, jet skis into our ongoing budget request year over year and sometimes we get hit with both. Those have been part of our requests. KLA certainly does supplement our needs on the Ocean Safety side. We are focused on things like tower replacements and things like that as potential avenues to direct KLA into.

Councilmember Evslin: I do not mean that in any way, certainly not as knock to KLA, they do an amazing job and I think we almost have come to possibly rely on them too much on their generosity. I was just wondering mainly the impacts on their fundraising, if it had slowed down in some capacity, but huge shout-out to KLA for all the work they do and thank you.

Committee Chair Kaneshiro:            Councilmember DeCosta.

Councilmember DeCosta:            Chief, I want you to explain to me the difference between the responsibilities of a Battalion Fire Chief versus the responsibilities of an Assistant Fire Chief.

*(Councilmember Chock was noted as not present.)*

Chief Goble:                            It is just different layers in the organization, a part of the hierarchy. The Battalion Chief is the operational direct support for the line crews and so we have three (3) of those platoons that operate on our 24-hour schedule, and we have a Battalion Chief that oversees each one of those. They are responsible for forty-four (44) positions each on the line, again, responsible for the daily operational activities oversight for the fire stations, the work that they do. The Fire Assistant Chief is the supervisor for the three (3) Battalion Chiefs, and has organizational responsibility over all three (3) operational divisions. More administrative than the Battalion Chiefs, supporting them with their budgets and organizing the operational teams, direction, vision, and coordination with training and prevention and doing those types of things.

Councilmember DeCosta:            I would like to also add with all those responsibilities, how does the Deputy Chief and your position fit in with the managerial role of the Department? I am just looking at this and seeing if we can streamline, are we top-heavy, are we not top-heavy, I just want to understand the process.

Chief Goble:                            I will share with you that my proposal initially was to increase our administrative support executive staff, but through conversations with Administration and the Department of Human Resources (HR), we have pulled that request back. The Deputy Chief is primarily responsible for the support-side of the house, Fire Prevention Bureau, Fire Training Bureau, and currently as oversight for the Ocean Safety Bureau, with that hierarchical level of oversight for the support bureaus. The Fire Chief is just the figure man, he is the person who gets to talk to you folks all the time. I say that in jest. There are many responsibilities in directing, planning, driving the overall vision, and coordination in interdepartmental and coordination across the County with other fire departments, with our community partners, and again within the County organization as well. The Fire Chief, my direct reports are the Assistant Chief and the Deputy Fire Chief. The Assistant Chief branch is over the operational piece. The Deputy Fire Chief is over the support-side of the house.

Councilmember DeCosta:            I appreciate this very detailed description. I just want to make sure that we are not sitting with a top-heavy administration. This goes across all of our departments for the County. We owe that to our constituents that we know that sometimes we need to work harder or absorb a little more responsibility. That is my message. Thank you for streamlining your budget.

Chief Goble: Thank you.

Committee Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: Good questions have been asked. I am going to touch upon a few pieces that are a part of what you discussed. For me, personally, with the double-budgeting on that SCBA-element, I am fine with helping to fully-fund the Assistant Chief position and add to the brush truck. When I look through all of the budget elements, I notice that some particularly, the Fire Operations, rank-for-rank and the regular overtime dropped substantially both this year and last year. That had been a problem a few years ago. In other areas, it has increased. Can you speak to that a little bit? How does that rank-for-rank and regular overtime is anticipated for early in the budget and why do we see a drop in the main Fire Operations and an increase in the other areas?

*(Councilmember Chock was noted as present.)*

Chief Goble: I will do my best to cover that. Several years ago, prior to my arrival, there was a significant amount of attention to the excess pension problem and the billing from Employees Retirement System (ERS). Part of the solution to that was a reallocation of the overtime moneys to account for that and to put a line together that would help to account for those expenses that are coming, but we do not know exactly what they are, because of the complexity of the formula and the delays in billing. That money was pulled from these accounts and reallocated to the retiree contribution line item. I will share with you that these accounts are significantly underfunded. Again, rank-for-rank is contractually obligated and if that were to be fully utilized by every member within the Department, we would be looking at \$900,000 to \$1,000,000 worth of costs there. However, our usage rate is slightly less than that. Still, we go into this budget year and last budget year knowing that we essentially have an \$800,000 hole that we have to fill somehow, someway. Again, some of that is reallocated to retirement contributions, so based on that, some of that money can flow out to cover those costs. It is certainly a challenge for us. We continue to pay for the sins of our fathers, so to speak with the re-do of the whole retirement system process. Back in 2012, the big change occurred and the change in contribution rate was not fully funded. They had to come up with a way to make up for the lack of funding. That has driven all of these challenges with the budgets.

Councilmember Cowden: Thank you for the effort. We are pretty much figuring out our third quarter and there has not been any money bills requested so far this year. It seems like you are managing to pull it from unexpended funds somewhere else. I appreciate the effort. I appreciate all the work that gets done by the Fire Department.

Chief Goble: Thank you.

Committee Chair Kaneshiro: Council Vice Chair Chock, followed by Councilmember Carvalho, Councilmember DeCosta, and Councilmember Evslin.

Councilmember Kualifi: Can I ask that we stay in order and that maybe people refer to the pages if they do jump out of order? You were asking for questions specifically on this report.

Committee Chair Kaneshiro: I think her overall question was an issue that has been happening over the years. I think hers was an overall question as well.

Councilmember Kualifi: It is going to come up again.

Committee Chair Kaneshiro: I think even rank-for-rank was as well. I think Council Vice Chair Chock.

Councilmember Chock: I can defer if it is a rank-for-rank question.

Committee Chair Kaneshiro: You can ask it now. Every single division has it.

Councilmember Chock: I know that in the last few years we have tried to tighten up rank-for-rank management. I am curious, have we looked at the other counties and their fire departments to see how they manage rank-for-rank? Have we been able to glean any information from them on how to more effectively structure it? I know we are all bound by the same Collective Bargaining Agreement (CBA). I am guessing that everyone handles it and manages it a little differently.

Chief Goble: They do. There are nuances to it. Overall, the CBA is the guiding document, of course. It kind of defines the level. It essentially defines the two hundred forty-four (244) or two hundred eighty-eight (288) hours a year we are obligated to offer in a rank-for-rank way to our people. That number is defined for us. Again, that is based on offers. People have to have the ability or by contract, they have the ability to accrue up to those two hundred eighty-eight (288) hours in rank-for-rank overtime. Our folks do not use 100% of that. We trend at about 80-85% usage on the rank-for-rank. We have put some additional constraints in ours that the other counties do not. They tend to have larger pools of employees to draw from and have more flexibility in who gets assigned where than we do just because of our small size. We have put some additional constraints in there about defining the timeframe. Rather than having two hundred eighty-eight (288) hours that you can use in a 2-month period, we have essentially divided that in half. Over a 6-month period, they can accrue one hundred forty-four (144) hours and then that stops. That helps to avoid the month-to-month spiking that drove the issue in the past. I think where we really put the controls in place is in the non-rank-for-rank-side of the house. Those more discretionary overtime that we have control of. This includes the training, committee work, cadres, operational teams, et cetera, that extra work that we get done from out in the fire stations is where we have put the most control in place.

Councilmember Chock: I appreciate that. I think taxing the system more fairly in a way that we can spread it out so that it does not duplicate or multiply on us has been the challenge. Thank you for a good eye on that.



Chief Goble:

Thank you.

Committee Chair Kaneshiro:

Councilmember Carvalho.

Councilmember Carvalho: Just looking at the report that you submitted under the Operational Highlights, specifically community risk reduction. I just want you to give a brief update. I think it is a totally collaborative effort with what I am reading here. Is there any update on the Wildland Fire Management Initiative and things that can happen from there? There has been a collaborative effort out in Anahola. That really worked well from what I saw and heard about. Is there anything there based upon your report?

Chief Goble:

Yes. There is nothing but good news there. I appreciate you recognizing that work that is being done out there. We had what we would consider our most significant problem was in the Anahola area, due to the deterioration of the area. It had become a dumping ground for abandoned vehicles, trash, and there was a significant houseless population that had taken up residence out in the brush out there. It really was a broad community-wide effort that really just focused on cleaning the area up and taking some pride...the community has a tremendous amount of pride in that area going in. Having an avenue for folks to contribute and help has proven to be very successful. We started with coordinating with the State and some local resources to address the houseless issue out there. We made contact with some of the encampments to provide resources and alternatives to living in the situation that they were in. We started there then went in with help from the Department of Hawaiian Home Lands (DHHL), Department of Land and Natural Resources (DLNR), Department of Public Works, Fire Department, private partners, et cetera. We went out there and just started to clean things out. The first goal was to cut some firebreaks into the brush, so that we could at least contain fires in defined areas. Beyond that, we partnered with a number of nonprofits and community groups to do the cleanup. We got donated dumpsters, heavy equipment, people, refreshments, et cetera, for folks to go out and pick up trash. We defined a mechanism to remove the abandoned vehicles and get them over to the recycler. All of this was done with little or no funds expended on behalf of the County. There has been a nonprofit established to be a part of that and to lead the charge and funnel all the resources through a central point, and to stay on top of the problem. In fact, Prince Kūhiō Day weekend, there was another large, organized effort to go out there and clean up trash and Garden Isle Disposal donated a couple of dumpsters. We filled one with metal and filled the other with trash. We cleaned things up again. It is an ongoing problem, because not everyone has the message yet. Folks continue to go in there and dump their vehicles or break through the gates out there to make access and create a little bit of a problem. This focused effort and persistence by the community out there has really proven to yield some good, positive results. We targeted Anahola first because it was our biggest problem from a response standpoint. We can see that this model is something that we can duplicate and replicate in other areas of the island as well. I think the latest effort is around controlled grazing these areas as well. One of the techniques for managing fuel is to have cows eat it. That is another resource that we are exploring or another avenue that we are exploring to help us with managing the fuels out there.

Councilmember Carvalho: I just wanted to bring that up because it is in your report, and it can happen in other parts of our island. What a great example there. *Mahalo* for all the work that you do on different levels.

Committee Chair Kaneshiro: Councilmember Kualii with a follow-up.

Councilmember Kualii: I am very excited about all that has been happening there. I live in the neighborhood, in the homestead, and I am a part of the Homestead Association that has been participating and volunteering. Good things are happening. My only question has to do with trying to tie this back to the budget. I see on page 156, CRR, Community Risk Reduction, Wildfire Fuel Management, \$4,000. It is such a small amount of money. Is a part of that used towards this? When I think about the big work that you are doing and the pilot is in Anahola, but you will go to other places around the island. It also seems like the work that the Department of Parks and Recreation folks do with community groups and volunteer efforts, where they put in just a little bit of money and the community puts in the time and sweat to do big things. I think this is a great start, but it seems like even if it was that entire \$4,000, that is not very much money. Do you think that is enough? Could you put a little bit more there?

Chief Goble: It is. This was the specific request from our folks that are heading up this effort. This equipment is actually Fire Department-specific. It includes equipment for backburning. That is another technique that we use to manage the fuels. These are torches and equipment related to activity like that that we do not necessarily want the community to have in their hands, but certainly another tool that we can use to help fight the problem. To your point, it is proven. We have proven out in Anahola that a very small investment, mostly of our time, has really yielded huge rewards out there. The community has really risen to the challenge.

Councilmember Kualii: Thank you.

Committee Chair Kaneshiro: Councilmember Cowden with a follow-up.

Councilmember Cowden: Is this primarily happening under Jeremie Makepa? He seems like even as a citizen, he has just been doing extraordinary work. I know where I work with the houseless community, he has been such a compassionate team member in helping them have a better understanding of things even when they live in bush areas.

Chief Goble: Captain Makepa is a very humble man, and so I am sure that he will be somewhat embarrassed, but yes. Absolutely. He has taken on the challenge not just wearing his Fire Department hat but wearing his community member hat...that advocacy that he has shown away from work to address this problem is certainly admirable and something that he should be very proud of personally. The community, island, and our Department is very proud of him as well.

Councilmember Cowden:                      Okay, thank you. I am just hearing all of this and I wanted his name in there. As far as I can see, he has picked up this new position with gusto. I appreciate him and everyone helping him.

Chief Goble:                                      Thank you.

Committee Chair Kaneshiro:                  Councilmember DeCosta.

Councilmember DeCosta:                      I am going to follow-up in three (3) areas. One was the wildfire that Councilmember Carvalho and you mentioned about grazing and cattle in the Anahola area, because of the tall guinea grass. I believe we have the same problem on the West side. I believe that a big thank you goes out to Jeremie Makepa. I believe that you went out there to the West side with the Agribusiness Development Corporation (ADC) and spoke to them about keeping their grasses down to a minimum. Have you made much progress with that fire hazard out in Waimea to Kekaha along Kōke'e Road?

Chief Goble:                                      I know those contacts have been made out there. I know there has been progress. There is a broader, statewide coalition that is working on this problem as well. They are called the Hawai'i Wildfire Management Organization. They provide resources to assist with this as well. It is specifically in educating the communities, large property owners, and stakeholders. It is such a big, broad effort. Every ask that we have made of the community, they have answered the call. Things are progressing remarkably well. We definitely all of the partnerships that we have out there.

Councilmember DeCosta:                      The equipment that you have out in Anahola...I know our Fire Department does not have equipment like dozers or graders. Does that have something to do with a joint project and partnership with DLNR?

Chief Goble:                                      Yes, DLNR was one of the partners that provided the equipment there. Our own County Department of Public Works has provided equipment. There have also been private companies that have provided equipment, personnel, and other efforts to help.

Councilmember DeCosta:                      Thank you. We are giving shout-outs to the Fire Department. We have to thank everyone who contributed. Since we are dropping names here, Kalani Abreu was one of your intricate firemen who brought this to the forefront for years about the hazards of the oil, diesel, and gasoline vehicles that were in that brush area for decades. My second point of interest here, how long has our Deputy and our Assistant Chief been allocated to the Fire Department? Are these relatively new positions that we acquired? How new are those two (2) positions that were added to the administrative part of our Fire Department? If you do not have the answer, you can get it to me later.

Chief Goble:                                      Yes, I will probably have to get back to you on that. I know that the Deputy Chief position has been in place for several years.

Councilmember DeCosta:                      Chief, what is several years?

Chief Goble:                                      It is one that suffered during the COVID-19 economic downturn, that was one of the dollar-funded positions that we had. The Assistant Chief position is a fairly new position. There have been three (3) of them over the years. I believe it has been at least five (5) or six (6) years old. I think the Deputy Chief position was a little bit longer than that. I will get you the hard numbers on that.

Councilmember DeCosta:                      I am just trying to figure things out. You mentioned something that resonated with me. You said, "Sins of our Fathers". That means, in my Layman's term, is people that came before you. I am wondering how was the Department run without a Deputy and without an Assistant. I want to make sure that now that you have added help, are you okay, or are you still looking for more help?

Chief Goble:                                      Well, Councilmember, it has run so much better since I got here. I am just kidding. The complexity of running the Department, it is staggering to me. There are new problems every day. There is a whole lot of "would it not be nice, ifs," out there that we do not have the ability to address. I know it sounds like a pun, but we are constantly putting fires out. We find ourselves being highly reactive to things that come our way and certainly some of the intention over the years has been to try to shift that to a more proactive stance. That is a focus of myself and the team that we have in place now. With that comes additional need for time, effort, and all of those kinds of things that make it difficult, in an environment where we are constantly just fixing things that are broken. It is part of our vision going forward to create a more proactive approach to everything that we do. An example of that is that through this budget process, we looked at our vehicle fleet and we realized that we have a lot of broken equipment. We asked ourselves, "Why do we have so many broken things?" Those are predictable in a way. We know that a fire engine is not going to last forever. I think in the past, we have become very reliant on grant opportunities and things like that to help us to sustain our operations. Going forward, we have created a vehicle replacement schedule. We have considered things like the age of the vehicle, number of miles and hours that have accumulated on it, the overall condition, maintenance costs associated with each of those pieces of equipment, and created a formula to better project our vehicle replacement needs going forward. Things like that...if all we are doing is focusing on operations and putting on emergency response, those are things that get missed and deferred over time. With the right kind of support resources in place, we can become more proactive and address those issues before they become problems.

Councilmember DeCosta:                      In closing, I would like to ask you...that proactive approach, does that cost us more money to maintain versus the fix-as-we-need approach?

Chief Goble:                                      Just to go back to the earlier question from Councilmember Evslin, is the cost money or is the cost in our ability to provide the service? In most of these things, it is a combination of both things. We have to draw that fine line about making sure that we maintain our fiscally responsible approach, but at the same time making sure that we do not have a fire engine die on the side of the road in route to a fire.

That is the balance that we have to put in place. There may be an incremental financial impact, but I think that is more than made up for by reliability in our service delivery.

Councilmember DeCosta: Did we ever have a vehicle that died on the way to a fire in the last ten (10) years?

Chief Goble: I can point to Brush Truck 6. That is one that we came back to you for a budget augmentation to replace. That was enroute to a fire call or a rescue call up in Kōke'e. That is the kind of thing that we are trying to avoid.

Councilmember DeCosta: Okay, thank you.

Committee Chair Kaneshiro: Are there any other general questions on the write-up from the Members? If not, we will move into the budget. We will start with Administration. Are there any questions? Councilmember Kualii.

Councilmember Kualii: You told us about Position No. 630, Assistant Fire Chief, which is showing in our budget as 9-month funded, but you are saying now that you need it fully funded. What is showing in the budget is \$97,376. On the Vacancy Report, it shows the salary range of \$86,748 to \$151,752. If you are going to fully fund it now, at what level will you fully fund? Is it at the entry-level of \$86,748 or at some point between there and the top level of \$151,752?

Chief Goble: It would be at a point in between. Typically, this position is promotable from our Battalion Chief ranks. We can kind of project what that cost would be. In just doing the quick math on the \$97,376 divided by nine (9) months and taking that number and multiplying that out by twelve (12) months, it looks like it is about \$129,834.

*(Councilmember Carvalho was noted as not present.)*

Councilmember Kualii: If you are not promoting from within and you are going to recruitment, you could hire anyone, right? It could be someone from the outside or relocated from the continent. Why would you not start it at the starting level?

Chief Goble: This one is an interesting position in that as it is currently defined, it requires time with the Kaua'i Fire Department.

Councilmember Kualii: Okay.

Chief Goble: It is strictly a promotable position. I think that is good, right? Organizationally, that is the best thing anyway. Having that experience within the Department certainly brings value to the role, especially on the operational oversight side. Credibility, understanding of the system, et cetera, are key to the success in that role.

Councilmember Kualii:                      Stating the obvious then, you want to push the level higher than the beginning level for that position, because you could be hiring someone from within, but they would not even express interest if it was not higher than the rate that they would already be getting, yes?

Chief Goble:                                      Correct. This is a challenge for us within our administrative roles as a whole, right? I know you have heard about salary inversion issues across-the-board for employees that are coming in. One of the challenges in filling this position is that they are limited monetary motivation to do it. To put it quite bluntly, the ability to earn in the Battalion Chief rank is considerably higher than in the Assistant Chief rank. Again, operational assignment, 24-hour on-off-on-off-on shift, and the ability to rank-for-rank overtime, holiday pay, working holidays, et cetera, are impactful in the ability for employees to earn and is one of the challenges. Again, when I talk to our employees about their concerns about promoting to a position like that, not a single one has said it is about the money. They talk about with our Battalion Chiefs in particular, the most tenured Battalion Chief that we have is less than eighteen (18) months in that role. They still feel like they are learning how to do that job and want to be good at that before moving to the next job. The schedule change is another considerable obstacle to filling the position. This is a 40-hour role. Folks that would promote into this have spent the last twenty (20) years on a firefighter's schedule, so their lives are built around that. There are a number of challenges to it. Ever the optimist, I believe that departmental need, loyalty to the cause, and motivation to be a part of good, positive change will rule the day.

*(Councilmember Carvalho was noted as present.)*

Councilmember Kualii:                      My final question on this is, when will you start the recruitment and are you confident you can get the person fully hired and ready to start by July 1<sup>st</sup>? Today is April 1<sup>st</sup>.

Chief Goble:                                      Again, ever the optimist, yes. There are no obstacles from the timeline. The challenge would be who is interested, and would we get the candidate pool that we need.

Councilmember Kualii:                      So, you are starting recruitment right away?

Chief Goble:                                      We can based on this conversation, yes.

Councilmember Kualii:                      Okay, thank you. I was going to say, your original point about you want it fully funded, but you are waiting on this to begin that you should begin recruitment. Ultimately, it is more between you and the Mayor, because he is going to come back with us on the next budget, then we will support it. Thank you.

Chief Goble:                                      Understood, thank you.

Council Chair Kaneshiro:                      Councilmember DeCosta.

Councilmember DeCosta: I have a follow-up. Chief, you made something very aware to me, you mentioned something about the Battalion Chief's insight to Kaua'i and Kaua'i's unique needs, especially with the terrain and the geographic area that we live in this tropical rain forest, how will you tie in the importance of culture? We are a unique melting pot of different people, would you think culture should be embedded when you hire Supervisor, or Administrator managerial position?

Chief Goble: It is hugely important. As someone who comes from outside the organization to inside the organization, it is something that has to be there, the mindset has to be at least similar to start with, but the nuances...you point out that Kaua'i is its own culture, as an island and as a community, then within that we have the culture of the Kaua'i Fire Department so having been a part of different fire department cultures there are differences, and if you are embedded in the culture coming in, you have a head start, you have a leg up to be affective in these kinds of roles, for sure.

Councilmember DeCosta: Thank you for understanding the importance of that, too, Chief. Thank you.

Council Chair Kaneshiro: Are there any other questions for the Administration Budget? If not, we will move on to the Operation Budget page 141. Are there any questions for Operations? If not, we can move on to Fire Prevention. Councilmember Cowden.

Councilmember Cowden: Thank you, Chief, for all that you have done. I realized from our group conversations that this fire flow capacity is going to come mostly from the Department of Water, but it is a concern. It is a concern also in a different discussion here, we saw that our Building Division, the insurance group gave us the second lowest ranking, and I would imagine having fire flow issues could be an example of what would get us there. Where in here do we have any effort in looking at where we have those standpipes or how can we work to recognize where we have problematic areas? I know the Department of Water is supposed to be doing it, too. What is going on with that?

Chief Goble: That is part of our overall Fire Prevention effort and tied in very closely with our operational efforts as well. We have had quite a bit of dialogue with the Department of Water on this issue. They have gone out to retain a consultant to help create the mapping and establish with the current fire flow is, and where the needs for improvement are—we are a part of that as well. We do have a working committee made up primarily of our operational folks that drive our technology issues. We have a really talented bunch of folks that are well in tune with Geographical Information Systems (GIS) mapping and have created some field maps for our crews to utilize. While enroute to a call, while preplanning a district that has some limited information, it is essentially a crowd source information that either we have identified and plugged in, or that it has come to us from one source or another that we have embedded in an overall mapping tool that our crews can use. So, that has become available to them now, again, as we have

spoken to the community group and others, for us, the key is awareness, where are these places? Where can we expect to in the short term have these problems, and that will help us to support the response on the backend. The long-term fixes are infrastructure related. I know the Department of Water was working hard to address all of those kinds of things. They have been great partners for us. I have to say that Joe Tate has been very open with their information and information sharing, that has improved our awareness of where we need to have our concerns where are problems are at. So, there is no specific call out in the budget for that, but that is part of our overall prevention effort.

Councilmember Cowden:                      Okay, thank you. As I have said before, I would love to get the E-mails of the reports on this. As Committee Chair for Public Safety & Human Services, it is great to know that we have this mapping consultant underway, and I would love to be able to have that information. It can happen at a different time. Thank you.

Chief Goble:                                      Thank you.

Council Chair Kaneshiro:                      Councilmember Kualii.

Councilmember Kualii:                      On page 151, the positions, you talk about Position No. 626 Fire Prevention Inspector II that is 9-month funded, that position has been vacant for a very long time—five (5) years, and it was dollar-funded last year, is this a hard to fill position and is the position you can promote from within?

Chief Goble:                                      Yes, and yes. It was dollar-funded last year, so we elected to leave it vacant. As we roll into this coming year, it has already been pointed out that Captain Makepa with our Prevention Bureau is implementing a number of changes in the way that we do business; the efforts in Anahola are a part of that, the coordination with the Department of Water on the fire flow issues is another indication of that, another challenge that we have is around our plan review, our business inspections, and all sorts of other things that have been largely, again, this is back to the reactive versus proactive stance that we have had. Many of our inspections were complaint-driven or a result of tenant improvements or those kinds of things that have driven the action on behalf of the Fire Department. We would like to be much more proactive in the way that we deal with Fire Code compliance on the frontend, so we look at this position as something that will help us to get there. We are currently working through Fire Code amendment package that is going to get us more engaged in these processes, specifically on the residential plan review side of things, change our fee structure a little bit to help support this overall effort, but this overall effort is not just going to take money, it is going to take time and effort on behalf of the inspectors, as well. We definitely look forward to having this position filled. It has historically been difficult for us to fill. With the Department, it is one off. This is considered a Lieutenant or equivalent to a Lieutenant position for us. It is the only one like it in the Department, so there is limited path for promotion. It is disconnected from the rest of the departments, so there are a number of challenges with the structure, but we want to make the position more appealing, we just have not landed on the right formula to make that



successful, so we are fine with it being short funded while we try to sort out how can we best utilize this position to move the needle forward on our prevention efforts.

Councilmember Kualii:                      Of course you are working with HR to look at all your options and to maybe redescribing the position or what have you, right?

Chief Goble:                                      Yes, of course. We did have a proposal on the table to restructure this and this was part of that restructure, but as we reflect and review, we see a need in this area, ultimately, how we define that role is something that we are working on.

Councilmember Kualii:                      Thank you.

Council Chair Kaneshiro:                      Councilmember DeCosta.

Councilmember DeCosta:                      Chief, on the Lieutenant pay, that is not so attractive because the upward mobility to move up the pay scale ladder, what is the final pay scale on the Lieutenant position? What is the highest pay that Lieutenant position will go?

Chief Goble:                                      I do not have that at my fingertips.

Councilmember DeCosta:                      Okay, you can get that to us later.

Chief Goble:                                      Okay.

Councilmember DeCosta:                      Chief, one more question, is that position Monday through Friday, 8-hour day?

Chief Goble:                                      It is. That is another obstacle, is the change of schedule. Again, these are typically promotable, this is a represented position, so it would typically come from within our organization, and things like the schedule, the unique nature of it, the upward mobility question, again, ability to earn becomes a challenge, because you cannot rank-for-rank for another Lieutenant because there are not any, so things like that are things that challenge us in these kinds of roles.

Councilmember DeCosta:                      I understand you, Chief. I just look at how much a firefighter makes, and you folks all make pretty good money, so I am wondering about this Lieutenant position and the five (5) days, off every weekend, it sounds like a schoolteacher when they grumble about the money they earn—they actually have a really good schedule. I just wanted to throw that out there.

Chief Goble:                                      I will share, it is not typically money-driven. Most of the folks that sign up to be in the Fire Department, signed up to put out fires, help aunty when she slips and falls in her home, and those kinds of things—they are very action oriented, so a role like this, where it is primarily Administrative, is a tough transition for them.

Councilmember DeCosta: Thank you.

Councilmember Kualii: Councilmember DeCosta, on the Vacancy Report it shows the salary range for Fire Prevention Inspector II as \$78,420 on the low-end and \$111,612 on the high end.

Councilmember DeCosta: Thank you for pointing that out for me. Not being a firefighter, Fire Captain, or Fire Chief, you already got that for me, thank you.

Councilmember Kualii: HR gave it.

Councilmember DeCosta: Thank you.

Council Chair Kaneshiro: Council Vice Chair Chock.

Councilmember Chock: Thank you. Chief, my understanding is that the Prevention Bureau reviews are permitting permits. I do not see it here, as to where that would be seeded, so I am curious. That is my first question.

Chief Goble: The permit review is all part of that inspector role.

Councilmember Chock: Okay.

Chief Goble: The Firefighter IIIs that are assigned currently to prevention—that is part of their roles and responsibilities.

Councilmember Chock: Thank you very much.

Chief Goble: This part of the Fire Department just incidentally is revenue generating, although, certainly no self-sustaining in any sort of way, but again, this is part of Captain Makepa's efforts to revision this bureau. Historically, I look at revenue generated through this division and in 2019, the revenue was about \$28,000, in 2020 the revenue was about \$61,000, and since Captain Makepa has come on board that almost doubled in 2021. A couple of things, what we learned is that our ability to collect the fees for permits, inspections, plan review, and those kinds of things was not that great, so there was a little bit of money still left on the table out there, so part of that \$127,000 collected last year was "make up" money from that, but going forward, we anticipate that our revenue stream will go up some and be sustained at a level that has been higher than we have historically seen.

Councilmember Chock: That is great news. A follow-up to that is, the Planning Department is investing in the Land Information Management System (LIMS), is there a crossover with the permitting review process within the Fire Department.

Chief Goble: Yes.

Councilmember Chock: Okay.

Chief Goble: That is a great point. Again, that is an initiative that we have put in place to address that problem that we had been keeping records in a spreadsheet, and that was not an effective tool for us. Again, Captain Makepa went over to figure out what is the best way is, talked to the folks at Building and they turned them on to the LIMS system, then over in Finance, and now it is all working together. I think it is going to be a very effective tool for us to help collect the fees going forward. They can actually collect the fees online, as opposed to the old system where someone literally had to come in with a check in their hands to make a payment.

Councilmember Chock: Thank you.

Council Chair Kaneshiro: Councilmember DeCosta.

Councilmember DeCosta: I am on page 158, is that okay or did I jump too far ahead? I can wait.

Council Chair Kaneshiro: I think you jumped too far ahead.

Councilmember DeCosta: Okay. On page 151, is that in collaboration because that is my tie between the two (2) questions? Is that okay?

Council Chair Kaneshiro: Yes.

Councilmember DeCosta: Chief, I am looking at the regular overtime \$91,730, what do you mean when you call regular overtime? Is that in the operations part of it, where the men are out fighting fires or is it just to cover shifts within the rotation that someone would have called in sick, and you would need to replace them?

Chief Goble: In this bureau, it is basically two (2) categories of regular overtime. There is the call out overtime that happens when a fire happens in the middle of the night. This is also the group that goes out and does the fire investigation for origin and cause, so that is one piece of the regular overtime puzzle. Then the other piece is programmatic, related to our community risk reduction activities out there. So, this is a small team of folks, but we have full force multipliers out in fire stations. We have firefighters that are going out and doing the fall prevention assessments and education in folks' homes, so that compensation to perform that service is coming out of this fund as regular overtime.

Councilmember DeCosta: Chief, my big concern would be, these employees that do that, do you try to rotate them every year, or do they stick on this program for three (3) years, because our county retirement system says that on the high-3 that is what they retire with, so if only a select few people are getting this overtime, we are going to be setting them up with a "fat" retirement.

Chief Goble: Right, that was the problem. Actually, in a nutshell, that was the excess pension problem, that a lot of this kind of work was unregulated, and the same folks were scooping up all of it, driving their high-3. So, for us, we have limited the amount that is available to folks, you cannot be on every one of these groups that goes out and does this work, and within those smaller work groups there is also a rotation that cannot be the same people all of the time. Yes, we have put those controls in place.

Councilmember DeCosta: Thank you.

Council Chair Kaneshiro: Are there any further questions for Fire Prevention? Councilmember Kualii.

Councilmember Kualii: On page 156, it ties into this overtime too, because I see the overtime item there, but on the Fall Prevention, the line item is \$3,360, so I get that you said that you go into the homes and do an assessment and education, do you also provide small accessories to *kūpuna* to improve their homes to prevent falls? If so, is \$3,360 meeting the demands of what our *kūpuna* needs?

Chief Goble: It is currently. That is the request from this group, but we have great partners with the folks over in Elderly Affairs. They have access to a lot of grant funding and funding streams that support the majority of it, this is just a small portion.

Councilmember Kualii: Thank you.

Council Chair Kaneshiro: Next up, is training. Are there any questions for training? Councilmember DeCosta.

Councilmember DeCosta: Chief, I noticed on the regular overtime on training it is almost four (4) times from the last discussion we had going out to the homes, and you told me you fixed that part of the high-3, so I am wondering why is the overtime so high in this training budget?

Chief Goble: This is another one of those areas that we defined as discretionary. This budget is much tighter than it has been historically for the Department because of that very issue. We have re-tooled our training processes significantly. A lot of the training that we deliver is now happening in an on-duty status. There is a lot of specialty training that falls outside of that where we do not have all of the team members in a single station, so it is hard to accomplish that training to meet the standards and the compliance requirements for maintaining training for service delivery, so this budget accounts for those kinds of things. In the past, we put on for example, an Emergency Medical Technician (EMT) class and everyone in the classroom would be on overtime, the instructor would be on overtime, and that would come at a considerable cost. Now, what we have done is we have re-tooled that, we will pay an instructor to provide the instruction in a kind of an

overtime kind of way, but that instruction is getting taken out to the fire stations and delivered to the folks who are currently on-duty, so that is how we have contained and controlled these costs. This is something that we monitor constantly and pay close attention to, again, for those same reasons, we do not want to drive those unintended consequences beyond the overtime cost in the budget, there is the downstream impacts of the ERS payments as well, so we do monitor this closely.

Councilmember DeCosta: Do you have time within your busy schedule at the fire station that the men or women have time to go through a training, is there down time?

Chief Goble: Yes, and it is an important part of their duties. I will break it down as simply as I can. They are there to do two (2) things; they are there to respond to calls—that is their primary responsibilities, then the second part of that is they are there to prepare themselves to respond to calls.

Councilmember DeCosta: I do not want this training to take away from their response time or their response to a community fire or if someone needs help, so that is why I asked that question. That is all.

Chief Goble: Correct. That is why we do have to break out some of the training, because it is not conducive to breaking away and running the call. All of the training that we provide in the stations is something that we can drop and respond immediately from.

Councilmember DeCosta: Thank you.

Council Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: As simply as you can answer this, because I do not want to make you repeat this. I have had the benefit of being able to do some of this fire training that we have done prior to COVID-19. It was really great. They have a whole platoon structure on their nonday, so we get how you put people on something to hook them up to get up to the helicopter, the active shooter training—is great. You might have seven (7) stations, and everyone rotates around, and they learn as a group. My view on that was, it was really good because the entire platoon got consistent instruction, are you saying we dropped doing that because of the overtime impact?

Chief Goble: I am saying we modified that. To your point, there are some trainings that, that group dynamic is very important, too. Then, others where it is more individually targeted or small group targeted, so we try to walk that fine line as to what method are we going to choose for any given type of training. EMS training for example, very well suited for small groups. They bandage each other up and put a sling on or go through their skills and check off things in small groups, but to your point, these large rescue operations that often involve more than one crew at a time, are sometimes better delivered in a group because you get that cross pollination of information sharing, everyone has a

different skill level, everyone sees the problem from a little bit different perspective, and that kind of exchange of information is important in those scenarios.

Councilmember Cowden: Thank you.

Council Chair Kaneshiro: Are there any other questions for training? If not, we will move on to Water Safety? Councilmember DeCosta.

Councilmember DeCosta: Chief, I believe Water Safety is an entity in itself, it is so unique compared to the Fire Department. I noticed your Ocean Safety Bureau (OSB) Chief, how high up is that position on your hierarchy? Does he or she stand directly below you, underneath the Deputy, or underneath the Assistant Fire Chief?

Chief Goble: Currently, that position is slotted directly under the Deputy Chief and equivalent to Battalion Chief on the Fire side. This is an EM III position, so on par with the Battalion Chiefs on the Fire side. There are sixty (60) people in our Ocean Safety Bureau, so Chief Vierra has overall responsibility for those sixty (60) folks, and to your point, the very specialized discipline of ocean safety.

Councilmember DeCosta: Okay, thank you for that description.

Council Chair Kaneshiro: Councilmember Kualii.

Councilmember Kualii: On page 169, in about the middle of the page for the Kekaha area division, the vacant position 616, Ocean Safety Officer I, it has been vacant for five (5) months, but on the status of recruitment it said, "no request to recruit." What are your plans for filling this position and is this the entry-level position for Ocean Safety, and if it is, do you have something like they do with the Parks Department, where they have an eligible list where it would make recruitment easier because you have a pool of candidates identified?

Chief Goble: Yes, to all of the above. This position is actually vacant through a chain of events, but ultimately, it is related to termination of an employee a little over a year ago. There has been some limited upgrade of part-time folks to fill the positions, but we intentionally left a void while that termination process has worked its way through. We are in a little bit of a staffing crunch currently. Normally, we have an eligible list established that is good for a period of time, forgive me, I cannot remember if it is six (6) months or a year, that recently expired back in January. We went to recruit and for whatever reason, we are having a challenge in this environment in recruiting for that position. During the height of COVID-19 we had plenty of great, qualified candidates. As COVID-19 has wound down a little bit, that pool has shrunk on us. We posted this a couple of times since the beginning of the year, and it has not produced viable candidates to this point. We recently met with HR, and they made the recommendation to open this up as a continuous recruitment, so that is where we stand today. It is currently in recruitment, and we will leave it open, and take people as they come. Part of our challenge has been getting people

scheduled in for the physical assessment and interviews, so we are opening that up to give people more opportunities to come on board with us.

Councilmember Kualii: Thank you.

Council Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: I noticed Kē'e Beach is dollar-funded, what is the reason for that?

Chief Goble: The reason for that is because the State has come through and provided funding for that in the 251 side of the ledger, so it is grant funded. We have these dollar-funded positions out here, because sometimes those folks will be assigned to a different tower. Those position numbers, we just have to have the ability to pay them. That is the mechanism that allows that to happen, but the positions are funded through the State, currently.

Councilmember Cowden: Okay, thank you. Is Janine Rapozo on or is Human Resources on? I have a question that applies to this, that could apply to anything. I noticed that we are dollar funding workers compensation, unemployment, and Medicare across this whole area. Can you please explain to me again, where is that money being set aside to pay these positions?

JANINE M.Z. RAPOZO, Human Resources Manager III (*via remote technology*): The dollar funding of workers compensation, unemployment, I cannot remember the last one you stated, was a budget strategy that was used several years back during the Carvalho Administration when funding was very tight, and there was a lot of unexpended moneys at the end of the budget year. So, because these are unanticipated costs, we never know when there is going to be an injury, we never know when there is going to be unemployment claims; this was a strategy that was used in order for us to balance the budget versus having money sitting a particular department's budget, and it may never be used.

*(Councilmember Chock was noted as not present.)*

So, what departments need to do, is use their unexpended moneys in order to fund those should they have those expenses, and if not, they would have to figure out a different way. If there is no money available, then they would have to probably float a money bill.

Councilmember Cowden: Okay. Basically, there is natural padding across any budget that is responsibly set up and this is an area where it would be absorbing that unexpended funding. We have done it in other years and we did it last year. I just needed that reminder, because I know that it can be significant.

Ms. Rapozo: Yes.

Councilmember Cowden: Thank you.

Council Chair Kaneshiro: Are there any other questions from the Members?  
Councilmember DeCosta.

Councilmember DeCosta: I have one on other services page 170. Chief, I am looking at the Junior Lifeguard program and the Keiki Lifeguard program. I am glad to see that you have those programs in place, is that \$15,000 allocated enough for you to run those programs?

Chief Goble: It is. Again, largely because we get a lot of community support for this, and a lot of funding comes from private sources to support this through the KLA. Again, I cannot overstate the value that organization brings to the overall Ocean Safety program. This is money that is put to great use. We are happy to say that we are planning a full slate of Junior Lifeguard programs this year. Last year, it was limited with COVID-19 restrictions, then before that, we did not have one at all. The community needs this. It is a great experience for the kids and expands overall awareness and safety in the water for the entire island, so we are excited about it.

Councilmember DeCosta: Thank you. I am an advocate for children myself, as a teacher, so I was in very much support of you, and asking if you needed more money for this, that was my question. The second question, do you allocate human positions to run this?

Chief Goble: Yes. The primary instructors for this come from the Water Safety team. They sign up to be instructors and support the efforts, and it is something that is absorbed in our budget.

Councilmember DeCosta: Give or take, how many positions would come and support this on any given time? Just for my own interest.

Chief Goble: I know we strive to maintain an instructor to student ratio, so it depends on the size of the group that we have, but we do this in segments. I think there are five (5) locations this year. I do not know the exact number, because I do not know how big each of the groups will be, but typically, there are five (5) or six (6) instructors on hand to help support these groups, then there is a group of folks that volunteer their time, too, they just show up because they love being a part of it.

*(Councilmember Chock was noted as present.)*

Councilmember DeCosta: That is all. Thank you. I support it all the way.

Council Chair Kaneshiro: Councilmember Evslin.



Councilmember Evslin: In follow-up to Councilmember DeCosta's questions on page 171, it shows no travel occurring for the Junior Lifeguard program, is that because there are no off-island competitions this year or is that just funding constraints?

Chief Goble: There have been no coordinated effort for expanded competition, is the short story. If that comes to fruition, we will rely on our partners to help us get there. That typically has not been a challenge for us. Again, the community is strongly behind this, proud parents are a part of it, so it all tends to work out for us.

Councilmember Evslin: Thank you. It would be good to know, it would be good to get these kids competing off-island. Thank you.

Council Chair Kaneshiro: Are there any further questions for Water Safety or for the Chief before we move on? If not, thank you, Chief. We will move on to Emergency Management.

Chief Goble: Thank you everyone.

#### **Kaua'i Emergency Management Agency**

Council Chair Kaneshiro: Next up, is Emergency Management. Elton, do you want to give us a brief overview of your budget?

ELTON USHIO, Emergency Management Administrator (*via remote technology*): Chair Kaneshiro, Vice Chair Chock, Members of the County Council, thank you for giving us the opportunity to come before you today to present our Fiscal Year 2023 County Budget. In getting started, I want to first thank the Mayor, the Administration, the County Council, and all of our whole community partners, County, State, Federal, non-governmental entities, and the people we serve for your support and contributions in helping KEMA and Kaua'i face another operationally challenging year for Emergency Management. We come before you today with what we feel is a fiscally responsible and balanced budget. I will point out that our primary increases have to do with contractual obligations from multi-term contracts and site leases. We do have a couple of new equipment items, primarily to support our public safety partners, first of which is fire suppression system for the 800mhz radio system equipment located at the Hanalei Fire Station and upgrading the access control system for the KPD alternate dispatch center at the KFD headquarters. The current Fiscal Year has been a challenge, but as I have said, KEMA has put this budget before you, but also, I do want to point out to the Council that we have significant amounts in grant funding, primarily Federal and State grant funding that we use to try to synergistically manage, maximize, and save costs as far as efficacy and costs to county. With that, today, I am here, I have support staff standing by, and we will be ready to field any questions you may have for us.

Council Chair Kaneshiro: Are there any questions from the Members on the overview? Councilmember Cowden.

Councilmember Cowden: I wonder if you could just speak for a moment on the amount of expansion of staff that has been required through this COVID-19 time and how can we constructively go back to a lower number? I want to acknowledge your term in office, at least my whole term in office, I should say, you have been in an emergency. I do not think there has ever been a break. There has been this expansion in staffing, then we are going to be contracting, can you speak to that and how those team members move off, or how we adapt?

Mr. Ushio: Councilmember Cowden, yes, KEMA has expanded in staffing. Specific to COVID-19, we are currently with seventeen (17) additional personnel primarily supporting the Emergency Operation Center (EOC), Incident Management Operations, other operations such as, Testing at the Kaua'i War Memorial Convention Hall and the vans, along with the logistical support. All incidents are scalable, and we have just gone through slight scaling back with the demobilization of the National Guard. With that, we lost several positions on the National Guard side, not funded, and not County employees. We have ensured that the staffing level for testing operations is still adequate. There is a commitment to continue that, but of course we will be looking at demand, supply, and how we slowly transition back to the new normal, and at such a time when we phase out, positions will go away, and we do not intend to have to continue the full scope of operations as we phase out. Eventually, demobilization gets us back to normal or what we would call the new normal.

Councilmember Cowden: We are looking at 2023 and overall, we have gone up in cost from 2022, you said somewhat that is on contractual obligations. If we do not have a new disaster, I understand that is a big "if," but would we be looking at 2024 to be looking to continue to decline towards what it was in 2019? Are we picturing a slow bell curve? Is it going to go back down?

Mr. Ushio: Without a crystal ball it is hard for me to commit to what that is going to look like, because a lot of things contribute to the budget process. We work closely with the Administration, and we see what the revenue outlook is going to look like, what our budget strategy is going to be as a county...disasters will not necessarily affect our budget in that if it is a major disaster, we hope to leverage as much Federal Emergency Management Agency (FEMA) assistance as possible.

Councilmember Cowden: Thank you.

Council Chair Kaneshiro: Councilmember Kualii.

Councilmember Kualii: On page 177, the vacant Position No. 2502, which is Emergency Management Staff Specialist II. It just went vacant in January, but it says "no requisition to recruit." When will you start recruitment? How long do you think it will take to hire someone and are you confident they can be hired and ready to start by July 1<sup>st</sup>?

Mr. Ushio: Councilmember Kualii, our intent is to hire by July 1<sup>st</sup> for that position, because that is a key position in our operation. The fact that it is not out for recruitment at present, it is not indicative of lack of prioritization, but in all honesty our focus has been so much on COVID-19 and maintenance of staffing and operations in that area has taken much of our staff time, but we do intend to fill that by July 1<sup>st</sup>.

Councilmember Kualii: Position No. 9403, Accountant II, I think I saw on the Vacancy Report where it is listing it as a different position, Grant Fiscal Specialist, but the position Accountant II was open for about seven hundred (700) days, since April of last year, what is the status of that? Did you redescribe that position or are you recruiting for someone to come on board by July 1<sup>st</sup>?

Mr. Ushio: Yes. Councilmember Kualii, we are currently working on reclassifying that position from a Grant Fiscal Specialist to Accountant II, and our intent is to hire as soon as feasible, so we will be reallocating, then recruiting.

Councilmember Kualii: Thank you.

Council Chair Kaneshiro: Councilmember DeCosta.

Councilmember DeCosta: Elton, what is the normal work hours that we operate?

Mr. Ushio: KEMA's normal work hours are like any other county agency, 7:45 a.m. to 4:30 p.m., but that varies with certain incidents when we are activated, it can be any time, day or night, occasionally 24-hour operations for major incidents, like most recently, if you say, something like the Waimea Valley rockslide, when we were in the flash flood warning phase or when we are in labor for twenty-four (24) hours, we might break for a little while, as time allows in the flow, or what we call the uptempo or battle rega, but it varies, but most days are 7:45 a.m. to 4:30 p.m. are normal.

Councilmember DeCosta: I appreciate it. I am looking at your regular overtime \$20,000, it looks really low compared to everyone else's overtime budget. Would you like to explain when that overtime is used, with a natural disaster, let us put it that way?

Mr. Ushio: That overtime can be used for Administrative work response to emergencies like flash flood warnings or what have you. The amount is low if we get into a major even, or many smaller events, but something that does not allow us to leverage FEMA funding, but as a baseline that is the amount that we have in there for many years at that amount.

Councilmember DeCosta: Thank you for that.

Council Chair Kaneshiro: Are there any further questions for Emergency Management. Councilmember Kualii.

Councilmember Kualii: Elton, on page 179, R&M Equipment, there are two (2) different items, the first one, Motorola 800mhz radio system, I am thinking the description got cut off here, so I want the rest of it. It says, "Year ten (10) of..." how many years?

Mr. Ushio: That is year ten of ten (10) years, is my understanding.

Councilmember Kualii: Okay, so it is completing. The one below, Radio System Software upgrade, year four of the \$312,000.

Mr. Ushio: Year four on the maintenance side, I defer to our Telecommunications Officer David, are you able to provide data on that?

Councilmember Kualii: If it is maintenance, it is going to be a continued expense, so it is just a contract that ends like year ten of ten, so next year you will enter a new contract and it will be year one (1), so it is not an expense that will go away is what I am asking.

Mr. Ushio: No.

Councilmember Kualii: Thank you, no need to pass it on.

Mr. Ushio: Thank you.

Council Chair Kaneshiro: Are there any further questions for Emergency Management? If not, it is 10:50 a.m., I am going to say, let us take our 10-minute caption break now, and when we come back, we will take the remaining two (2), which is Police and Prosecuting Attorney.

There being no objections, the Committee recessed at 10:49 a.m.

The meeting was called back to order at 11:01 a.m., and proceeded as follows:

### **Kaua'i Police Department**

Committee Chair Kaneshiro: Welcome back. Next up, we have Police. Chief Raybuck, if you want to give us an overview of your budget, and then we will go into questions.

TODD G. RAYBUCK, Chief of Police (*via remote technology*): Chair Kaneshiro, Vice Chair Chock, and honorable members of the Council. Good morning. Thank you for the opportunity to present out budget for your consideration. I want to share my screen here with you, so that I can do a quick overview of our budget before we get to questions.

Before I get into a few slides that provide you a snapshot of this year's budget request, I would like to recognize everyone that was instrumental in preparing this budget proposal, which is essentially a flat budget. First and foremost, I would like to thank the Mayor, the Managing Director, and the Mayor's Budget Team for their support and assistance in preparing our Fiscal Year 2023 budget. In preparation for our budget, Assistant Chief Ke, Assistant Chief Ponce, and Captain Ozaki each met with their respective bureaus to identify their specific needs for FY 2023. Deputy Chief Olsen and Fiscal Officer Daurice Arruda held multiple meetings with each of the bureau Assistant Chiefs to review and scrutinize each line of their budget to ensure we remain very conservative in our budget request. I think that you can see that by the budget proposal in before you today.

Recently, we discussed KPD's CIP Budget request for FY 2023, which was related to the planned Kawaihau Police Substation. This photo is an architectural artist rendering of the proposed substation just to give you a visual reference of that project and what we hope to see come to fruition sometime in the near future.

As you can see, this year our budget, as I mentioned has remained essentially flat. We have a 3.7% increase in our budget. This year's budget request is for \$41,701,000 and some change. That is an increase of just over \$1,400,000. As you can see, 91% of our budget goes towards our salaries and benefits, only 7% of our budget is in the operations area. Of the increase this year, \$383,687 is where we are seeing an increase in our operations, and 74% of our budget increase is due to an increase in benefits, as you can see on this slide as well.

To give you a quick overview of our budget snapshot, this year in our bureaus, the Chief's Office budget increased slightly, \$56,000; our Administrative & Technical Bureau Budget (A&T) decreased by \$106,000; our Investigative Services Bureau (ISB) increase by \$224,000; and then the Patrol Services Bureau budget increased by \$209,000. That is the total for our total operating budget increase, which brings it to \$383,687. Of note, about \$200,000 of that \$383,000 increase is for a replacement of marked patrol vehicles to address our significantly aging fleet of vehicles due to the delay in us being able to replace vehicles and their extended life that are currently out there on the road.

Just to give you a quick staffing snapshot before we get into the budget, on the commission side or sworn side, we have authorized one hundred sixty-one (161) officers. There are vacancies that you can see here. In 2017, we had sixteen (16); then we went to twenty-one (21); 2019 when I came in, we had twenty-five (25); in 2020 we made some headroom there at nineteen (19); and then in 2021, we were down to eighteen (18). Why I wanted to point this out is because each year you get a Vacancy Report that shows how many vacancies we have, but what is not clear is the hard work that goes into hiring people to stave off our attrition that occurs naturally and every organization does, obviously, so here too. Of note, in July of 2021, we had gotten our sworn vacancies down to 8, which is the lowest vacancy number probably in at least a decade, if not more, in KPD. That was really because of the hard work of our Administrative & Technical Bureau (ATB) folks, our training folks, who have been continuously training for almost 2½ years, back-to-back recruit schools, a great response in our recruitment drives, and things like that. If you look at the 2020 line where it says our attrition rate, we lost thirteen (13) sworn officers in 2020 due to retirements, resignation, or separations, and we hired nineteen (19). In 2021, we had fifteen (15) that we lost through attrition, while we hired seventeen (17). You can see that just in the last two (2) years, our team has been able to hire thirty-six (36) sworn officers to combat

the loss of the twenty-eight (28) through attrition. While it does not look like we have been making significant headway, we have reduced our vacancies from 2019 into 2021 and we will continue to work hard in that area to put more officers out into the streets.

On our non-sworn side, we currently have thirteen (13) vacancies. I know that we will discuss this more in a few minutes. I wanted to just give you a brief update on what the vacancies look like and the status of those vacancies compared to what I think you have in your package. Two (2) of those non-sworn vacancies are pending current start dates, five (5) of them currently in the background phase, and we hope and anticipate that they will clear that background phase and be offered positions of employment, two (2) are in the interview stages for selection, three (3) are currently out for recruitment, and 1 of the positions that we had recruited, the individual declined the offer for that position. Out of the thirteen (13), we have eight (8) that are projected start dates between April 7<sup>th</sup> and July 1<sup>st</sup>. With that, I will stop sharing my screen if I can figure that out, and answer any questions that you may have.

Committee Chair Kaneshiro: Are there any questions from the Members on the presentation that we just saw? Councilmember DeCosta.

Councilmember DeCosta: You rattled out a bunch of numbers, but what I gather is the sworn of new thirty-six (36) officers in the last two (2) years, but we still lost twenty-eight (28) officers in the same 2 years. Basically, it is a new induction of eight (8) officers during a 2-year period. Is that correct?

Chief Raybuck: Well, a gain of 8 officers in that timeframe. Some of those resignations, unfortunately, during that timeframe, Councilmember DeCosta, in the last two (2) years, we have lost people for several different reasons; six (6) of them, believe it or not, due to COVID in one way or another. That has had an impact. Some of them by retirement, and some who took the job and then once they got into the field, decided that law enforcement work was not for them. We have a positive gain of eight (8) officers in our vacancies.

Councilmember DeCosta: Chief, do we have some kind of retention intervention plan that we can try and use to keep these new officers that get into the field that figure out that maybe the work is not for them? In Hawai'i and especially Kaua'i, our culture is *'ohana*. Can we create some kind of support system for them, or even for the older officers? I noticed that we have lost some really good older officers. Can we keep them around? Is there a way that we can maybe encourage them to stay on the force a little longer? I am pretty sure if they worked thirty plus (30+) years for KPD, they are feeling a sense of family, so would they not want to assist you and keep KPD going forward?

Chief Raybuck: I would hope that they would want to continue to work for us, but this is a demanding and difficult job. One of the things I think that our attrition rate shows that unfortunately, some people who are very well intentioned and motivated for this occupation get here and realize that it is not like what you see on television. I think one of the things that we do well, and HR assists us with, is to be able to do our exit interviews to determine why people are leaving. Some people just retire, and good for them. This is a difficult job, and it is not like other jobs. One-year here in law enforcement is kind of like "dog years" in some other professions, because the level of trauma and stress that people go through. It is healthier long-term for some people to retire and move on, and then for some people, it is just the end of their career and so they move on for other reasons. We

do lose some people due to the cost of living or due to family issues. We have lost several people who had to move to help take care of family members and some have left for financial reasons. One of the things that we continue to discuss here at KPD is trying to ensure that we can educate people coming in what the job entails. We have talked about looking at ways to educate people in the testing process a little bit more about what it is, so we hopefully do not lose as many once they come on. But it continues to be a problem nationwide. Unfortunately, the commitment and the passion for joining and policing is significantly declining and has been many years. As you have probably seen in the papers, Maui Police Department has over one hundred (100) vacancies and Honolulu Police Department has three hundred (300) vacancies. To be quite honest with you despite the many valiant efforts that those departments are doing to try to curb those losses, I do not know that they will ever pull out of that *puka*. It is such an insurmountable task given our limited recruitment pool that we have here on the island and the isolation that we have. We do not have neighboring communities where people can easily commute into the neighboring communities to be a police officer. We are competing against communities, especially in California, that are struggling as well who are providing significant sign-on bonuses for their officers and moving expenses. We cannot necessarily afford to provide. We will continue to struggle in that area. But what I am really proud of is that despite all of those challenges, our team has done significant well, in fact, heroic in hiring and maintaining our levels of officers here at KPD.

Councilmember DeCosta: Chief, I agree that you folks have done a good job in hiring. It is just that when you hire a new officer, he or she does not have the extensive knowledge like our old-timers. That is why I brought up a retention plan to try and keep our older officers on for a little bit longer. How is the overall morale of the Department compared to other states such as California? Are the officers okay with all of the restrictions that are put upon police officers, all of the different type of training or body cameras that they have to use now? How are they feeling? Are they feeling less supported? Is the morale up or down on Kaua'i in the Department?

Chief Raybuck: That is a great question. For me, I try to get out into our police cars as often as I can. I just did a ride along a couple weeks ago on the Westside. It gives me an opportunity to get that temperature check from officers in the field about how things are going and what they are seeing out there. It also helps me to be more in touch with our community that we serve. You mentioned a lot of things about morale, and I certainly think that our officers do feel the strain, even if it is not the same challenges here. I think we are very fortunate, specifically on our island, that we have not seen some of the dramatic interactions between the police and the public. I think a lot of that has to do with the caliber of police officers that we have and the community that we serve. We are not just, as I have mentioned in the past, the majority of our police officers come from this community, and they are connected to this community, so there is that sense of *'ohana*. But it does weigh on people when you see police officers that are charged for criminal acts, some of them deservedly so and some I think out of political pressure. It does affect morale. I think the most important thing that helps us here at KPD is that we have a community that is very supportive of our police, and we have a County Council and the Office of the Mayor that is very supportive of our Police Department as do our community partners. I would say that I think morale is much higher than a lot of police departments even within our own state and the mainland.

Councilmember DeCosta: Did we ever do any kind of survey on the morale of the Department? Did our Commission ever do any kind of survey like that before?

Chief Raybuck: The Police Commission did commission a survey recently in the last couple of months, and the results were compiled by the Boards and Commissions. We are awaiting them to have the opportunity to be able to put that data together and present that information for us to review.

Councilmember DeCosta: Perfect. When it is all done, could we get a copy of that later?

Chief Raybuck: I would certainly ask Boards and Commissions to be able to provide that to you.

Councilmember DeCosta: Thank you, Chief.

Committee Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: I just have a little bit of follow-up on his questions. You might not be able to answer this easily, but how much of people who have left, rough percentage, have been those with ten (10) or more years of experience. I am just wondering what our ratio is, experienced sworn officers to brand-new ones. Of course, I support all of our brand-new ones. It is just that we want to have that institutional memory and experience.

Chief Raybuck: I apologize, I do not have the complete breakdown in front of me. We did do a survey of those who left the Department to identify how many were based upon retirement, how many were based upon resignation, and then what reasons they left. Were they leaving because they moved back to the mainland or was it their time to go? I do not have the actual numbers before you, but what I do recall is that it really is very evenly spread out where we see people, a fair share, that leave because of retirement. People do twenty-five (25) years or more in this career field, and it is just time to move forward. It would be great to keep people thirty (30) to forty (40) years. I just hit my thirty (30) year mark myself, and thirty (30) years is a long time to do this job and for some people, it is just time to move. We do see an equal number of people that resign because of the fact that it is difficult. It is a difficult job, it is difficult to live here, and they move back. I can get you those numbers...a little bit more in tuned for you if you would like for the future.

Councilmember Cowden: Okay. Thank you. Experience matters. Something I just want to acknowledge that might be more difficult in a rural, small community like this, but these officers when they are going to car accidents or whatever, they typically know these people and it has that extra layer of trauma. It is not just the incident; it is the relationship with people in the incident. I want to acknowledge the emotional impacts for both our Fire, Police, and Water Safety employees when we have these challenges. Thank you to all of the Police Department for the work that you do.

Chief Raybuck: Thank you.



Committee Chair Kaneshiro: Are there any other questions? Council Vice Chair Chock.

Councilmember Chock: Chief, thank you so much for the presentation. I think what you put together is comprehensive. I do have a question about the Waimea Substation. It is showing up as a lease, which has doubled our building lease in the budget. I understand the lease is for five (5) years. Have we had any initial discussions on the long-term viability of another location that would be under County's purview, or reestablishing another location on the Westside on County property?

Chief Raybuck: Vice Chair Chock, thank you for that question. Yes. We have started to have conversations about what the long-term strategy is for our presence on the Westside. I think that five (5) year lease will give us that opportunity to continue to engage and expand on those conversations. As we look forward, one of the things we want to do, we see where the population base is. 'Ele'ele continues to grow in size, you have Waimea, and some other areas. So, looking for a more centralized location to disperse our units out into the field, perhaps what would be great, albeit, it probably will not happen in the next five (5) years, is I referenced Kawaihau. We have been working on this for the last fourteen (14) years. We would like to see an opportunity for us to explore building our own police station out in that area, but one thing to note is that County does own the building that we are in currently, so it is a County-owned property. In one way, we are assisting to support a County building.

Councilmember Chock: Thank you.

Committee Chair Kaneshiro: Councilmember Evslin.

Councilmember Evslin: As a follow-up, where does that lease money go if it is County-owned?

Chief Raybuck: That is a good question. I do not know all of the intricacies of the roadmap of how the funds flow, but that property is run and managed through another firm. I see the Managing Director has jumped on, so I will let him kind of explain that for us.

MICHAEL A. DAHILIG, Managing Director (*via remote technology*): Good morning, Councilmembers, Mike Dahilig, Managing Director. Just to provide some context to Councilmember Evslin. The first phase of the Kaua'i Technology Center is actually owned in fee by the County, and it was built through a CDBG grant well back prior to many administrations with the support of then the late Senator Inouye. That particular site, the moneys that are being earmarked as a lease, I helped to negotiate with the Chief, the discussions with KEDB who is currently managing that Phase I and Phase II of the facility, is to essentially treat the relationship as a lease situation versus something that we would have to work out some kind of weird common area maintenance type of scheme with a

separate type of arrangement. We kept it as a standard agreement with KEDB like we would with any other lessee. Like any other situation, most of it is predominantly going towards common area maintenance and going to those types of R&M things to upkeep and keep the facility in Phase I running and in good work.

Councilmember Evslin:                      Okay, thank you.

Committee Chair Kaneshiro:            Are there any other questions on the write-up and PowerPoint presentation that the Chief presented? If not, we will move into the budget starting with the Chief's Office. Are there any questions on the Chief's Office?  
Councilmember Kualii.

Councilmember Kualii:                      I know there is a total of thirty (30) vacant positions and I have specific questions on three (3). There are eight (8) total positions where the recruitment status said, "will recruit in May/June." When we were talking with the Director of Human Resources and I asked her about the quickest period for recruitment that can happen, she said a month. I would recommend that you get them started in May as opposed to June just to make sure that they are available for July 1<sup>st</sup>, because that is what we are budgeting for. The first position is on page 99, near the top. Position No. 310, Unit Supervisor. It has been vacant for quite a while, six hundred fifty-two (652) days, June of 2020. If the recruitment status said, "no requisition to recruit," what is the plan for filling this position?

Chief Raybuck:                                      Councilmember Kualii, thank you for that question. This has been a difficult position for us to fill. That vacancy came about based upon a retirement, and so we have been working really hard and closely with HR and appreciate all of the work that they have been doing to try to help us fill this position. Since its vacancy, it has been filled by a sworn officer, and that is not an ideal position because we basically "rob Peter to pay Paul" to cover this position. Some unique challenges of this are that the position requires specific previous experience as a Records Supervisor, and we do not have anyone internally that meets that requirement for this position. I think we attempted to recruit for this on three (3) prior occasions or at least two (2) prior occasions and the update on it, is now it is open for continuous recruitment. We continue to look at opportunities, maybe to modify the job description to open it up to a broader base of potential candidates. One of the things that we have been exploring, and through the hard work of Daurice Arruda and Captain Ozaki, is looking at this working with HR to see if we can develop a position within the Department that would basically be a team lead position that would start to give someone internally the experience of records supervision so that they then could qualify for this position and we could hire from inside, because that would be our goal. But it has been just a difficult position to fill. We continue to work for it. It is a critical position. This Records Supervisor oversees our evidence area and records management, which includes the responses to attorneys, Uniform Information Practices Act (UIPA) requests, providing the Federal Bureau of Investigation (FBI) with our crime data records, and everything else. It is a critical position that we need to get filled.

Councilmember Kualii:                      Next position is Position No. 1315, Public Safety Worker I. It has been vacant since last June. It shows status as continuous recruitment, so what is going on? Are you going to get it filled to start by July 1<sup>st</sup>?

Chief Raybuck:                      These are actually newer positions that we created. To give you the background, the Public Safety Worker position is the employees that service our cellblock. Years ago, these positions existed; they had a very difficult time recruiting to fill those positions, and so a decision was made internally to staff it with police officers. The problem or the challenge and difficulty with that is with our shortage of police officers, I would prefer to have them on the street available to respond to emergencies or in our other areas within the organization. Our team looked at the opportunity to try once again to see if there would be an interest in this Public Safety Worker position. We recreated those positions, went out to recruitment, and so we have been successful. Actually, all three (3) positions, 1947, 1310, and 1315 have been in continuous recruitment. All three (3) of those positions are part of the ones that I mentioned in the beginning presentation that are in the background, and we hope to hire those positions by July 1<sup>st</sup>. It has been a great opportunity for us, not only because it frees up police officers, but it also gives us another layer of employees that can assist us in the organization where we need it.

Councilmember Kualii:                      Then the last position is Position No. 339, Parking Enforcement Clerk. It just opened since October of last year. It had a status of "no requisition to recruit."

Chief Raybuck:                      Again, this is a new position. If you recall, thank you to the hard work of Representative Nakamura and many community members on the North Shore fighting the Legislature for us to be able to receive funds from parking enforcement on the North Shore and those funds to be directed to the Police Department to offset off enforcement costs. It allowed us to work with HR to create a position for Parking Enforcement Clerk. That position is actually out for recruitment now. It closes April 6<sup>th</sup>, and so I hope we have some folks that have put in for that. I would love to encourage you to help us recruit that position, if you know anyone who is eighteen (18), nineteen (19) or twenty (20) years old who is interested in becoming perhaps a police officer one day, but they do not meet the twenty-one-year-old age requirement, this is a great opportunity to get in on the ground floor and start to learn our processes, systems, and assist us with a critical need in addressing some of the parking issues that we have throughout the island and specifically the North Shore.

Councilmember Kualii:                      Thank you.

Committee Chair Kaneshiro:                      Councilmember Evslin.

Councilmember Evslin:                      Just a follow-up again to the Waimea Substation Lease. It is \$66,000 to KEDB for a building that the County owns, and I heard the Managing Director say that was mostly common area maintenance. But \$1.92 per square foot, which is what that works out to per month, seems pretty expensive. Do not get me wrong, I think

it is great KPD is in there. I know that space has been a huge issue for our substation. It seems like getting them in a County-owned building is a good move. I am just still kind of wondering why that ends up so expensive for a building that the County owns.

Chief Raybuck: As the Managing Director mentioned, we did look at exploring different options. One of them was, as he stated, coming in and being responsible more for taking on the required maintenance, upgrades, and types of things like that. What we realized is that it would be very difficult for KPD to budget for the unknowns; if the roof needed to be replaced, if the air conditioning needed to be redone, or if there were major renovations, it would be very difficult for KPD to really be able to set aside that budget and perhaps encumber the County to help us with those. The deciding factor was to occupy that space as a tenant would. That was the decision that was made that we thought would be most beneficial for us to have a line item budget that would not fluctuate, that we could afford to manage.

Councilmember Evslin: Okay. Thank you.

Committee Chair Kaneshiro: Councilmember DeCosta.

Councilmember DeCosta: I want to try and absorb what Councilmember Evslin said. Are we trying to be proactive with the budget when we are leasing this building, so in case the air conditioning breaks or in case the roof leaks, then we have a budget item to fix it? Is that what you are telling me?

Chief Raybuck: No. What I mean is by having a lease, that responsibility goes back to the company. Managing Director Dahilig, would you like to jump in?

Mr. Dahilig: Yes. As a recap, if we were to be responsible for a space, there naturally would be common area maintenance fees that would include things like air conditioning maintenance, groundskeeping, electricity costs, water costs, and those types of things. We had two (2) options going into structuring the Waimea Substation site as either having to bear those costs or having them managed by a lease for KEDB, which has the remainder of the building. In the process of trying figure out whether we would create separate arrangements with KEDB to handle the electricity, water, mowing, surface repaving, painting, and those types of things to create pro-rata costs to have the Police Department share as its portion of usage for the overall building, it became very problematic versus simply doing what is the standardized cost for common area maintenance that is asked of any other lessee in that building on a square footage basis. So that is essentially what the fee is related to. It would largely depend on what is the normal operation of the building, rather than trying to look at it as a for-profit type of situation. That is what the current lease arrangement is, to largely have it encapsulate what are the common area maintenance that you would see with any other lease should the Police Department have gone to any type of storefront or anything in the Waimea area.

Councilmember DeCosta: I understand. Thank you.

Committee Chair Kaneshiro: Councilmember Evslin.

Councilmember Evslin: Again, the need to pay for common area maintenance, we are also paying for electricity, water, and sewer for that building for another \$30,000 or so. I get common area maintenance is actual maintenance and upkeep for the building. It just seems to me that \$1.92 per square foot is really high for that, again, for a building that County owns. If that is the best we can get and KEDB manages that building, and they are looking to maximize revenue in some capacity, I understand it. It just certainly stands out a little bit as expensive.

Mr. Dahilig: I would just respectfully say that if I could get something at \$1.92 per square feet somewhere else as a commercial class office space, I would obviously jump at it in a second.

Councilmember Evslin: That is not what I am saying. I recognize that is lower than market rate for commercial space, but again, it is a County-owned building, which we are not...

Mr. Dahilig: I guess that is why it reflects a discount rather than having it be reflective of any type of calculated debt service cost or those are the types of for-profit matters that are there. It does reflect the fact that we own the building and that there are no additional debt service costs that a normal commercial office space would tack on to what would be an addition. That is how we got it at this dollar amount.

Councilmember Evslin: Okay.

Committee Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: I do not know if I can just make a comment. Having had retail for so many years, it does not seem like an extraordinary number. I just want to support the choice for a flat rate for the year, because it can have huge shifts. I appreciate the choice for a flat cam charge. This does not sound out of range to me, so I am supportive of this line item.

Committee Chair Kaneshiro: Are there any other questions? Councilmember Carvalho.

Councilmember Carvalho: Chief, I just wanted to follow-up on the training facility lease down in Nāwiliwili, and just get a briefing on that if you can.

Chief Raybuck: Thank you so much. I will give you a brief overview and then if you want additional information, Assistant Chief Ke or Captain Ozaki can jump in and fill in the blanks. As may know or perhaps you do not, one of the extreme difficulties that KPD has had over the years is a designated training space. We have not had

one. Really what it has come down to providing training to our people specifically, and most importantly or equally important at least, our new recruits. We often times utilized space that was owned or occupied by someone else. KEMA has always been there to support us and allow us to use their space to be able to provide those services to our Department, either in the main EOC room or in one of the side rooms. But as was mentioned earlier, they increased their staff by seventeen (17), and they have been running at least a five-day a week emergency operation in there since COVID began, and so we did not have a training space. What that forced us to do was to look around. We pushed our patrol officers out of their briefing room and utilized that when we could. At times when that was not available, we would use the cafeteria space that we have here at KPD, but that does not have the audio/visual equipment that is conducive to a classroom. For a time when Kaua'i Community College (KCC) was closed, they were kind enough to open up their facility and give us a beautiful classroom with all of the technology we needed and support us there to provide that training at KCC. As you know, they have a model that they have to fill those classrooms themselves, and so that kind of went away for us. It was very obvious to us that we needed a dedicated space. We do have a CIP project that we have been in plans for in building a dedicated training facility here on the KPD site, our shared site with KEMA and the Office of the Prosecuting Attorney. That has been in the works several years, and we are in the architectural design phase of that as we speak. It is stalled at the moment, but that is something that we hope will progress in the near future. We really needed something to fill the gap to be able to provide the training, not only do we do the training for our officers with the recruit classes, but throughout the year, we do training for our officers to keep them certified in the different types of tactics that they use, and so that training space was necessary. With the help of Wade Lord and the combined efforts of Captain Ozaki and Assistant Chief Ke, they went out and looked all over for some commercial space that worked for us, and fortunately, they located this spot. I think it is six thousand (6,000) square feet, which is a large space. It gives us multi-use space to be able to both have our training officers relocated to that location, freeing up some much-needed space here in our ATB where we staff multiple people in a small room, and it provides us the ample floor space to be able to provide the defensive tactics type of training that we require. We are just grateful again. That lease is kind of a stopgap measure. Hopefully, we will see some progress move forward in the ability to plan and build a legitimate training facility here at KPD to provide our people the crucial space that they need for training.

Councilmember Carvalho: I just wanted to make sure the vision for the bigger picture, which was stated before, was continuing on. Is this lease for five (5) years?

Chief Raybuck: Yes, sir.

Councilmember Carvalho: I support the funding for that, and whatever we can do to consolidate the training opportunities for our team members. I just wanted to bring that to attention.

Committee Chair Kaneshiro: Councilmember Evslin.

Councilmember Evslin: Just a quick follow-up or comment. I think it is great. The training facility sounds amazing. I am appreciating the focus on training in your budget, especially catching up on previous years where we might have been underfunding training. It is so critical, especially when we are still facing vacancies. When we are talking about leases, this is coming in at under \$1 a square foot. It seems like a fantastic deal for what seems like a great space in a non-County-owned building. Again, just comparing that to...

Chief Raybuck: I want to clarify that, and I actually do want to acknowledge that the lessor was very generous and kind in their lease with us. You are right, it is extremely cheap. But that space was unused space that that lessor had, and so they really saw it as an opportunity to provide KPD and the County much needed space. It is not perfect. It still requires quite a bit of improvement. It does not have the adequate lighting that is needed, the electrical, or the fiberoptics. There is still quite a bit of work in there. We are still working on appropriate finalized stages of bathroom space and things like that. It basically was a shell of a building, which I think is why we were able to get what we got for what we have.

Councilmember Evslin: Thank you.  
Committee Chair Kaneshiro: Councilmember DeCosta

Councilmember DeCosta: Since you are talking about buildings, I am going to ask this question. Chief, the training facility, I remember a long time ago and maybe Captain Ozaki can help me. We used to do some Kaua'i Police Activities Leagues (K-PAL) boxing and the kids had some kind of training, not flag football outside, but in the building. Are you folks also going to accommodate our K-PAL youth for boxing with this training facility?

Chief Raybuck: I will let Captain Ozaki...well, I think I can answer that. That facility primarily is intended to provide KPD space for training. However, that being said, I think can does and can accommodate the potential. The issue with the boxing is that you have to have a boxing ring set up, so we cannot break down and put up a boxing ring every other day. I guess, I will retract what I said just a moment ago. That space is not going to be able to accommodate boxing.

Councilmember DeCosta: Okay.

Chief Raybuck: But it could potentially maybe accommodate a wrestling program for KPAL, because the mats are there.

Councilmember DeCosta: Chief, where is K-PAL boxing and K-PAL wrestling taking place right now?

Chief Raybuck: No, it is not.

Councilmember DeCosta: It is not taking place?

Chief Raybuck: No, we do not have K-PAL activities currently moving right now. As you know, a couple of things impacted K-PAL. First and foremost was COVID. With COVID, we had to shut down K-PAL completely.

Councilmember DeCosta: Okay. I understand that. Can you hear me, Chief?

Chief Raybuck: Yes, I was waiting for the siren to shut off, so you did not get the echo.

Councilmember DeCosta: I will wait.

Committee Chair Kaneshiro: You can keep going.

Chief Raybuck: That was the first issue, that we had to shut down K-PAL because we could not gather due to COVID-19. The second issue that has hindered the restart of K-PAL is the fact that the K-PAL program—I have to acknowledge the dedication, hard work, and effort by very small group of people to provide an immensely important for our communicate—primarily Captain Ozaki, now Lieutenant Lance Okasaki, and then several School Resources Officers (SROs) that really helped support that and some of our police officers that volunteer to support that, and the many community members that supported it as well. K-PAL is a private nonprofit entity, just to make sure that we identify and distinguish the different roles. K-PAL has its own board, it has its own fundraising capabilities, and the Police Department partners with that nonprofit to provide the manpower, per se, and the resources to be able to provide those services to our *keiki*. Some of the things is that we had promotions. Fortunately, we had promotions. As much as Lieutenant Okasaki was a valuable member of K-PAL, I do not think that was a place for him to give up his promotion to stay. With his promotion, that Community Relations position became vacant. The SROs that were involved have been promoted. We have three (3) new SROs. Captain Ozaki has taken on a lot of work himself, and so now we are in the discussion phases of getting our current resources up to speed to be able to take on those auxiliary duties of K-PAL to be able to reignite and get K-PAL back up and running.

Councilmember DeCosta: Chief, with all of that said, I have raised my three (3) sons through K-PAL. I have been an intricate part way back when Officer Ozaki was in charge of K-PAL. I want you to know that K-PAL is very important to our community. We just got done with Fire's budget and they have the Junior Lifeguard and Keiki Lifeguard Programs. They have slated five to six (5-6) instructors, if my colleagues want to correct me on that. They have approximately \$15,000 in their budget. Chief, I want to ask you, are you planning to reinstate K-PAL now that we are getting back to normalcy? Do you plan to put some staff members from the Department to help K-PAL? To me, that is an important role in our community for our youth. I want to know where you stand on that.



Chief Raybuck: I agree with you. That is absolutely an important program for our youth. It is one that I intend to fully continue to move forward. Yes, I do support K-PAL. We have had those conversations over the last several months to a year about reigniting, restarting, and how we go about doing that. Yes, we are going to get K-PAL restarted.

Councilmember DeCosta: Is it in your budget?

Chief Raybuck: I am sorry?

Committee Chair Kaneshiro: Councilmember DeCosta, let him speak first.

Chief Raybuck: No, K-PAL is a nonprofit, so it receives donations through the nonprofit that then support the programs that the Police Department provides the manpower and resources for.

Councilmember DeCosta: My question is, would you support your manpower if you have the nonprofit available, to run it?

Chief Raybuck: Absolutely.

Councilmember DeCosta: Do you have manpower slated for that?

Chief Raybuck: Absolutely, I would support that. Our plan is to...in year's past, K-PAL was run through the SRO Sergeant and program prior to me arriving here. At some point, it became a Community Relations Officer. It was one (1) person, well two (2) people, essentially. Captain Ozaki started as an Officer, continued to move through the ranks and continued to support the program. Lieutenant Okasaki was a Sergeant as the Community Relations Sergeant who was the primary person responsible for lifting the full burden and organization of the K-PAL program. With those promotions and duties that are on those people, the idea moving forward is that Sergeant in SRO and the SROs would become responsible for assisting, coordinating, and moving the K-PAL program forward. Our officers through our District Commanders would help provide support and have buy-in with the officers in the field to help support the K-PAL program as well.

Councilmember DeCosta: Perfect. It sounds like you have a plan. Thank you.

Committee Chair Kaneshiro: Are there any other questions from the Members? Chief, when American Rescue Plan Act (ARPA) was coming through, did we have plans to fund part of the K-PAL program or something with K-PAL?

Chief Raybuck: Can you say what funding source again?

Committee Chair Kaneshiro: ARPA, the Federal moneys.

Chief Raybuck: So, I believe there is \$200,000 I have been told in ARPA funds to potentially support K-PAL. Those are not in my budget, so I do not know the particulars of that funding and how it flows through into K-PAL.

Committee Chair Kaneshiro: While we are on it, I know there is some K-PAL money, like \$5,000 later on in the budget. While we are on the subject, there were plans to abandon that building by Vidinha Stadium where the boxing ring is. Is that building still able to be used? There was another plan if CIP moneys were available to build a new building by the Police Station. I am not sure if everyone was in full support of what was going to go on and how much it would cost. What is the future of the building by Vidinha Stadium and any other future plans to move or provide a facility for K-PAL and training?

Chief Raybuck: There are a couple of different responses to that question. The first one is the Vidinha Stadium building. I do not know if any of you have ever had the pleasure of visiting or being inside that building. It has way out lived its lifespan. I am very grateful that the Department of Parks & Recreation provided that space for us for as long as they have. At one time we did not think that we needed it any longer. We gave it back to them and then things changed. Something fell through and they gave it back to us. I would have to ask Captain Ozaki if we have turned the keys back over to the Department of Parks & Recreation. That building should have been condemned many years ago. It is rusted, falling apart, and it is in complete shambles. That is really not an option for us to move forward for K-PAL's use. As far as a site here on the Department...part of our training facility if we are fortunate enough to move that forward could potentially be used as an open space for K-PAL. I do not think that the County itself, because K-PAL is a nonprofit, is in a position to build a building for the nonprofit. Certainly, I believe that if we build our training facility that had the space, that it could be used for K-PAL functions. It is no different than inviting any other community entity, the Boy Scouts of America, et cetera, into our County-owned properties to help support those programs. That is a potential space for us to use for K-PAL. The other space that has been used in the past and we hope to continue to use is the building located at the Mahelona Hospital. That site was used for boxing. I do not know at this time if the boxing ring is still setup there. There was a little bit of a gap where if you recall just before COVID-19, we were fortunate enough to temporarily occupy some space at Kukui Grove. Captain Ozaki, Lieutenant Okasaki, and many volunteers went over there and worked tirelessly to buildout walls, put up the boxing arena, and to do a lot of work in there. Unfortunately, that space was very short-lived and had to be broken down. As I mentioned earlier, getting K-PAL back up and running...K-PAL did not start the way that it ended. When K-PAL ended due to COVID-19, we were providing youth sports and in a variety of sports all over the island. Hundreds if not a thousand kids or so were involved. When you turn the switch off, turning the switch back on, it is difficult to go from zero (0) to one thousand (1,000) overnight. Unfortunately, we are going to find ourselves in that rebuilding stage again and getting those programs up and running in the dedicated spaces that we have.

Committee Chair Kaneshiro: Councilmember Carvalho.

Councilmember Carvalho: I just wanted to add this in. I am totally supportive of K-PAL. The bigger picture was eventually, because you mentioned Mahelona...was down at the Kapa'a Armory. That was a big location right in that whole park area as far as K-PAL's future. I just wanted to put that on the table.

Committee Chair Kaneshiro: Councilmember DeCosta.

Councilmember DeCosta: I like your vision and I believe now that with our new County Park Ranger in that area...that is pretty close to the Armory. We could solidify

a great bunch of youth programs. Chief, I did not mean to come down hard on you. I just want you to know that you are in our island, within our culture, and this is what we do. We raise our kids through these kinds of programs. We help kids who do not have fathers like me, Councilmember Carvalho, or Councilmember Evslin. They need these programs. They are our future. Every kid is important to us. That is all we wanted—a commitment out of you that you are going to make sure that we are going to get K-PAL up and running the way it was pre-COVID. I am hoping that if Captain Ozaki is listening, he will be a part of it. That guy is “the man” on your force. He is a good guy to have.

Chief Raybuck: Councilmember DeCosta, I agree with you wholeheartedly. I just want to clarify...I appreciate where you are coming from, but it is no less important to me as someone who came from the outside here to provide youth sports to our *keiki* and the importance of helping children, particularly those who are fatherless, as I was. I have very fond memories that made such an impression upon me that it led me into the law enforcement career I am in today, where police officers at a young age helped support me. I agree with you wholeheartedly and I do not think it is a matter of whether I was from here or not. This is an important program, and we all agree it is one that we need to move forward.

Committee Chair Kaneshiro: Councilmember DeCosta.

Councilmember DeCosta: Chief, I was just giving you some constructive information. Sometimes you just have to take it for what it is worth. Thank you.

Committee Chair Kaneshiro: Are there any other questions regarding the Chief's Office budget? If not, we are going to move on. Next up is ATB. Are there any questions on the ATB budget? Councilmember DeCosta.

Councilmember DeCosta: Chief, are we moving any of our workforce out of that Division?

Chief Raybuck: Yes, well...we are currently looking at reorganization. I will let Captain Ozaki and/or Assistant Chief Ke come in. Part of ATB's operations is moving out of ATB into Patrol. The bulk of fleet is in Patrol, our marked fleet. Assistant Chief Ke wanted to move that operation into Patrol to have a greater autonomy over the majority of his fleet. SROs are also moving out of ATB into Patrol as well.

Councilmember DeCosta: How many officers are you moving out of the Investigative Services Bureau into Patrol?

*(Councilmember Carvalho was noted as not present.)*

Chief Raybuck: ATB, sir, is not investigative. That is our supportive bureau. The ATB that we are speaking about right now is not investigative. It includes the three (3) SROs and the SRO Sergeant as the sworn positions and then the Fleet Coordinator once we fill that position would move over from ATB into Patrol as well.

Councilmember DeCosta: Who replaces them?

Chief Raybuck: No one replaces them. Their positions and their jobs, everything goes with it. It does not create vacancies; it is just that they report to a different chain of command.

Councilmember DeCosta: Okay, perfect. That is what I wanted to make sure.

Committee Chair Kaneshiro: Are there any other questions for this Division? If not, we will move on to ISB. Are there any questions for this Division? Councilmember DeCosta.

Councilmember DeCosta: Are we moving anyone out of this Division, Chief?

Chief Raybuck: There are current discussions, as you know, and as I mentioned in prior meetings, my goal is to one day implement a 4-10 schedule. For us to implement a 4-10 schedule in Patrol, it would require us to increase the number of Sergeants in Patrol. We are evaluating each Sergeant position or Sergeant/Detective position to determine where those seven (7) positions come from. No decisions have been made at this time. There is the potential that in the future if we were to implement and be successful of implementing a 4-10 schedule that some of those resources would come from ISB.

Councilmember DeCosta: Then of course you would replace the resources that you took with other officers, correct?

*(Councilmember Carvalho was noted as present.)*

Chief Raybuck: We are looking at several different options on that if we have to move staffed personnel out of there. One option might be looking at seeing if those types of duties from the vacant positions can be supported by or assisted by another classification such as a PO 9 position that would help to accommodate the loss in Detective positions. Another thing is to look at the current work product and determine whether or not the current allotment of personnel is there. I think the conversation with the Fire Chief earlier today is that sometimes improving the organization requires some people to take on additional work. Those are all things that are being reviewed so that we can make those determinations later on to find the best way to resolve that.

Councilmember DeCosta: Are we going to do a feasibility study on whether the numbers pan out financially for our County when we do absorb the 4-10 shift? Are we planning to do that?

Chief Raybuck: Can you ask your question again? I am not sure I understand it.

Councilmember DeCosta: Are we going to do a study on whether the 4-10 schedule works out financially for our County or not?

Chief Raybuck: I do not know that the 4-10 schedule changes anything as far as the financial impact on the County. It is a reorganization of our manpower. Our current system is a 5-9. One of the challenges that we have with that is that...well there

are a lot of challenges. One of the most important as we talked about earlier is a lack of built-in training time. Our officers either get training as many as five (5) times a year five (5) days a year I should say on-duty and/or we pay overtime to provide them that extra training. The 4-10 schedule provides a built-in overlap where we can provide a substantial increase in our training on-duty. It does not incur any additional training overtime budget while we increase the amount of training that we can provide. It also provides an overlap between the shifts. Currently, our shifts basically begin and end almost the exact same time. Because of that, our officers towards the end of the shift could take late cases. When they take those late cases, they stay late and so we incur overtime expenses in that regard as well. One of the things that the 4-10 schedule can provide for us is a two-hour overlap so that we can buffer that out and those officers or resources are on the street and the officers can come into the office and do their work. We continue to look at what the potential fiscal impacts are. I think you are spot-on in that before we make any major organizational shifts, that we look to see if and what financial impacts there are. We continue to look at that.

Councilmember DeCosta: Do we have any statistics that show that the 4-10 schedule in other counties has worked financially better than the 9-5 schedule? From what I understand on your 9-5 schedule, I believe it is a one-hour overlap. It does not start and end at the same time. I think there is a one-hour overlap, correct?

Chief Raybuck: In theory it is a one-hour overlap. That one-hour overlap is reduced. You have twenty to thirty (20-30) minutes in briefing time during that one-hour overlap, right? Your resources that start at 2:00 p.m., they actually do not hit the road until roughly 2:20 p.m. or 2:30 p.m. You only have a thirty-minute window for those resources to come in from the street. While there is a one-hour overlap on the schedule, it does not really amount to an overlap in the field.

Councilmember DeCosta: You mentioned the 10-hour shift where you are going to have a two-hour overlap. So that employee is going to be working twelve (12) hours instead of ten (10) hours...no?

Chief Raybuck: No. I am sorry, I did not mean to open up a whole rabbit trail of trying to explain how the 4-10s work during our budget meeting. We are still in the discussion on that. It still will require me to sit down and get buy-in from the union. We are still trying to take a look at it to see if it is feasible. With the 4-10, there is twenty-four (24) hours in a day. You have three (3) shifts. That is thirty (30) hours that we are staffed. It gives us an opportunity to stagger the shifts and provide a greater overlap. For example, if you had a shift that ended at 4:00 p.m. on a ten-hour shift, if they worked 6:00 a.m. to 4:00 p.m., that would be a ten-hour shift. The next watch came in and worked from 2:00 p.m. to 10:00 p.m., then you have a two-hour overlap between 2:00 p.m. and 4:00 p.m. where your staff is doubled in that two-hour timeframe. When we talk about the actual briefing and debriefing times cuts into that. That two-hour window provides in reality at least an hour of overlap where you have double the number of resources that are on shift and available.

Councilmember DeCosta: Thank you.

Committee Chair Kaneshiro: Councilmember Cowden.

Councilmember Cowden: I just have a simple question that has to do with the 4-10 and 5-9 schedules. I sense that there is not total unity in what people want. What are the days off? Does it go five (5) days on and three (3) days off, or does it go five (5) days on with two (2) days off?

Chief Raybuck: The current schedule, if you are talking about the 5-9s is a rotating schedule. It is staggered. They work five (5) days on and get three (3) days off until the tenth week. On the tenth week, they work five (5) days on and get two (2) days off. They lose a day off. There is additional overlap on that tenth week and that overlap is intended to provide an opportunity for training or other types of things that need to be covered. That schedule continues. Those days off are always changing. This week you might have Sunday, Monday, and Tuesday off. The following week you have Monday, Tuesday, and Wednesday off. Wednesday, Thursday, and Friday, and so on, it continues to change. Under the 4-10 model it is a fixed shift. Theoretically, if we went to the 4-10 model you would have seven-days-a-week coverage just as you do in the 5-8s, but one model that we are looking at, you would have half of your shift with Thursday, Friday, and Saturday off, the others Sunday, Monday and Tuesday off, and you would have a common day of Wednesday where everybody came in to work. It is that common Wednesday that provides a doubling of manpower, meaning that every police officer that is assigned that shift is working at the same time. We do not need to put out twenty-sixty (26) officers...it would not be twenty-six (26) officers each shift...but we would need to put that out in the street. We could increase and that ten-hour overlap every single Wednesday provides the opportunity to provide on-duty training time, investigative follow-up time, special projects time, community relations time, et cetera. All of that could occur while on-duty and those would be every Wednesday.

Councilmember Cowden: Thank you. That is very clear.

Committee Chair Kaneshiro: Are there any other questions in this Division? If not, we will move on to Patrol. Are there any questions for Patrol? I do not have any questions.

Councilmember Cowden: I feel like they were answered in the other Divisions.

Committee Chair Kaneshiro: Are there any final questions for Patrol? If not, the final one is the Criminal Assets Forfeiture Fund which remained the same as the prior year. That is on page 311. Are there any other questions for Police? If not, thank you, Chief Raybuck.

Councilmember DeCosta: Thank you, Chief.

Councilmember Carvalho: Thank you.

Chief Raybuck: Thank you everyone. I appreciate your support.

Committee Chair Kaneshiro: Let us move on and see how far we get.

Councilmember Cowden: Do we not have to go across the street?

Committee Chair Kaneshiro: Let us keep going. I do not know how long the next one is going to take, but I think that we should keep moving. Next up is the Office of the Prosecuting Attorney.

**Office of the Prosecuting Attorney**

Committee Chair Kaneshiro: Rebecca, are you there? Is anyone from the Office of the Prosecuting Attorney there? We will give them another minute.

Mr. Dahilig: Council Chair Kaneshiro...there she is.

Committee Chair Kaneshiro: Rebecca, welcome. This is your first budget as the Prosecuting Attorney. If you could give us an overview of your budget. Then we can go into questions.

REBECCA V. LIKE, Prosecuting Attorney (*via remote technology*): Can do. I appreciate this opportunity to present the Office of the Prosecuting Attorney's Fiscal Year 2023 budget for the first time as Prosecutor. I also have our Administrative Services Officer, Yvette Sahut, here with me to help me answer questions. I apologize for not responding right away. She was giving me an update and I was under the impression we were going to go after lunch, but we are ready. Our budget remains mainly flat, as you stated. Ninety-five percent (95%) of our operating budget goes towards our salary, wages, and benefits. There is a 6.5% increase in our operating budget amounting to approximately \$345,000, mainly attributed to regular salaries and wages. We have three (3) main requests as addressed in our narrative, which you have before you, relating to one (1) previously grant-funded position, Americans with Disabilities Act (ADA) improvements, and training. Thank you for having me and I am happy to answer any questions that you may have.

Committee Chair Kaneshiro: Thank you. With that, we will open it up for questions on the report or on the budget. Councilmember Cowden.

Councilmember Cowden: Thank you. What we learned in talking to our Office of the County Attorney is that some of our attorneys in fact are working remotely from other states in the continent. Are all of our Prosecutors working from Kaua'i and living on the island?

Ms. Like: Yes.

Councilmember Cowden: Okay.

Committee Chair Kaneshiro: Are there any other questions from the Members?  
Councilmember Kualii.

Councilmember Kualii: On the vacant positions, E-88, Deputy Prosecuting Attorney (50%), this position is the Transportation Safety Resource Prosecutor, right? The status from Human Resources says, "Recruited, no applicants". The posting was February 7<sup>th</sup> to March 7<sup>th</sup>. Can you tell me what is happening with this position? This position was 100%-funded by the Department of Transportation (DOT) grant, so fully funded and now we can only do 50% from the DOT grant. Basically, new funding is coming from the

General Fund, you are proposing, to fully-fund this position. What is the status and how critical is this position to be fully funded?

Ms. Like: Thank you for the question. We have two (2) Deputy Prosecuting Attorney vacancies, and both are critical to our operations. As you all are aware, it has been a little bit of a trying time, and this was in the budget narrative as well. It has been challenging to recruit attorneys during an election cycle. We just recently posted this position in the last couple of weeks on the Hawai'i State Bar Association (HSBA) website and on LinkedIn. We received one (1) applicant whom I am going to interview next week. I am really hopeful that we will be able to fill these positions prior to the start of the fiscal year. It is challenging as the court is reopening and we are proceeding to have jury trials to be down two (2) Deputies when we only currently have fourteen (14) and two (2) are part-time.

Councilmember Kualii: Okay. Those are the E-88 and E-2903 positions. The Legal Clerk IV, Position No. 2826, I guess it just opened. It says, "no requisition to recruit". Are you planning to recruit that one pretty quickly and get it in place before July 1<sup>st</sup>?

Ms. Like: Yes, we are.

Councilmember Kualii: Same question for Position No. 2828, Senior Clerk. It was vacant a little bit longer, since November of last year, but there is also a status of "No requisition to recruit." Will you be recruiting and filling that one?

Ms. Like: Can you repeat that question?

Councilmember Kualii: Senior Clerk, Position No. 2828, it was vacant since November of last year.

Ms. Like: Okay. Sorry, I missed the very beginning of what you were saying. We are actively recruiting, and we have interviews scheduled for next week, the week of April 4<sup>th</sup>. The same goes for Position No. 2823. We have interviews for that position also scheduled for next week.

Councilmember Kualii: Okay, that is it for positions.

Committee Chair Kaneshiro: Are there any other questions from the Members on the Prosecuting Attorney's budget? Thank you, Rebecca.

Ms. Like: Thank you.

Committee Chair Kaneshiro: At this time, I would like to recess the Departmental Budget Reviews. We will reconvene at 9:00 a.m. on Monday, April 4, 2022, where we will hear from the Department of Finance, Office of Economic Development, and Planning Department.

There being no objections, the meeting recessed at 12:18 p.m.