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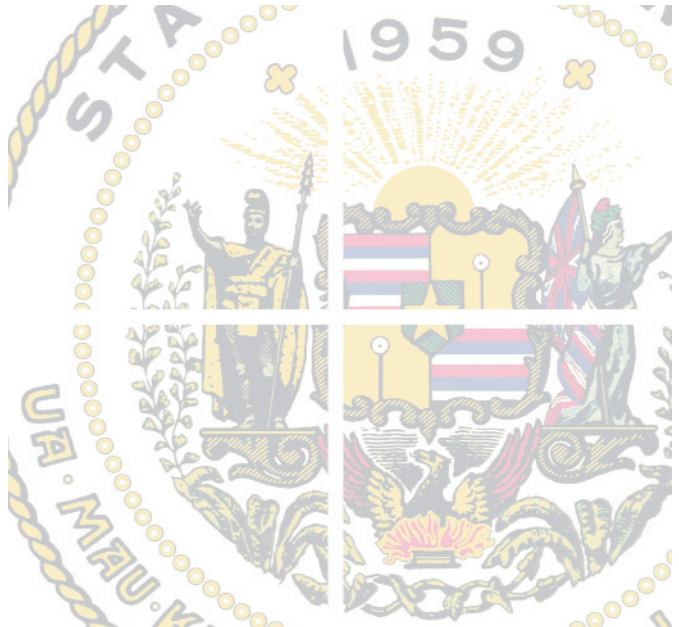


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The Department of Public Safety deals with criminal offenders at various stages within the criminal justice process. People who are arrested are initially held in custody at county police cellblocks, where they are assessed to determine if they are eligible to be diverted from the correctional system.

Those who qualify for release into the community, pending their trial, are supervised by Intake Service Center staff who provides counseling and electronic monitoring, if needed. Those who are not eligible for pre-trial diversion programs are transferred to the state jails until their trial and sentencing.

Upon conviction, those who are sentenced to serve less than one year remain at the jails. Those who are sentenced to serve more than one year are transferred to a state prison. These sentenced felons undergo a comprehensive assessment and diagnostic process. The process includes academic, vocational, treatment and security information.

Based on the assessment results, a correctional program plan is created to prepare the inmate to return to the community as a successful citizen. The plan includes programs and treatment services. The department offers various programs to help to create an environment that will be conducive to an inmate exercising behavioral control, taking responsibility, and achieving self-improvement.

Only inmates who are classified as maximum security, or those whose behavior poses a threat to themselves or other inmates, are limited in their access to programs. Among the programs offered by the department are education, vocational training, substance abuse treatment and sex offender treatment.

In addition to programs and basic needs such as food and clothing, medical and mental health services are also provided. The department also provides access to a law library and other library services.

When inmates near the end of their sentences, and are of the appropriate custody level, they are usually transferred to a minimum-security facility. They may participate in work release or furlough programs. They also begin planning for housing, employment, finances, continuing education, training, follow-up treatment services or other elements of life after incarceration. Some female offenders may transfer to a transition center in the community such as TJ Mahoney on Oahu or Hale Ho'opulapula on the Big Island.

Although some offenders will remain in prison for life, the majority will serve their sentences and be released. Over 98% of those in prison will return to the community. During FY 2003 the department released 10,629 offenders.

Those who are released to parole are closely supervised in the community to assist and prepare them for full release. If at any time a parolee violates the terms and conditions of parole, his or her parole status can be immediately revoked and the offender may be returned to prison.

Through its branch offices on each of the islands of Oahu, Hawaii, Maui and Kauai, the Intake Service Centers (ISC) provide diversionary services or alternatives to incarceration for both the pretrial and sentenced jail population.

During FY 2003, ISC staff statewide completed 10,398 bail assessments. It also carried a caseload of 2,428 active cases of offenders on supervised release. Staff efforts also prevented pre-trial detainees from taking up 255,623 bed days in the correctional system. ISC will continue to focus on diverting more offenders from incarceration without jeopardizing public safety.

For FY 2003, 17% of ISC clients failed to appear in court or were arrested for a new offense. In contrast, recidivism studies conducted by the Hawaii Paroling Authority and the Judiciary's Adult Probation Division on their clients reflect higher revocation rates. Their revocation rates exceeded 50% every year over a three-year period.

Oahu Intake Service Center

The Oahu Intake Service Center is primarily responsible for conducting the initial interview on all admissions into the Oahu Community Correctional Center (OCCC) to determine placement, security and medical needs. They make recommendations to the Courts to determine release suitability for pre-trial jail detainees. They supervise those charged with criminal offenses who are released into the community pending adjudication of their cases.

They operate from 3:00 a.m. to 6:00 p.m., Monday through Friday at the Honolulu Police Station, Honolulu District Court, and OCCC.

In a collaborative effort with OCCC, a pilot project utilizing video cameras to interview inmates was initiated this past year. The project examines the feasibility of ISC staff interviewing arrestees at various locations and reduces the duplication of staff time in entering data into ISC's management information system. Preliminary findings indicate relatively few technical problems.



An ISC worker prepares to interview clients at the Honolulu Police Department cellblock.



Video technology is used to interview an offender who is physically located elsewhere.

Hawaii Intake Service Center

The Hawaii Intake Service Center is unique due to the geographical separation of its two operating units: one in Hilo and the other in Kona. The area of coverage is twice the size of all the other branches combined. The recent installation of a frame relay system completes the communication link between its Hilo and Kona offices with the Hawaii Community Correctional Center (HCCC) and other department entities such as the island's Sheriff's Office.

Because of the new system, HCCC's intake and medical units are able to receive from ISC medical alerts and other information up to two hours prior to the arrival of prisoners at the facility.

The branch was also instrumental in planning and developing the Department of Health's Jail Diversion Program. The federally funded program was implemented in May 2003. The purpose of the program is to divert arrestees who are charged with misdemeanor offenses into treatment programs and intensive case management rather than incarcerate them.

ISC staff plays a key role by making recommendations to the Courts on these cases and referring cases to the Department of Health's Mental Health Diversion Team to provide support services. The program has prevented the incarceration of persons with severe and persistent mental illness whose non-violent misdemeanor charges are related to their mental illness.



An electronic monitoring bracelet is attached to an offender's wrist.

Maui Intake Service Center

The Maui Intake Service Center is a leader in assisting an inmate's rehabilitation process through its Electronic Monitoring Furlough Program. Electronic devices that are attached to an offender's wrist or ankle are used to help staff keep apprised of the offender's whereabouts.

Maui staff also plays a central role in an inter-agency criminal justice coalition called Creating a Responsive Environment (CARE) for Women and Families. CARE takes a systemic approach to addressing the gender specific needs of incarcerated female offenders and planning for family support services to ensure successful reintegration.

CARE established a partnership with the University of Cincinnati to better determine the needs of Maui's female offenders. Through a pilot project, the Maui staff is using a new risk assessment instrument for female offenders. The data collected will be compiled and analyzed by the university.

This project is of great interest to all Hawaii state government criminal justice agencies because they will officially be using the new risk assessment instrument beginning January 2004.



ISC staff testifies on a defendant's compliance with conditions of release.

Kauai Intake Service Center

The Kauai Intake Service Center is committed to fulfilling its core functional responsibilities by providing diversion services to offenders at all stages: prior to admission, upon admission, within the Kauai Community Correctional Center, and before being released into the community.

Kauai staff implemented an innovative effort called Project Contempt. The goal of the project is to reduce the number of defendants who fail to come to court. Prior to issuing an arrest warrant, a judge refers the case to Kauai ISC staff. When an offender is located through the statewide ISC database, a judge may grant an offender supervised release.

At that point, Kauai staff can ensure that the offender appears in court as scheduled. A decrease in warrants for failure to appear in court saves the Courts, the police and the department a significant amount of time and money.

When an inmate enters the correctional system, one of the first things that must be determined is custody level. This is done through a process known as classification. An inmate's custody level establishes the degree of supervision, type of facility, and types of programs in which an inmate is able to participate.

There are five custody levels in Hawaii's correctional system: (1) **maximum** for inmates who are chronically disruptive, violent, predatory or are a threat to the safe operation of a facility; (2) **closed** for inmates with minimum sentences of 21 years or more, are serious escape risks or have chronic behavioral/management problems; (3) **medium** for inmates who have more than 48 months to their parole eligibility date; their institutional conduct and adjustment require frequent supervision; (4) **minimum** for inmates with less than 48 months until their parole eligibility date; they must have demonstrated through institutional conduct that they can function with minimal supervision in a correctional setting, or in the community under direct supervision; and (5) **community** for inmates who have 24 months or less to serve on their sentence and are eligible to participate in community release programs such as work furlough, extended furlough, or residential transitional living centers.

The FY 2003 sentenced felon population breakdown by custody level indicates that most are medium custody.

	MALES	FEMALES
TOTAL	2,689	381
Medium	38%	30%
Minimum	32%	30%
Community	7%	17%
Closed	4%	1%
Maximum	1%	1%
Unclassified	18%	22%

Established in 1991 in response to a court-ordered consent decree, the Inmate Classification Office (ICO) uses an objective classification instrument to determine custody levels. A management tool that incorporates the time an inmate has left to serve on his or her sentence, the instrument is also used to reclassify an inmate's custody level by incorporating his or her history of behavior at a facility.

For most inmates, their custody level decreases as they spend more time in prison or jail, and as they participate in more productive activities.

The Office ensures the proper placement of inmates according to the risk they pose to the facility and the community. It monitors the accuracy of the classification instrument to ensure compliance with departmental policies and procedures. The ICO assists various facilities that are short-staffed or have large caseloads with obtaining additional case record information and reinforcing consistency in the application of established guidelines.

Those processes are critical to sound and accurate decision-making and help to minimize errors in classification, which can be a detriment to public safety. The Office also monitors other factors such as an

inmate's refusal to participate in necessary programs or behavioral changes that are not explicitly reflected in the classification scoring process.

Overcrowding at all facilities has posed great challenges to the Office, which guides the careful coordination of inmate transfers to various facilities. Despite dealing with the challenges of limited, appropriate bed spaces and diminished program resources, the Office transferred 808 inmates to minimum and community-based facilities in Fiscal Year 2003.

The Office is actively participating in the planning and implementation of two, new, standardized assessments and protocols. These new tools will provide useful information in the areas of institutional security needs, program needs, and the risk that an inmate poses with regard to recidivism.

The ability to objectively measure such factors will greatly assist the Office in making better program referrals and placements of inmates in various facilities.

The Office looks forward to the implementation of these instruments that will not only measure the risk that the inmate presents, but also identify prioritized program needs. The Office is also considering implementing a classification instrument more specifically geared for female offenders.

PROGRAMS AND SERVICES

Education Programs

Academic Classes

- Adult basic education
- Pre-GED
- GED
- High school diploma (competency-based)

Post-secondary Classes

- Distance learning college courses
- Life skills
- Cognitive skills
- Hawaiian studies

Electives

- Parenting
- Hawaiian language
- Yoga
- Chi qung
- Hula

Employment Training

- Auto-cad and computer design
- Automotive training
- Computer technology
- Horticulture & environmental science
- Landscaping and Irrigation

Transition

- Pre-employment
- Job Development

Special Programs

- Reach domestic violence intervention
- Title I
- Special education
- Youthful offender

Library Services

- Recreational reading book clubs
- Law library
- Read to me cassette tape project

Sex Offender Treatment Services

Substance Abuse Treatment and Support

- Crossroads parole violator program
- Level I and II (education and outpatient)
- Level III (therapeutic community)
- Alcoholics anonymous
- Narcotics anonymous

Transitional Programs

- Work furlough
- Community residential

Work Opportunity Programs

- Correctional industries
- In-facility worklines
- Community service worklines

AVERAGE COUNT BY FACILITY FOR FISCAL YEAR 2003

JAILS	Location	Design Capacity	Head Count*	Assigned Count**
Hawaii Community Correctional Center	Hilo, Hawaii	206	286	423
Kauai Community Correctional Center	Lihue, Kauai	110	148	155
Maui Community Correctional Center	Wailuku, Maui	209	346	381
Oahu Community Correctional Center	Honolulu, Oahu	628	997	1,102

PRISONS	Location	Design Capacity	Head Count	Assigned Count
Halawa Correctional Facility	Aiea, Oahu	586	1,278	2,542
Kulani Correctional Facility	Hilo, Hawaii	160	193	193
Waiawa Correctional Facility	Waipahu, Oahu	294	324	325
Women's Community Correctional Center	Kailua, Oahu	258	285	415

* Head count refers to persons who are physically housed at a correctional facility at the time of the count.

** Assigned count includes persons who are housed at extended furlough programs and residential transition centers; inmates in Oklahoma, Arizona and the Federal Detention Center; and Hawaii inmates confined at our request in other federal or state jurisdictions.

After an inmate has been designated a custody level through the classification process, he is transferred to the appropriate facility to serve his sentence. Hawaii is one of only six states in the country that has its jail functions located at the State level. Traditionally, jails are the responsibility of county government. Hawaii has four jails, one on each of the islands of Oahu, Hawaii, Maui and Kauai.

The jails, called community correctional centers in Hawaii, house male and female pre-trial detainees and convicted offenders whose sentences are one year or less. The jail population also includes sentenced misdemeanants, sentenced felon probationers, probation violators awaiting adjudication, and sentenced felons participating in furlough programs.

Prisons, on the other hand, house convicted felons whose sentences are greater than one year of incarceration. Hawaii has four prisons, called correctional facilities. Three are located on the islands of Oahu and one is located on the island of Hawaii. Three correctional facilities—Halawa, Kulani and Waiawa—house male sentenced felons and male parole violators. The fourth prison, called the Women's Community Correctional Center, houses female offenders. Although it is designated a community correctional center, it functions primarily as a prison. It is located in Kailua, Oahu and houses both sentenced inmates and some pre-trial detainees.

INMATE DEMOGRAPHICS

TOTAL* **5,657**

Males 4,985

Females 672

Distribution by Ethnic Group or Race

Hawaiian/Part Hawaiian 39%

Caucasian 22%

Filipino 13%

Japanese 6%

Samoan 5%

Black 4%

Hispanic 3%

Other* 2%

Chinese 1%

Korean 1%

Other Pacific Islander 1%

Not reported 5%

Distribution by Age

Less than 20 years 2%

20 to 24 years 11%

25 to 29 years 15%

30 to 34 years 18%

35 to 39 years 18%

40 to 44 years 17%

45 to 49 years 10%

50 to 54 years 5%

55 to 59 years 3%

60 to 64 years 1%

65 years and over 1%

not reported 0%

*Assigned count on 06/30/03

INMATE POPULATION FROM 1980 TO 2003

End of Fiscal Year Assigned Counts

1980 926

1981 1,121

1982 1,326

1983 1,473

1984 1,769

1985 2,045

1986 2,159

1987 2,259

1988 2,289

1989 2,480

1990 2,625

1991 2,673

1992 2,999

1993 3,133

1994 3,246

1995 3,583

1996 2,693

1997 4,604

1998 5,216

1999 5,043

2000 5,127

2001 5,412

2002 5,569

2003 5,657

CONTRACTED OUT OF STATE FACILITIES

End of Fiscal Year Counts

1996 300

1997 300

1998 600

1999 1,178

2000 1,079

2001 1,194

2002 1,232

2003 1,295

The department is committed to providing a safe, secure, healthy, humane, social and physical environment for inmates and staff. A major challenge has been, for many years, the age and lack of maintenance of most of the correctional facilities.

Moreover, persistent overcrowding has required the department to house 23% of its population at contracted facilities in other states. Hawaii initially sent 300 sentenced felons to mainland facilities in 1996. As of June 30, 2003 there were 1,295 inmates housed in Arizona and Oklahoma. Overcrowding has continued to exacerbate basic physical plant operations, contribute to tension among inmates and diminish program opportunities.

Acronyms for Hawaii's Jails and Prisons

Jails

HCCC	Hawaii Community Correctional Center
KCCC	Kauai Community Correctional Center
MCCC	Maui Community Correctional Center
OSCC	Oahu Community Correctional Center

Prisons

HCF	Halawa Correctional Facility
KCF	Kulani Correctional Facility
WCF	Waiawa Correctional Facility
WCCC	Women's Community Correctional Center



OSCC, situated on 16 acres in urban Honolulu, is the largest jail in the State.

Oahu Community Correctional Center

From 1978 to 1987, the Oahu Community Correctional Center (OSCC) was both the jail for Oahu and the primary prison for the State. Today, it is the largest jail in the State and is situated on 16 acres in urban Kalihi. In addition to its jail functions, OSCC provides reintegration programming for male sentenced felons.

When OSCC opened in 1975, it was designed to hold 628 persons. In 1980 the first of the new housing modules opened. The remaining modules opened two years later. At the height of a consent decree that lasted from 1984 to 1999, the population soared as high as 1,400. To reduce some of OSCC's overcrowded conditions, approximately 30 to 50 inmates are housed at the Honolulu Federal Detention Center.

OSCC also oversees the Laumaka Work Furlough Center, which is a block away from the jail. Laumaka houses an additional 96 male felons that are permitted to go into the community. For more than 30 years, the site has been a conditional release or work furlough center for males leaving prison on Oahu. The current buildings were constructed in 1991 and consist of three, two-story, dormitory style buildings.

Inmates assigned to Laumaka are either actively seeking employment or working in the community. Project Bridge, which occupies one of the buildings, is the transitional program for male offenders who have completed their primary substance abuse treatment.



Annex II houses sentenced inmates.



An inmate workline does groundskeeping work at the facility.

The pre-trial population at OCCC is offered educational, self-improvement and religious programs. The sentenced inmate population is offered programs in substance abuse, domestic violence, cognitive skills, parenting, community service worklines, work furlough and extended furlough.

In addition to programs, there are work opportunities through Correctional Industries, with the majority of jobs in light construction (i.e. office wall panel construction and installation). In an average year, OCCC employs over 400 inmates in its in-facility worklines to provide support services for its kitchen, laundry and other operations.

It also places between 40 to 60 inmates daily on community service worklines to participate in work projects for county, state and federal agencies. During FY 2003 OCCC completed 134 community service projects. Inmate labor totaled 65,732 hours and generated savings of \$896,972 to user agencies.

During FY 2003, OCCC also addressed major physical plant issues. It dealt with design flaws and bolstered its perimeter fence line and strengthened security at the Module 20 female offender living unit following an escape. It also addressed triple bunking, termite concerns, infrastructure shortcomings, and perimeter blind spots throughout the facility.

In the immediate future, OCCC is exploring costs to repair or upgrade its inefficient air conditioning system, deteriorated holding unit and inadequate transportation vehicles.

Hawaii Community Correctional Center



Built in the early 1900s, HCCC added new structures to accommodate its growing population.



The Punahale control station at HCCC is a center of activity.

The Hawaii Community Correctional Center (HCCC) opened as a 22-bed facility in 1978. It is currently a 226-bed facility on two sites. The primary facility in Hilo sits on three acres in downtown Hilo. Hale Nani, its community reintegration program, is located five miles away in Panaewa.

The Hilo site consists of five buildings that house inmates and serve as administration offices. HCCC's population has increased 60% in the past decade from 114 offenders to 290 offenders. HCCC is unable to expand on its present site, as the surrounding residential neighborhood has grown around the facility since it was originally built in the early 1900s.

In addition to its jail functions, HCCC also provides reintegration programming and a work release program at Hale Nani for sentenced inmates who will be released on the Big Island. HCCC also contracts with the Big Island Substance Abuse Council for a transitional community residential program in Hilo for female offenders.

Work opportunities are available through in-facility worklines and Correctional Industries. Inmates are also able to participate in community service worklines for county, state and not-for-profit organizations. During

FY 2003, HCCC completed 86 community service projects. Inmate labor totaled 15,501 hours, with services valued at \$215,308.

A major challenge for HCCC is the transportation of detainees and inmates to 16 courts in the Third Circuit located in Kona, Hilo, Puna and the outlying districts of Kohala, Waimea, Honokaa and Kau. The farthest driving distances range from 80 miles to a 200 mile, five-hour round trip. Unlike other correctional centers, HCCC is required to maintain inmate custody in court because of a shortage of deputy sheriffs who would normally provide this service.

During FY 2003, HCCC was involved in a partnership effort with the Judiciary and the Department of Health's Post-Booking Jail Diversion Project. The project addresses issues and concerns of those with a severe mental illness who come into contact with the criminal justice system. Among the positive results is a more streamlined process for court orders and procedures for the timely transfer and commitment of acquitted inmates to the Department of Health.

Another successful partnership focuses on enhancing reintegration programs. It includes HCCC, the Hawaii County Mayor's Office, and the Hawaii Island Corrections Advisory Committee. They are working together to address the needs of the community and inmates who are re-entering their Big Island neighborhoods.

Although strides have been made to develop and implement a viable re-entry program and ease the impact of the system on persons with mental health issues, HCCC is greatly concerned about operational inadequacies, budget shortfalls and overcrowded conditions. Due to a lack of adequate space for programs, education classes are held in one classroom at the Hilo site and in the Hale Nani multi-purpose room.

HCCC will continue efforts to enhance its furlough and reintegration programs, as it is clear that a successful return to the community will reduce the recidivism rate and thus reduce HCCC's offender population.



The Hale Nani Work Release Center has a multi-purpose day room.

Maui Community Correctional Center



MCCC is designed to house 209 inmates. However, its population ranges from 350 to 390 inmates.

The Maui Community Correctional Center (MCCC) was built in 1978 to house 24 inmates. With additional buildings constructed in 1986, 1992 and 1996, MCCC has expanded from its original two-acre site. There are currently five structures on the site, which is situated on approximately seven acres in Wailuku.

While some MCCC modules are constructed out of concrete, all of the open dormitories are wooden structures. Like the HCCC, the Maui jail was located on the edge of town, but over the years the town of Wailuku grew around and beyond the jail.

MCCC is currently designed to house 209 inmates. However, its present population ranges from 350 to 390



Program staff assist inmates with a variety of issues.



The 90-day treatment program for the Maui Drug Court is at Dormitory 3.

inmates. During the last 10 years, the inmate population at MCCC tripled. MCCC's inmate population is conservatively projected to reach 408 in five years.

In addition to its jail functions, MCCC provides reintegration programming to sentenced felons and parole violators who will be released on Maui. Among the programs offered at MCCC are adult basic education, GED, parenting and cognitive skills, substance abuse treatment, vocational training and work furlough. Extended furlough is offered in conjunction with the Maui Intake Service Center.

In addition to these programs, there are in-facility and community service worklines. During FY 2003 MCCC community worklines completed 267 projects. Their community service activities include painting, building construction, landscaping and other labor-intensive work as requested. They have assisted the Maui County Fair, Hula Bowl and Lahaina Invitational Basketball Tournament annually. During FY 2003, inmate labor totaled 15,501 hours, with services valued at \$621,355.

MCCC is involved with a \$2 million federal grant that was awarded to the department for a comprehensive reintegration program to provide a continuum of services and care for offenders who are returning to the Maui community. The Maui Economic Opportunity is the agency implementing this innovative grant.

MCCC recently renovated a dormitory for its in-facility Drug Court treatment services. Selected pre-trial inmates, sentenced felons and parole violators participate in a 90-day drug treatment program, which is followed by another nine months of treatment in the community. Aloha House, a private treatment provider conducts the program.

Pre-trial inmates who successfully complete the in-facility Maui Drug Court program have their charges dropped. Parole violators successfully completing the program have their warrants vacated.

MCCC is in the process of renovating another dormitory to offer the program to female offenders. The County of Maui has earmarked \$77,000 to start the project.

MCCC is also proceeding with plans to expand its infrastructure and operations due to \$20 million in CIP monies authorized by the Legislature for this purpose. Current expansion plans call for a single facility at a Puunene site.

If the current expansion plans are not expedited, the funds will lapse in June 2004 and the facility will need to replace its perimeter fence line due to premature rusting.

Kauai Community Correctional Center



KCCC was opened in 1977 for a population of 16.

Like the other community correctional centers, the Kauai Community Correctional Center (KCCC) has been expanded substantially. KCCC was originally designed to house 16 persons in 1977. Among housing units added to the facility are three cabins, which were built by KCCC inmates and used as shelters to house Kauai residents after Hurricane Iniki. The cabins were

intended for temporary housing, but they are still being used today as correctional housing.

Unlike the other community correctional centers, KCCC does not have housing units specifically designated for women. Rather, the facility is forced to rearrange units if the number of women inmates increases. This interferes with programming, causes scheduling problems and impacts all areas of facility operations.

KCCC offers sentenced felons an opportunity to participate in different levels of the Lifetime Stand Program, which provides a structured, para-military regimen of marching, drill exercises, physical training, education and community outreach. The Lifetime Stand Program stresses discipline, perseverance, work ethic and personal responsibility.

Each participant engaged in nine hours a day of structured programming, which includes four hours of work. Inmates who decline to participate in the Lifetime Stand Program are placed in lockdown conditions. During FY 2003, the program admitted 164 inmates. Three inmates completed the program.

KCCC has education, substance abuse treatment, religious counseling, cultural arts, and work furlough programs. Its vegetable farm and fish farm are maintained by inmates, with products used by the facility's food services unit. Excess crops and fish are donated to community organizations such as senior centers.

In addition to in-facility worklines, KCCC's community service worklines do projects for various county agencies and not-for profit organizations. KCCC completed 36 projects during FY 2003. Inmate labor totaled 3,735 hours, with services valued at \$51,879.

In the coming year, KCCC will continue to face major infrastructure and operational challenges. While the facility location does not conflict with any existing land uses, the State Department of Transportation has completed engineering studies for a new highway corridor that could require the relocation of the facility.



Lifetime Stand Program participants line up for their morning drills.



The fish farm produces food for the facility, with excess fish donated to community organizations and senior centers.

Women's Community Correctional Center



WCCC is the only women's prison in the State of Hawaii.



The Ahiki Dormitory houses sentenced inmates.



The Ke Alaula Group Room is the place where women come together in a therapeutic community environment.

The Women's Community Correctional Center (WCCC) is the only facility that serves the needs of pre-trial and sentenced female offenders. The facility houses female offenders who are of maximum, medium and minimum custody levels. WCCC provides chronic medical and mental health care services, protective custody and long-term disciplinary housing for female offenders statewide.

WCCC is comprised of four individual housing units. Three of the four residential cottages were originally built in 1952 and were extensively renovated for conversion into women's facilities in 1993. A new dormitory, Ahiki Cottage, opened in 1999. WCCC has a design capacity of 258 beds. However, for FY 2003, the facility averaged 324 inmates.

WCCC offers an array of programs, including a substance abuse therapeutic community, a cognitive based curriculum, parenting and educational classes and domestic violence treatment. It is the only facility that has a gender responsive, intensive substance abuse treatment program called Ke Alaula, a nine to 16 month therapeutic community operated by Hina Mauka, a private provider.

Ke Alaula opened in September 2001 and remains at a full capacity of 50 women. A primary focus of Ke Alaula is to help program participants heal from past abuses that may have contributed to their drug problems and addictions.

Fifty-eight women entered the Ke Alaula program during FY 2003. Following completion of the program, the offender is assigned to a transition program in the community prior to being considered for parole. Twenty-nine women successfully completed the program. Seven were terminated due to non-compliance or other reasons, nine terminated due to disciplinary status, 10 transferred due to

mental health and other reasons, one was released to parole and two transferred to Oklahoma.

Of the 29 who completed the program, there were three participants who relapsed. Two were re-incarcerated.

Project Bridge is a program designed to assist female offenders with transitioning back to society through employment, education and substance abuse after care treatment. The six to 12 month program has a capacity of 15. There are five slots for those who have been diagnosed with co-occurring disorders, having a history of both mental health and substance abuse problems.

Those who complete the program transition either to parole or to extended furlough to their residence. During FY 2003 there were 23 who were admitted into the program. Twenty successfully completed the program and were transitioned to independent living in the community.

The Day Reporting and Electronic Monitoring Program was developed and instituted to provide additional avenues for transitional programming for non-violent low risk offenders with relatively short-term sentences of 3 to 4 months of incarceration remaining. Program participants report to the facility during weekdays from 7:30 a.m. to 4:30 p.m. for 30 days. After completing this first phase, they report to the facility three days a week, for five weeks.

During this period they pursue employment, vocational training or educational opportunities. Upon completion of the program, they are put on an extended furlough program. During FY 2003 there were 15 inmates who participated in the program, with 11 completing the program.

In addition to in-facility programs, WCCC participates in many community service projects for state, county agencies and non-profit organizations. WCCC completed 81 community service projects during FY 2003. Inmate labor totaled 32,644 hours, with services valued at \$453,425.



A WCCC community service workline helps to set up tents and equipment for the Down's Syndrome Association's Buddy Walk.



For the past five years, WCCC worklines have assisted with Hawaii's Special Olympics events.

Various WCCC programs are supported through partnership efforts, which continue to yield productive and mutually beneficial results. WCCC's partnership with The Outdoor Circle has resulted in substantial grant monies to assist with the development of a horticultural training program and a hydroponics operation. Partnerships like these have prompted substantial support from surrounding communities and additional partnerships with other community organizations and non-profit agencies.

WCCC also offers Kids Day events, which has proven to be very popular, as it provides dedicated time specifically for a mother and her child. Other programs are the Read to Me Cassette Tape Program and a popular book club called the Literary Society of WCCC. The facility also regularly participates in major projects and events of the Hawaii Special Olympics and Aloha United Way.

WCCC is faced with many, multi-faceted challenges. It continues to experience chronic personnel shortages in the areas of case management, security, operations and maintenance. There is also an inadequate number of female correctional officers to sufficiently cover posts that require the presence of a female officer.

These long-term vacancies dramatically reduce the level of services in all operational areas. Overtime costs remain high due to the large numbers of vacancies, a rapidly increasing inmate population that far exceeds the facility design capacity and chronic employee attendance problems.

The population remains high despite WCCC's efforts to keep 36 contract beds filled at TJ Mahoney, a residential transitional facility in the community; 64 contracted beds in Oklahoma; and 16 offenders in the facility's furlough and day reporting program. With significant increases in the population, WCCC's sewer and water systems have been greatly taxed and are in need of frequent and unbudgeted repair and maintenance.

WCCC anticipates the increased demand for additional housing will result in a growing number of offenders requiring suicide watch, and safety and therapeutic accommodations. An escalating inmate population continues to impact facility operations.

WCCC will continue efforts to establish and maintain partnerships with community agencies and organizations. Its program focus will remain on substance abuse treatment, cognitive-based programs and on maintaining its level of transitional programs.

Halawa Correctional Facility



The Halawa Medium Security Facility opened in 1987 and is still the newest and largest prison in Hawaii's correctional system.



HCF continues to remain overcrowded, with approximately 200 inmates sleeping on mattresses or sleeping bags on the floor.

The Halawa Correctional Facility (HCF) is made up of two separate and distinct buildings: a special needs facility and a medium security facility.

The special needs facility is the old City and County Halawa Jail, originally opened in 1962 and transferred to the State in 1975. It houses maximum and closed custody male inmates, as well as those who require protective custody. It also serves inmates with severe and chronic mental illnesses that preclude them from being placed in the general population.

The medium security facility opened in 1987, and is still the newest and largest prison facility in Hawaii's correctional system. It houses male sentenced felons. Despite original design plans intended for single bunks to accommodate both medium and maximum custody inmates, HCF currently double bunks.

Although the operational capacity of the medium security facility is 1,124 persons, it housed an average of nearly 1,300 inmates during FY 2003. To mitigate overcrowding, approximately 1,300 inmates are housed at out-of-state contracted facilities.

The Halawa staff coordinated mass transfers to contracted Mainland facilities three times during FY 2003, with an average of 150 inmates per transfer. In addition to coordinating these transfers, staff conducts periodic site inspections, maintains contact

and rapport with out-of-state prison officials, and keeps institutional files updated for this population.

Among the programs offered at HCF is a broad range of education classes. Over 300 inmates hold in-facility workline positions and work opportunities are available through Correctional Industries. Substance abuse treatment services and sex offender treatment services are also offered.

There is a living unit that houses 30 inmates who are participating in an enhanced substance abuse treatment component. The participants have created a supportive environment for adopting a drug- and alcohol-free lifestyle. With increased staffing, services could be extended to more inmates.

As in any correctional facility, security and safety are primary concerns. At the Special Needs Facility, where three inmates escaped in April 2003, a new main gate has been fabricated and installed, and the gatehouse roof has been outfitted with razor wire. In the mechanical room, cages have been installed and air vents have been secured. New fire sprinklers have been installed in the housing units.

At the medium security facility, fencing in various areas has been upgraded and screens in inmate cells have been replaced. Closed circuit cameras for monitoring purposes have been installed in the special holding unit, medical unit and around the perimeter.

For a number of years, both facilities have continued to experience problems with its sewer lines, including sewage backups, which are in part attributable to the high inmate population. Although efforts have been made to remedy this, it is not yet fully resolved. The facility plans to expeditiously correct this critical sanitation concern.

Another problem HCF faces is the structural integrity of the walls at both facilities. One area of major concern recently identified is the recreation yard in one of the modules. The resulting problems are believed to be a combination of the settling of the building's foundation, weekly blasting at the adjacent quarry and other factors. Studies are underway to determine the extent of the problems and repair alternatives.

Depending on the availability of funding, HCF plans to complete installation of closed circuit cameras in all pertinent areas. Additionally, HCF would like to upgrade its fire alarm and sprinkler systems in inmate housing units. However, managing its ever-growing population to a manageable level will continue to be its top priority.

It is anticipated that during FY 2004, at least an additional 200 inmates will be sent to contracted facilities, which will increase the number of Hawaii inmates housed at out-of-state facilities from 1,300 to 1,500 inmates.



A protective custody unit at the Special Needs Facility contains basic necessities.



The windows of the medium security facility are in need of repair.

Waiawa Correctional Facility



The minimum security Waiawa Correctional Facility is the department's primary substance abuse treatment facility.



All WCF inmates must participate in education or substance abuse treatment programs.

The Waiawa Correctional Facility (WCF) is a 334-bed minimum-security prison for sentenced male inmates. It provides an environment that helps inmates transition from traditional prison to re-entry into the community. Inmates are carefully screened prior to being transferred to Waiawa because as a minimum security facility, it has very limited physical security features such as high fences and segregation facilities.

WCF was converted from a military communications center to a correctional facility for 134 inmates. The property, which includes 192 acres, was transferred from the U.S. Department of Education to the State of Hawaii via a quitclaim deed in 1985. Under the terms of the deed, the State “earns” a 1/30th ownership share for each year it uses the property. The deed also requires that all inmates participate in education or substance abuse treatment programs. WCF can devote 240 of its 334 beds to substance abuse treatment.

The major program at WCF is KASHBOX, an intensive residential treatment program for those with serious substance abuse problems. KASHBOX was started in 1990, with 16 beds. It expanded to 84 beds in 1998, and to 200 beds in 1999. It is a therapeutic community, where inmates in the program are housed in a unit separate from the general population.

While in the program, the inmates address all of the life issues that contribute to their substance abuse. They are expected to strictly adhere to the prescribed rules of the “community” and practice pro-social values. The program is designed to last from nine to 15 months, depending on the inmate’s progress.

Although it is based on a powerful and effective treatment model, KASHBOX continues to struggle because the program is understaffed and needs better accountability through process and program evaluations.

The other major substance abuse treatment program at WCF is Crossroads, which is designed for parole violators who return to prison for failing to comply with the conditions of their parole because of substance abuse. The program is designed to last from four to six months. It was implemented in 1999 with 40 beds.

Waiawa recently implemented a unique pilot program designed to help substance-abusing inmates become better fathers. With several private agencies as partners, selected inmates engage in structured play groups with their young children, participate in group parenting sessions, and engage in reading activities with their children. WCF will continue to explore opportunities to provide inmates with better parenting skills.

WCF also provides general education programs, as well as Hawaiian language and culture leading to an associate of arts degree. Inmates in the Ke Ala Ike program can enroll at Leeward Community College to complete their degree after release.

Several in-facility worklines also help inmates acquire and practice good work habits and to learn useful skills. These worklines include food service, building maintenance, heavy equipment, farm, janitorial, educational tutoring and landscaping.

WCF inmates also worked on 44 community service projects. They provided 10,887 hours of labor to state and not-for profit agencies, with an estimated cost savings of \$151,220 to user agencies.

With regard to the inmate population, there are signs that gang activity is increasing at Waiawa. More inmates are identified as gang members when they arrive at the facility. There are also indications that some inmates are making attempts to organize and that tattooing is taking place. The problem is not yet serious, and all of the staff will remain vigilant.

Waiawa continues to experience serious infrastructure problems. The original complex was built during World War II. Therefore, the plumbing and electrical systems are old and need frequent repair. Waiawa operates its own drinking water and wastewater treatment systems. Both systems are under scrutiny by the Department of Health, which may require improvements to assure compliance with state and federal laws.



During FY 2003 the Waiawa farm yielded 85,000 pounds of assorted vegetables, with an estimated value of \$65,000.

Kulani Correctional Facility



The Kulani Correctional Facility opened in 1946 as a work camp for 120 inmates.



This is one of the six dormitories used for inmate housing.

The Kulani Correctional Facility (KCF) is a 160-bed minimum-security prison that incorporates vocational training and specialized programming for males nearing the end of their sentence. It opened in 1946 as a work camp for 120 inmates. The six original dormitories are still occupied.

There are 8,000 acres of land surrounding the facility, which is remotely located about 20 miles from Hilo. The main compound where inmates live and work consists of 20 acres. KCF is a working camp, where all inmates are assigned jobs. Inmates who refuse to work are returned to the Halawa Correctional Facility. Prior to being transferred to Kulani, inmates are carefully screened, as the resident population does not include inmates with chronic medical conditions or serious mental illnesses.

Kulani is the primary location for the department's sex offender treatment program. Past programs at KCF initially focused on assigning inmates agricultural work, specifically cultivating fruits



The KCF Greenhouse Plant Program has grown 7,500 native plants since January 2003.

and vegetables. Planting and cutting koa forests were also at one time a large part of the facility's programs. Over the years, Kulani's programs have evolved with the changing technological needs and the job market.

Today's worklines stress mechanical repair and maintenance, construction, heavy equipment operation and computer work. There is a Greenhouse Plant Program, a plant conservation crew and a ranchline that produces cattle and hogs for the facility's food services unit. Since January 2003 Kulani has grown 7,500 native plants and 750 pounds of food for its kitchen. The total value of native plants and garden vegetables is estimated at \$40,000.

KCF programs include substance abuse and sex offender treatment, educational and vocational training, the Lifetime Stand Program, and work opportunities through Correctional Industries' woodshop and ranch operations. Moreover, several community worklines have greatly contributed to the Big Island community. During FY 2003 KCF completed 47 community service projects. Inmate labor totaled 11,052 hours, with services valued at \$153,512.

The facility utilizes a catchment system that can presently support 200 inmates and staff. When the weather is dry for prolonged periods, KCF must haul water from Hilo. More water storage tanks, along with repair of the 20-mile access road to KCF, need to be considered should there be a significant increase in Kulani's population.

The year ahead will focus on continued programming and infrastructure improvements. Kulani staff and inmates will be focusing on upgrading the facility's sewage treatment plant. Their contributions are expected to decrease project costs by 25%. The improvements are expected to be completed by March 2005.

With efforts directed toward this major capital improvement project, there may be a decline in the number of community service worklines available, as well as a decrease in the participation and completion levels of specialized programs at the facility.



An exemplary education program at KCF offers inmates a rigorous training curriculum, where they learn to repair automobiles and attain national Automotive Service Excellence (ASE) certification and highly marketable skills.

Security

Security is a critical component of daily activities at all facilities. Correctional officers, who comprise 53% of the department's employees, play a central role in all aspects of operations, programs and services.

During FY 2003 many aspects of security services were reviewed for consistency. Communications equipment, emergency response protocols and uniforms were standardized. Procedures for tool control, key control and cell

searches were refined. Construction was started for a department armory. Interview questions were standardized and based on a national model of generally accepted practices.

Security-related aspects of the physical plant were upgraded at OCCC, HCF, KCCC and HCCC. Fences were reinforced, locking mechanisms were changed and control panels were updated.

The year ahead will see a continued emphasis on improving supervisory and management skill levels among all security staff. An example of this is the process currently in use for annual audits of each facility's security program. A team of three to five individuals comprised of management staff from each of the eight institutions conducts audits of facilities other than their own. Audit team members gain valuable insight on policy and procedure development, management controls and documentation, security practices, and an important systems perspective to the entire corrections process.



A correctional officer conducts a pat down search.



A correctional officer does a routine inspection of contents in a locker.

Maintenance

The department's maintenance staff has the formidable task of keeping all physical plant systems running. They are responsible for maintaining security and emergency systems and other essential plumbing and electrical systems. They also maintain vehicles used for transporting inmates to court and to other facilities. They also do janitorial, groundskeeping and landscaping work.

These tasks are major challenges because they have been generally understaffed and underfunded. As overcrowding continues to shorten the life of building systems, the important efforts of maintenance staff is a key to ensuring the proper management of the correctional system's physical resources.

Food Services

The Food Services Branch prepares and serves meals daily for 3,900 inmates and staff. It is responsible for ensuring that high quality food service programs are maintained at all of its operations at eight correctional facilities.

The Branch also provides work opportunities for inmates by providing on the job training in culinary arts. All inmates assigned to a food service workline acquire basic skills in food preparation, kitchen sanitation, food safety, bakeshop operations, storekeeping and dishwashing operations. The fundamental knowledge



The MCCC kitchen provides work opportunities for inmates who acquire on-the job training in culinary arts.

gained in food handling may help them obtain employment in the food service industry after they are released.

Another beneficial opportunity is a joint venture project with Correctional Industries to provide 150 lunches daily for elderly citizens and developmentally disabled residents attending adult day care programs at Waimano Home. Meals are prepared by inmate cook-helpers supervised by WCF staff. Since 1995, the Meals on Wheels Project has seen many positive results for public and not-for-profit agencies. During FY 2003 inmates prepared over 21,600 meals for this Meals on Wheels Project.

At the WCF Farm Program, inmates learn vocational skills in sustainable agriculture by growing fresh produce that is incorporated into WCF menus and shared with other correctional facilities. Other farm programs are located at KCCC, KCF and the Hale Nani facility in Hilo.

However, there is no Farm Manager at these facilities to assist with expanding the farm program, so offenders practice traditional farming methods and are supervised by correctional officers. During FY 2003 the department's farm programs generated a harvest of over 85,000 pounds of fresh fruits and vegetables at a cost savings of \$55,000.

The department is challenged with preparing an increasing number of special diets. In addition to serving regular meals, the food service branch prepared 17,200 special and medically prescribed meals. Over 300 inmates daily assist with preparing and serving these meals.



Inmates work at the KCCC taro patch at its vegetable farm.

Due to medical and religious legal requirements, the department anticipates more medically prescribed diets will be necessary because of an aging prison population and an increase in the number of unhealthy inmates entering prison due to poor eating habits and other health and lifestyle-related concerns.

Other challenges are aging kitchens and inadequate equipment that needs to be upgraded or replaced in order to be in compliance with regulatory guidelines. Toward this end, the department is providing educational programs for its food service managers to enhance their skills in nutrition and food service management and continue risk management programs with daily operations at all food service units.

Health Care Services

The Health Care Division works with security and other correctional staff to deliver medical, dental and mental health services through department physicians, psychiatrists, psychologists, nurses, social workers, dentists and other providers of direct patient care. During FY 2003 there were 39,229 instances where



The OCCC infirmary is open 24 hours a day, seven days a week.

patients received medical, mental or dental treatment. The figure does not include routine inmate contact by the nursing staff and psychiatric social workers.

All necessary health services provided are consistent with the requirements of the United States Constitution, Hawaii Revised Statutes, departmental policies, community standards of care, and the National Commission on Correctional Health Care (NCCHC). All facility health care units have retained their NCCHC accreditation with the exception of HCF, whose accreditation was revoked in June 2002. The department is optimistic that HCF will regain accreditation in 2004.

Twenty-four hour infirmaries are available seven days a week at the OCCC, WCCC, and HCF. Clinics are located at each

correctional facility. Inmates who require hospitalization or services beyond the ability of department personnel are referred to outside sources.

Health care staff is also responsible for the monitoring and quality management of medical care provided to Hawaii inmates currently housed in out-of-state contracted facilities. They provide authorizations for specialty services, utilization review functions, and the approval and processing of reimbursements to providers. Health care staff also assists with the reintegration of inmates into Hawaii's community health care system.

During FY 2003, the department obtained a Health Provider Shortage Area designation, which allows HCF and WCCC to be considered National Health Corp facilities. This designation enables Corp scholarship recipients to fulfill their three-year commitment to the Corp by working at a correctional facility, which has provided the department with potential candidates for difficult to fill physician and other health care provider positions.

The foremost challenge for the Division is the ability to manage the increasing cost of health care. Another area of growing concern is an increasingly aging patient population. Older inmates who have had drug addictive-related lifestyles are at higher risk in developing major illnesses. Higher costs attributed to emergency room visits, hospitalizations, and life-saving treatments and procedures in maintaining the health of this older population will continue to increase.

Another major concern is the fiscal impact of Hepatitis C. The present course of treatment is very expensive and offers limited success. As more incurable patients develop end stage liver diseases over time, the costs associated with their care will also increase.

Lastly, due to the national trend of State mental health hospital closures and health facility downsizing,



A patient is checked by a nurse at OCCC.



Module 4 at OCCC houses persons who are mentally disordered. The safety net is used as a precautionary measure.

correctional systems throughout the country have seen an increasing number of mentally ill inmates.

As of June 2003, 15% of Hawaii's inmate population was identified with medium to severe mental health problems.

The department's mental health staff is only able to provide episodic mental health care that focuses on stabilizing the patient's mental health condition through medication. The segment of the inmate population with mental health problems is expected to grow and require increases in the department's already limited mental health service resources.

Correctional Industries

Correctional Industries (CI) provides meaningful work opportunities for offenders that will help to increase their employment prospects after release. Currently there are 127 inmates statewide that are employed by CI in various capacities. 10% of their gross income is paid to the Crime Victim Compensation Commission. A goal of CI is to produce quality products for the department and other State agencies at competitive prices.

The CI administrative offices are based at the Halawa Correctional Facility, where CI has printing, sewing and furniture operations. The printing plant provides products such as business cards, standard forms, brochures and bindery and reproduction services. The sewing plant manufactures correctional officer uniforms, other uniforms and products for the private sector. The furniture plant manufactures seating systems and assembles and installs panel systems.



A major project at the Halawa furniture shop is the refurbishing of school desks and chairs. Last year, inmates refurbished 17,612 units.



The sewing plant will expand its embroidery capabilities and plans to provide other institutional items such as sheets and pillowcases.

At HCCC, there is a joint venture with a private sector company where a workforce of approximately eight inmates at a time is employed to assist with fruit picking or packing. Offenders receive minimum wage up to prevailing wages. At OCCC and KCF, industries worklines deliver office furniture and install office paneling systems. Another OCCC Correctional Industries workline is currently assisting a community theatre with their set design.

The year ahead for CI includes future industries such as a mattress manufacturing plant, a janitorial products plant, and possibly a maintenance labor force. Depending on the department's needs, CI may produce inmate uniforms.

CI will continue to provide goods and services needed for the construction, operation and maintenance of state or county offices by utilizing qualified, able-bodied inmates toward the goal of achieving mutually beneficial results.



The MCCC law library provides inmates access to legal documents and law-related publications.

Library Services

The Library Services Branch provides recreational library services and law library services to inmates in Hawaii, as well as in five out-of-state facilities. The core function of the Branch is to maintain basic law libraries at all correctional facilities to ensure that inmates are afforded their constitutionally mandated access to these materials. Maintaining this access also reduces or prevents costly litigation.

However, it has always been the goal of the Library Services staff to provide all inmates under state jurisdiction with other reading-related, meaningful activities and programs. In prior years, the staff at

each facility were able to provide a variety of leisure reading books and a sampling of cultural and enrichment programs.

Because of budget constraints, funding to support recreational library programs has been curtailed. The staff will work toward continuing current programs such as a book club at WCCC and the Read-to-Me program at WCCC and WCF.

Due to a growing demand for a wider variety of reading materials, including Hawaiiana, the department is working in partnership with private and other public agencies in seeking in-kind and financial support. They will also strive to provide inmates with quality materials that are not just materials that have been discarded.

The department will be seeking additional funds to supplement its sparse general reference and Hawaiiana collections.

Volunteer Services

The Volunteer Services Branch manages volunteers in various correctional programs and activities. Since 1976, when the program began with funding from the Law Enforcement Assistance Administration and 80 concerned citizens from the community, volunteers in corrections have enriched the lives of inmates emotionally, physically and spiritually.

Volunteers provide inmates with a viable link to the community. Approximately 75% of volunteers are affiliated with faith-based institutions and are from a variety of religions, denominations and belief systems. Correctional facilities are also practicum sites for student volunteers who need to gain specialized or general experience in their chosen profession. Student volunteers have been supervised in the department's substance abuse treatment, sex offender treatment, social work and case management sections.

Three hundred new volunteers were trained during FY 2003. Approximately 700 community volunteers donated 50,000 hours of labor and \$5,000 in financial and in-kind assistance to the department. Nine volunteer chaplains at facilities statewide contributed a total of 14,000 hours of service.



The highly successful hydroponics program at WCCC has garnered the financial and in-kind support of many community volunteers, agencies and organizations.

Among projects coordinated by volunteers during FY 2003 is a videophone visit held at local churches statewide every other month at no expense to inmates or their families. Videophone links provide an opportunity for inmates to overcome distance barriers and visit with their family members.

Another major project run by volunteers is an annual Christmas party sponsored by the Catholic Diocese of Honolulu for all of the children of inmates of WCCC. This is in addition to Angel Tree, a project sponsored by Prison Fellowship and coordinated by New Hope Fellowship. Faith-based organizations have provided considerable support to the department, with several churches donating televisions, VCRs, sound equipment and musical instruments to facility chapels.

The year ahead will continue to see the Volunteer Services Branch responding to inmates' spiritual and programming needs by providing services that help offenders cope with the institutional environment and advance through their required programs, which will help to reduce their risk of recidivism.

Education Services

The Education Program Services Branch offers academic, vocational, cultural and self-development programs. All in-facility education centers provide academic programs in adult basic education, General Equivalency Diploma, and post secondary education. Because approximately one third of inmate students have special education needs or learning difficulties that affect their ability to maximize education and treatment program information, programs are designed to address the special learning needs of all students.



This room at Kulani is used for a variety of classes.

Correctional education has a well-rooted history. Section 353-64, Hawaii Revised Statutes, requires persons paroled to possess or participate in a high school diploma program and possess or acquire a marketable skill prior to parole. Thus, correctional education in Hawaii must provide inmates with the academic background and critical thinking skills necessary to obtain a high school diploma, as well as the technical and employment skills needed to compete in today's job market.

To fulfill this mandate, the education staff provides a standard academic curriculum and vocational training in computer technology, environmental science and horticulture, and automotive technology. Although space, infrastructure and security

constraints play a major role in limiting vocational course offerings at the institutions, all education centers have at least one training program per quarter.

Culture is a critical thread that is woven throughout the curriculum. Over 1,400 students are of Native Hawaiian or part-Hawaiian ancestry. There is a strong cultural context of Native Hawaiian values and behaviors throughout several academic, vocational and self-development programs.

Among the highlights for FY 2003 is a distance learning education program that has provided the impetus for out-of-state inmates to continue their education upon returning to Hawaii. Education staff at Oklahoma and Arizona facilities is now capable of transferring inmate records electronically. This results in faster and more appropriate education placement, greater program coordination and better opportunities for inmates to continue courses of study with minimum interruption.

Substance Abuse Treatment Program

The Substance Abuse Treatment Services Branch provides assessment, primary and secondary treatment, and continuing treatment services for inmates who have substance abuse problems. Treatment is provided by in-facility staff, volunteers and contracted private providers.

The assessment process determines if an offender needs treatment and the intensity or the level of the treatment needed. In FY 2003 the department completed 806 assessments. Results indicated that 136 needed Level II treatment, which is equivalent to primary outpatient treatment; and 574 needed Level III treatment, which is equivalent to intensive, residential treatment. The remaining 96 were found to not need any treatment, but required some form of substance abuse education. During FY 2003, there were 291 inmates who completed Level II treatment and 287 who completed Level III treatment.

The department offers Level III treatment in the form of a therapeutic community, which means that the inmates live together within a structure that encourages interaction. A therapeutic community provides an environment for serious drug abusers to participate in a simulated community that promotes the practice of constructive, pro-social behaviors.

It utilizes the influence of positive peer pressure within a highly structured social environment, where the primary change agent is the community itself. Its culture is of a mutual self-help attitude, where community members confront each other's negative behavior and attitudes. An open, trusting and safe environment is established and personal disclosure is encouraged.

The department has two therapeutic communities: KASHBOX at Waiawa and Ke Alaula at the women's prison. KASHBOX is an acronym for (K)nowledge, (A)ttitudes, (S)kills, (H)abits, (B)ehaviors, (O)pinions, the (X) factor and other characteristics that are acquired to lead productive, crime-free lifestyles.



The KASHBOX therapeutic community is located at Waiawa.



Substance abuse education and primary outpatient treatment, considered a Level II program, is offered at all facilities.

Ke Alaula is translated from Hawaiian as "the dawning of a new day." The program has three phases that incorporate elements of Native Hawaiian culture: Nā Lau, Nā Kupukupu and Nā Liko.

In addition to primary and intensive treatment, the department provides secondary and continuing treatment through its furlough programs. There are currently 96 furlough treatment slots for male offenders at OCCC, of which 32 are federally funded through the Laumaka Bridge Program.

There are also 15 Bridge program furlough beds at the WCCC. During FY 2003, there were 36 inmates who completed the Laumaka Bridge Program at OCCC and 20 inmates who completed the Olomana Bridge Program at WCCC.



The Ke Alaula therapeutic community is located at the women's prison.

The past fiscal year was marked by decreases in program capacity due to staff shortages. The Crossroads Parole Violator Program was temporarily integrated into KASHBOX. As a result, there was a temporary reduction in the number of inmates entering the KASHBOX program.

During FY 2003, 214 inmates completed the KASHBOX program. With the hiring of new counselors, KASHBOX will be able to operate at its normal capacity of 200 treatment slots. New staff will also be added to the Laumaka Bridge program at the OCCC and the capacity of that program will be increased.

The department offers two transitional community residential programs for females through purchase of service contracts on Oahu and the Big Island. The

department contracts with T.J. Mahoney for 36 community beds at Matlock Hale in Makiki. It also contracts with the Big Island Substance Abuse Council for eight community beds at Hale Ho'opulapula in Hilo.

These programs help female offenders transition from a highly structured prison environment to independent living in the community. Both agencies provide services in the areas of substance abuse, vocational and job skills training, money management, life skills, anger management, domestic violence, relapse prevention, cognitive restructuring, work furlough participation and other types of individualized services.

During FY 2003 there were 40 female offenders who completed the Matlock Hale program and 14 who completed the Hale Ho'opulapula program.

Additionally, two new treatment services programs have started. First, there is a multiple services contract that provides a variety of services to inmates who return from out-of-state facilities. This population was targeted because returning inmates needed more follow-up services than are currently provided.

Second, a contract for a residential program to provide services to pregnant females was recently awarded. The goal of the program is to place pregnant females in specialized community programs to address their individual needs during pregnancy, childbirth and the post-natal period.

A tracking system to follow inmates post-treatment was initiated in November 2003 in an attempt to determine the effectiveness of the types of treatment being provided. Data from this tracking system, along with other planned outcome studies, will form the basis for program evaluations.



Sex Offender Treatment Program

Treatment programs for sex offenders are available at all men's facilities statewide except at the Waiawa Correctional Facility. The programs are 100% privatized, as all administration and direct services are accomplished through contracts.

Hawaii's sex offender treatment program was first introduced as a pilot project in the 1980s utilizing a medical model. However, in 1991 the department officially implemented a program based on a criminogenic model instead, which addresses criminal thinking in the framework for treatment.

In any given year, approximately 90% of Hawaii's paroled sex offenders successfully complete treatment prior to release. All treated sex offenders are assessed for risk prior to release.

Hawaii is the only state with lifetime tracking of its released sex offenders, which allows the department to collect long-term recidivism data. National statistics suggest that 11% of sex offenders who receive treatment and are released from prison will commit a new sex crime within two years of their release. Since 1988, fewer than 1% of Hawaii's sex offenders who received treatment have returned to prison for new sex crimes.

Hawaii appears to have the lowest recidivism rate in the country, at a fraction of the cost incurred by states that have adopted a medical model to treat offenders.

An untreated sex offender is four times more likely to re-offend. During FY 2003 a total of 53 inmates began treatment, and 49 graduated who started the previous year. Therapists usually treat up to a dozen men in each therapy group. The program typically takes 16 months to complete.

At the Kulani Correctional Facility, the program was accelerated this past year, which allowed for some men to graduate in as few as 10 months. A change in treatment providers at the Kulani facility will allow the department to treat more offenders at a lower cost per inmate.

This year the program successfully located a sign interpreter for deaf inmates and a therapist to work with developmentally delayed offenders, which allows for these inmates to participate without hardship.

Due to additional funding for Fiscal Year 2004 a record number of sex offenders will enter treatment. The funds are necessary however, to offset the record population of incarcerated sex offenders, which has risen at a 10% annual rate since 1999.

Sheriff Division

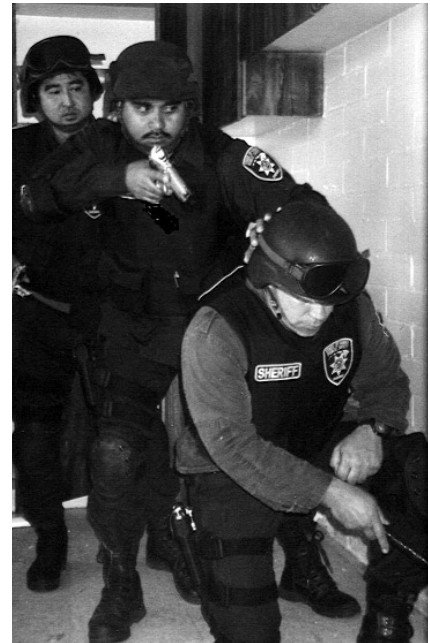
The Sheriff Division carries out law enforcement services statewide. Its mission is to preserve the peace by protecting all persons and property within premises under the control of the Judiciary and all State facilities; providing process services and execution of court documents; handling detained persons; and providing secure transportation for persons in custody. It also provides law enforcement services at the Honolulu International Airport.

Sheriffs are involved at various stages of the criminal justice system. At the initial stage, they may arrest, book and process persons entering the system. At the police cellblock, they secure, escort and transport those detainees. They escort, secure and transport juvenile and adult inmates to inter-island and intra-state destinations for court appearances.

They serve various types of warrants and other documents, and execute writs of possession. Deputy sheriffs conduct criminal and civil investigations on cases that occur within the jurisdiction of State entities. They also conduct records verification and background checks.



The Airport Sheriff Detail issues an average of 111 traffic citations a month.



Deputy sheriffs undergo warrant training.

The Division is also the lead agency of the State Law Enforcement Coalition, which was formed to meet the mandates of the federal Homeland Security Act. The coalition also implements federal guidelines on issues related to weapons of mass destruction.

With the heightened call for the security of waterways and harbors, the Division has been assisting the Department of Transportation's Harbors Division with security and law enforcement functions. Additionally, through its specialized canine unit, the Division is responsible for detecting narcotics and explosives in agencies within the Judiciary, the department's correctional facilities, and other state and county agencies that request those services.

The following chart provides a monthly average of the types of activities performed by deputy sheriffs primarily at county cellblocks, Circuit and District Courts, the Honolulu International Airport and at neighbor island section offices.

Protective Services staff provides law enforcement and security services for State facilities and persons in those facilities. They provide 24-hour services to the Civic Center complex and other districts as directed. They also provide services to the Maui Memorial Hospital, Hawaii State Hospital, Waimano Training School and Hospital, and Fort Ruger at the Department of Defense.

Increased awareness of security in government offices and buildings has resulted in the Protective Services staff conducting security assessments of all State-owned and operated properties. They have completed 197

Monthly Average – Sheriff Division

	Oahu	Airport	Kauai	Maui	Hilo	Kona	TOTAL
CRIMINAL MATTERS HANDLED							
Arrests & Bookings	34	65		3	2	5	75
Auto Theft		1					1
DUI		5					5
Drug/Drug Paraphernalia		7					7
Felony		14					14
Misdemeanor		26					26
Traffic Citations	8	111					111
Vehicle Collisions		4					4
DOCUMENTS SERVED							
Complaint & Summons			1	28			29
Mittimus Forthwith			7	5	3		15
Subpoenas			14	0			14
Temporary Restraining Order				0	4		4
Warrants	39		2	2	2	3	9
Writs of Possession					2	1	3
PERSONS TRANSPORTED							
From Facilities to Court	108		30	87	16	27	268
From Police to Court	181		19	34	34	29	297
In Custody and Escorted to Court/ISC/Other	26		37	96	23	10	192
Escorted to Inter-island destinations	8		1	3	2	1	15
MISCELLANEOUS							
Additional Court Service			3				3
Court Security			2				2
911 Calls for Service		34					34
TOTAL	404	267	116	258	88	76	1,128

site visits thus far, and plan to assess over 1,000 buildings that are owned or leased by the State of Hawaii. This will be a long-term project, as a limited number of deputies are available for this task. The chart on the following page outlines the types of incidents that Protective Services staff responded to during FY 2003.

Executive Protection staff protects the Governor, Lieutenant Governor and, when requested, national and international dignitaries. Deputy sheriffs have also been assisting the Department of Human Services Hawaii Youth Correctional Facility with its security needs for incarcerated juvenile offenders.

Although the functions and duties of deputy sheriffs vary in scope and nature, all Sheriff Division staff work in conjunction with other federal, state, and county law enforcement agencies to provide for the health, safety and welfare of all citizens in the State of Hawaii.

Among Division highlights for Fiscal Year 2003 are the establishment of the State Law Enforcement Coalition (SLEC) and the creation of a Command Post. SLEC was formed to address the need to protect Honolulu Harbor and container-handling facilities on Sand Island. SLEC is poised to react to any incident requiring a coordinated response by state law enforcement personnel.

Fiscal Year 2003 – Protective Services

TYPES OF INCIDENTS	Civic Center Complex	Hawaii State Hospital	Waimano	Dept. of Defense	Maui Memorial	TOTAL
Assist Other Law Enforcement	32					32
Bomb Threats	1	0				1
Criminal Arrest	22					22
Demonstrations/Hearing	58					58
Educational Activities	40					40
Escapes		17				17
Escort Psychiatric Patients					167	167
Medivac Site Prep					10	10
Miscellaneous Cases	820	285	150	68	758	2081
Other Criminal Cases	85	25			18	128
Terroristic Threatening	3	2				5
Theft, CPD, Burglaries	37	4			14	55
Warrant Arrest	15					15
TOTAL	1,113	333	150	68	967	2,631

The Command Post was created through a public/private partnership. Built by the Sheriff Division, it is the first mobile platform containing inter-operable radio communications with all first responder agencies on Oahu. Built with minimal expenditure of State funds, the Command Post will play a critical role in any large-scale disaster or incident requiring coordinated, island-wide communication.

Among significant cases involving sheriff deputies during FY 2003 is a multi-agency copyright infringement case that seized exclusive high-end jewelry from businesses on Oahu. Sheriffs also played key roles in difficult eviction cases, searches for escapees and missing persons, and in apprehending high profile criminals.

With increased demands for security affecting the state and the nation, more resources are needed, particularly if Hawaii is to meet the mandates of the Homeland Security Act. The Division will need an immediate increase in personnel in order to effectively manage its current workload. Training and equipment needs are also priorities in the coming year.

Another major concern is the availability of State funds to address a serious vehicle maintenance backlog and replacement of inoperable and unsafe vehicles. The Division will also be seeking pay increases to be commensurate with the compensation rates of other organizations with similar functions and responsibilities.

Sheriffs perform the same duties as county law enforcement officials and have statewide powers. Yet



The Law Enforcement Recruit Training class is an extensive 5-month session that prepares deputy sheriffs for the many challenges they may face on the job.

the salary of Hawaii's deputy sheriffs lags far behind other local law enforcement pay rates. Hawaii's deputy sheriffs earn between 25 to 50% less than their national counterparts.

With a small force of civilian and uniformed personnel, the Sheriff Division continually strives to meet the ever-growing demands of the community, government agencies and elected officials. The Division will continually seek to maintain professionalism by developing its resources while seeking parity with other law enforcement entities.

Narcotics Enforcement Division

The Narcotics Enforcement Division (NED) serves and protects the public by enforcing laws relating to controlled substances and regulated chemicals. NED also focuses on interdiction, diversion and prevention activities.

The Division is responsible for the registration and control of the manufacture, distribution, prescription, and dispensing of controlled substances and precursor or essential chemicals within the State. NED also ensures that pharmaceutical controlled substances are used for legitimate medical purposes by registering all persons who handle controlled substances in the State, including those who work at methadone clinics.

NED enforces the requirements of the Uniform Controlled Substances Act and the Medical Use of Marijuana Act. The Division works extensively with county police departments and federal agencies in detecting and apprehending controlled substance violators.

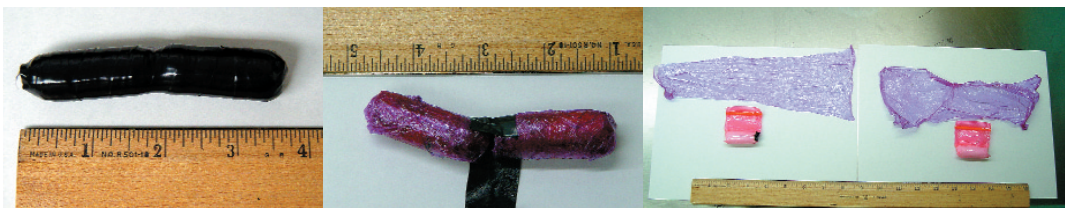
Enforcement

During FY 2003 NED initiated 639 cases relating to controlled substance and regulated chemicals. The chart below outlines the type and disposition of the cases handled.

	FY 2003	FY 2002
Investigations pending or referred for prosecution	337	350
Investigated	139	33
Closed or referred to another agency (No action taken by NED)	33	181
Regulatory action taken	130	161

Interdiction

For the fiscal period, NED responded to 509 criminal cases relating to controlled substances or regulated chemicals. Of these, 250 were initiated by the Airport Sheriff Detail and 26 by U.S. Customs Service. NED investigators made 338 arrests and issued 26 customs warnings. They also initiated 71 prison contraband cases relating to the drugs resulting to arrest and seizures.



This item contained two, 8 ounce packets of crystal methamphetamine. It was seized after a visitor attempted to smuggle it into a correctional facility.

NED has noted a marked increase in the amount of drug cases initiated out of the Honolulu International Airport over the last two years. The increase started in August 2002 and continued through June of 2003. Prior to August 2002, investigators were responding to 5 to 6 cases a month at the airport. During the month of June 2003 NED responded to 36 cases at the airport.

NED is in dire need of its own chemist and laboratory to conduct analysis of drug evidence. The Honolulu Police Department, who had been conducting the department's drug analysis at its own laboratory, is reluctant to assume responsibility for conducting all the department's drug analysis for free. NED also requires additional personnel to address the growing number of cases being generated by the airport and correctional facilities.

In October 2002 NED was awarded \$31,000 to initiate a program to provide oversight, consolidate training and coordinate first response to clandestine laboratories involved in the manufacturing of crystal methamphetamine, gamma hydroxy butyrate (GHB), phencyclidine (PCP), phenyl-2-propanone (P-2-P), methylenedioxymethamphetamine (MDMA or Ecstasy), and lysergic acid diethylamide (LSD) statewide.

NED redirected personnel from its Investigations Branch to address the growing problem of the diversion of regulated chemicals for the illegal manufacture of controlled substances. During FY 2003 they were able to conduct training in clandestine laboratories and in the use of self-contained breathing apparatus.

Prevention/Diversion

During FY 2003, NED took a leadership role in informing the community of Hawaii's crystal methamphetamine problem. The presentations covered Hawaii's drug trends, drug identification and the physical and psychological effects as well as the damage that drugs can do to the human body. NED has partnered with Laulima Hawaii and other state, county and federal agencies to educate the public on the dangers of drugs.

Through the work of the Registrations Section, NED is afforded a database of all authorized individuals, companies and pharmacies distributing controlled substances and regulated chemicals throughout the State. The Section completed 5,997 records verifications checks and handled 20,885 administrative transactions, 4,911 controlled substance registrations, 28 regulated chemical permits and 462 patient registry identification certificates for the medical use of marijuana. All was done within a self-imposed, five-day processing time limit.



NED investigators utilize a self-contained breathing apparatus and protective suits during training on clandestine laboratories.



NED conducted 45 presentations during FY 2003 that was attended by 2,500 people from the law enforcement, education, business and medical communities.

The Administration Division provides administrative support services that enable corrections and law enforcement staff to carry out their responsibilities. Some of these services include training and staff development, fiscal and personnel management, management of the operating budget and capital improvements program budget, procurement, management information systems and research.

Training and Staff Development Office

The Division's Training and Staff Development Office is responsible for training new recruits and ongoing training for uniformed and civilian personnel. It coordinates out-service training requests, facilitates certification training programs and maintains training records.

During FY 2003 the Office conducted four sessions of the 8-week Basic Corrections Recruit Training for new correctional officers. It also conducted one session of the 5-month Law Enforcement Recruit Training for new deputy sheriffs. In addition to providing all department staff with mandated health and safety training, the Office provided corrections supervisory management training for all correctional officer sergeants and lieutenants.

Additionally, it facilitated the certification of over 1,200 department employees in the American Heart Association's Basic Life Support and CPR/AED training. Because of the variety of classes and number of training locations, the department is considering the concept of a single statewide training facility.

Kronos Time and Attendance System

The Division is also involved in a significant initiative, the Kronos Time and Attendance system, which is a pilot project administered by the Department of Accounting and General Services. Kronos was developed to replace the current labor intensive process of manually capturing and processing time and attendance information, and calculating and processing employees' pay and pay adjustments.

The Oahu Community Correctional Center, which manually calculates its time and attendance records, was picked as a test site because it has a variety of employee schedules in a 24-hour work period. The project, which began in May 2001, was temporarily suspended in October 2003 to update its software to a web application that will increase response time and include search capabilities. It is anticipated to be back online in April 2004.

Horizontal Integration Project

The Horizontal Integration Project is another pilot project that is being developed to allow the department to electronically receive data from the Hawaii County Police and update the department's Offendertrak and Intake Service Center databases. This procedure will reduce the amount of data entry done by staff and is a first step in sharing information with other criminal justice agencies in Hawaii. Initiated by the Hawaii Criminal Justice Data Center, the pilot project is scheduled for completion by the end of FY 2004.

There are several staff offices that have an administrative function but are under the direct supervision of the Director. These include the Civil Rights Compliance Office, Internal Affairs Office, and Investigations and Inspections Office.

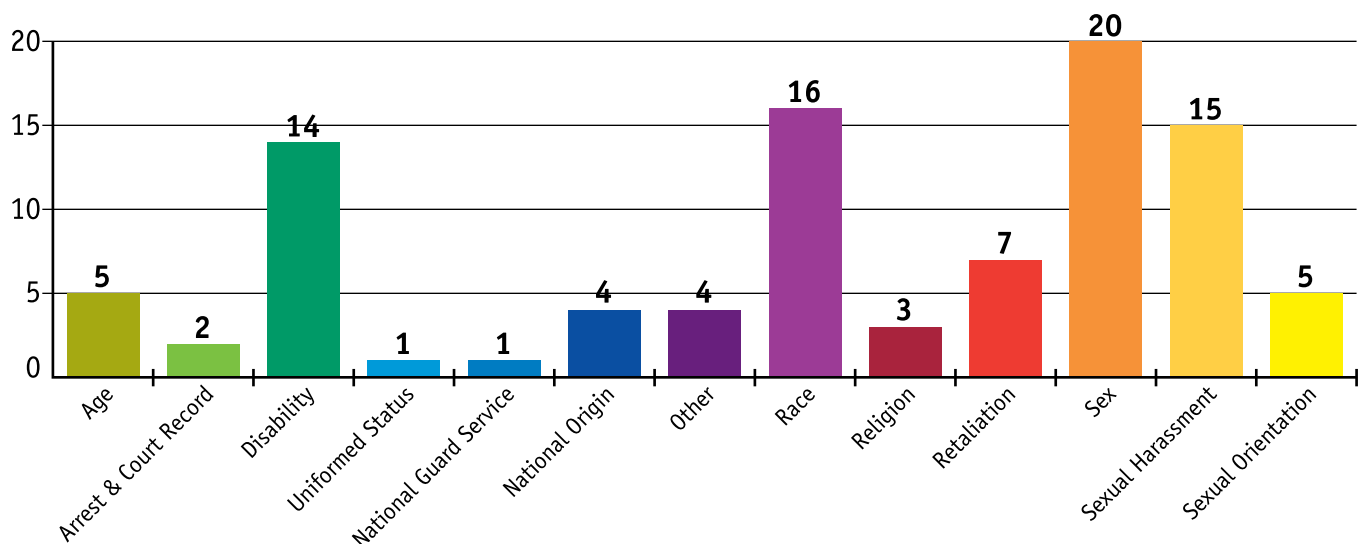
CIVIL RIGHTS COMPLIANCE OFFICE

The Civil Rights Compliance Office advises department managers, supervisors, and employees on compliance with Title VII of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; Equal Pay Act of 1964; Age Discrimination in Employment Act of 1967, as amended; Americans with Disabilities Act of 1990, and the State of Hawaii Revised Statutes 368 and 378.

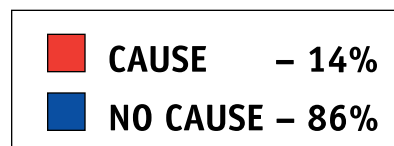
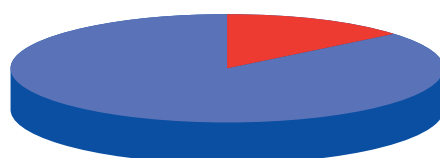
The Civil Rights Compliance Office also drafts and monitors the implementation of the department's Affirmative Action Plan to ensure satisfactory progress. It conducts compliance reviews and submits written analyses to the U.S. Department of Justice, U.S. Department of Labor and other appropriate agencies as necessary.

During FY 2003 the Civil Rights Compliance Office received 97 complaints and closed a total of 78 cases. Of that, 67 cases had a no cause finding and 11 cases had a reasonable cause finding. The table below indicates the type of complaint received and the disposition of the closed cases.

Breakdown of Discrimination Cases for FY 2003



Closed Cases for Fiscal Year 2003



INTERNAL AFFAIRS OFFICE

The Internal Affairs Office (IAO) office conducts administrative, criminal and civil investigations. The Office has full police powers when responding to and conducting investigations within the department. The Office is sometimes called on to assist with civil rights matters and worker's compensation issues. With an employee population of 2,500 and an inmate population of 5,000, the Office's workload is at maximum capacity. It has seven investigators on staff, and averages approximately 300 cases a year statewide.

IAO responds to all death cases, murders, suicides, medical and other suspicious instances requiring investigation. The types of investigations conducted include forgery, thefts, narcotic smuggling, narcotic use, assaults, harassment, work place violence, escapes, shootings, stabbings, sex assault, and any and all reported criminal violations. In cases where an employee is a suspect, an independent administrative investigation usually accompanies the IAO's investigation. In many instances, criminal investigations involve two separate investigations.

IAO staff is also involved with the issue of gangs in prisons. The lead investigator of the State Gang Task Force, who identifies and gathers intelligence and conducts staff training in this area, is assigned to IAO. There have also been several suicides that were investigated. Because of the findings surrounding these types of deaths, changes have been implemented that give correctional staff an advantage in stopping or discovering suicide attempts at its early stages.

Among the high profile cases investigated by the IAO during FY 2003 is the escape of three inmates from the Halawa Special Needs Facility. The Office also netted several correctional officers and an attorney in a drug smuggling operation at HCF that was a joint operation with the Honolulu Police Department and the Federal Bureau of Investigations. The Office also conducted an administrative investigation regarding allegations that an administrator sexually assaulted an inmate.

INSPECTIONS AND INVESTIGATIONS OFFICE

The Inspections and Investigations Office (IIO) administers a number of programs to ensure that departmental operations fully comport to all applicable laws, rules and regulations, policy and procedures, adopted standards, and directives. This is done through the following IIO staff offices: Employee Pre-Disciplinary Hearings Office, Audit and Compliance Office, Security Planning Office; and Inmate Grievance and Appeals Office.

Employee Pre-Disciplinary Hearings Office

The IIO Employee Pre-Disciplinary Hearings Office is an integral part of the department's overall progressive discipline process. Disciplinary actions are predicated on the principle of "just and proper cause," a universally accepted standard by which the appropriateness of all disciplinary actions is judged.

To ensure correctness, timeliness and consistency, the Office has been designated as the sole hearing authority over any discipline case generated by the department. Presently, the average "turn-around-time" for a properly assigned case is two months or less.

The Office will focus on more training initiatives to provide all departmental supervisory and management staff with opportunities to gain a better understanding and knowledge of labor-related case law, the principles of just cause and the overall progressive discipline process, including the proper method of conducting and documenting an investigation.



Audit and Compliance Office

As a result of the 1984 class action suit filed by the American Civil Liberties Union on behalf of inmates challenging the conditions of confinement at OCCC and WCCC, the IIO Audit and Compliance Office was designated the monitoring authority to ensure department compliance with the terms of the settlement agreement in 1993. The office maintained this function exclusively until the Federal Court dismissed the case in September of 1999.

Since then, the Office has undertaken various special assignments for the Director on an ad hoc basis. Presently the remaining inspector, an environmental health specialist, has been providing technical assistance and analysis to branch line operations primarily in the areas of fire safety and sanitation. The specialist has also assisted with audit and inspection initiatives.

Security Office

The IIO Security Office is responsible for ensuring that all departmental security operations fully comport to all applicable laws, rules and regulations, adopted standards, and directives at all times. The Office provides technical assistance and guidance to the Corrections Division in their efforts and initiatives to properly develop, maintain and update security related policies and operating standards.

The Office is the recognized authority for all security staffing and personnel utilization requirements, as well as the purchase, use, maintenance and control of all security related equipment. It provides professional and technical assistance, and is a liaison between the department and other agency entities when necessary. The Office also conducts investigations of incidents, on behalf of the Director, where a breach of departmental or branch security policies and procedures is suspected.

Working closely with corrections administrators, wardens and chiefs of security, the Office played an important role in developing new policies and procedures that incorporated many of the latest advancements in modern security and corrections practices. More importantly, the IIO Security Office developed and maintained a self-monitoring process, which requires all institutions to constantly monitor their own internal security operations. This aggressive and proactive approach to security planning and coordination remains the single most defining characteristic of this program.

Inmate Grievance and Appeals Office

The IIO Inmate Grievance and Appeals Office currently oversees the inmate grievance and appeals process within the department's Corrections Division. The process is modeled on standards detailed in the Department of Justice Code of Federal Regulations, Part 40, as promulgated by legislation contained in the 1980 Civil Rights of Institutionalized Persons Act, 42 U.S.C. Section 1997.

The three-step process is recognized by both Federal and State Courts as a credible administrative remedy process that should be exhausted prior to any litigation. The process affords all inmates the opportunity to voice substantive concerns all the way up to the department's division administration level, if necessary.

The Office would like to bolster the informal resolution component of the process by providing training opportunities to all branch line-level supervisory staff. With more training, supervisory staff will be able to properly apply problem solving techniques at the inmate housing level of control, thus resolving many more complaints before a formal written complaint can be generated.



Ululani Thomas, Milton Kotsubo, Shari Kaaui and Howard Komori receive congratulations from Director John Peyton, second from right.

Team of the Year – Mainland Contract Team

The Mainland Contract Team at HCF was responsible for ensuring that 1,300 inmates transferred to Arizona and Oklahoma are housed in a safe, secure and humane environment. They screened inmates for eligibility to be transferred to and from Hawaii, and secured the most cost-effective transportation arrangements. The team communicated daily with out-of-state contract officials, conducted site inspections and audits, reviewed reports and did follow-up evaluations.



Tommy Johnson
Parole and Pardons Administrator
Hawaii Paroling Authority

Manager of the Year – Tommy Johnson

As the administrator for the Hawaii Paroling Authority, Mr. Johnson developed a comprehensive plan to address budget cost overruns, aging and outdated computer systems, and other administrative and management challenges. Among his many accomplishments this year is his tireless advocacy of legislation that accelerates the time it takes to issue a warrant. Mr. Johnson's efforts help to protect the public from the criminal activities of parole violators. Mr. Johnson has made a lasting and positive impact in state government.

Employee of the Year – Annette Matsumoto

Ms. Matsumoto saved the State thousands of dollars through her diligence as an account clerk at the Waiawa Correctional Facility. By questioning and following up on a large State tax refund check payable to an inmate, she discovered that the inmate had prepared false W-2 forms and received illegal State tax refund checks for the past three years. She takes initiative by suggesting changes that have improved and streamlined functions of all institutions statewide. Organized and efficient, Ms. Matsumoto's work ethic and dedication sets a fine example for all department employees.



Annette Matsumoto
Account Clerk
Waiawa Correctional Facility

Special Act Award – Edward Keoho, Jr.

Mr. Keoho was commended for his heroic intervention in an incident with a female patient at Wilcox Hospital who was behaving erratically. While at the hospital, he assisted staff members with pursing and subduing the patient. During the chase, the patient became verbally and physically abusive and Mr. Keoho successfully calmed her down. When she leapt over a balcony stairwell railing, he managed to grab her and prevent her from falling. Mr. Keoho is recognized for his quick and thoughtful action, and is truly admired by his peers at the Kauai Community Correctional Center and co-workers in the department.



Edward Keoho, Jr.
Adult Correctional Officer
Kauai Community Correctional Center

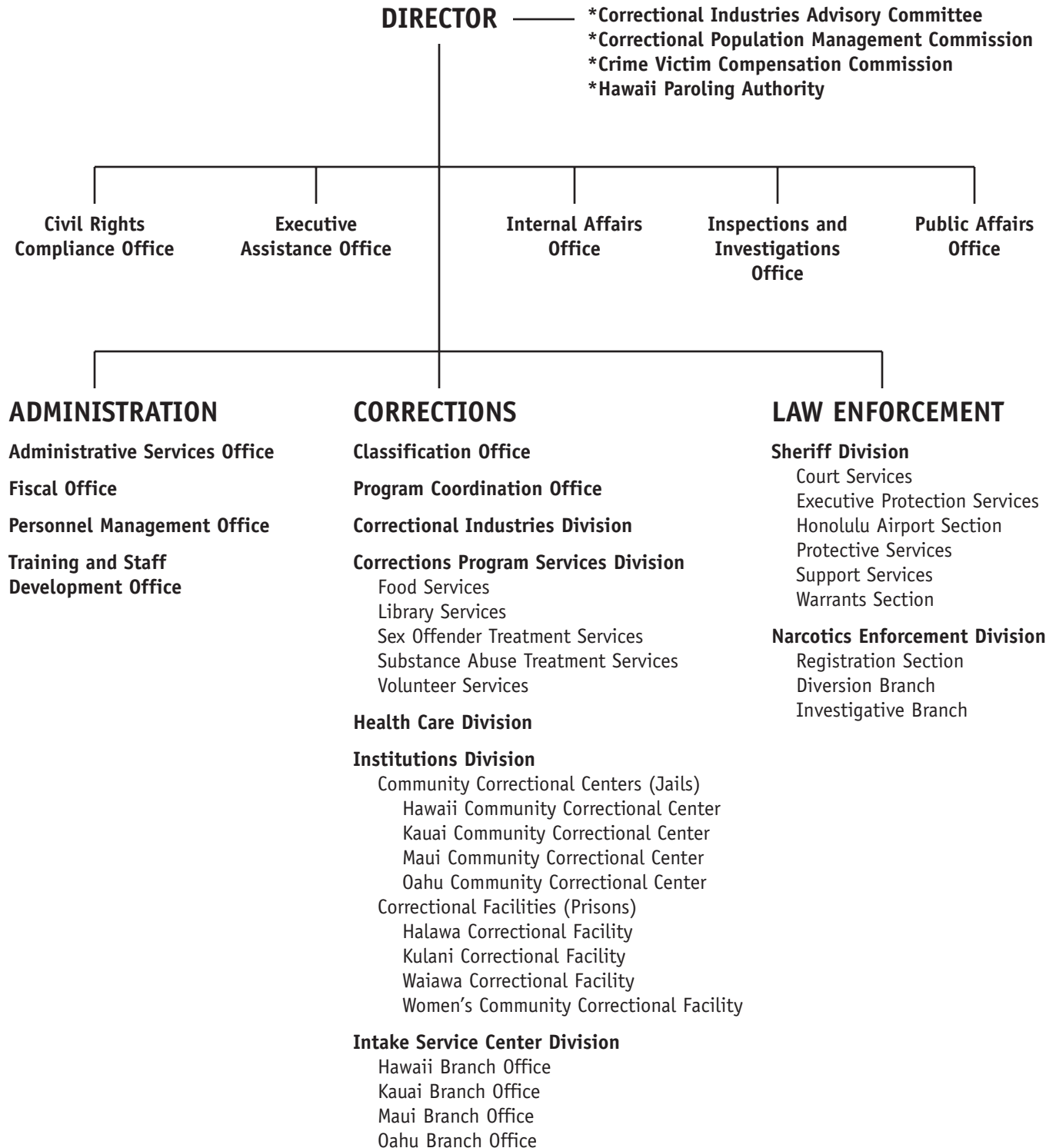
ANNUAL EXPENDITURE REPORT

FISCAL YEAR 2003

Program	Total	State	Special/ Revolving	Inter- Departmental	County	Federal
Corrections						
Halawa Correctional Facility	19,375,921	19,326,713	49,208	—	—	—
Kulani Correctional Facility	3,746,613	3,746,613	—	—	—	—
Waiawa Correctional Facility	4,282,568	4,274,094	8,474	—	—	—
Hawaii Community Correctional Center	6,337,063	6,337,063	—	—	—	—
Maui Community Correctional Center	7,093,205	6,979,282	—	—	113,923	—
Oahu Community Correctional Center	20,282,004	20,271,913	10,091	—	—	—
Kauai Community Correctional Center	2,768,678	2,768,678	—	—	—	—
Women's Community Correctional Center	5,165,012	5,165,012	—	—	—	—
Intake Service Centers	1,924,943	1,924,94	—	—	—	—
Corrections Program Services	16,593,518	15,923,613	—	—	—	669,905
Health Care	15,296,680	15,296,680	—	—	—	—
Correctional Industries	4,285,507	4,285,507	—	—	—	—
TOTAL – Corrections	107,151,712	102,014,604	4,353,280	—	113,923	669,905
Law Enforcement						
Protective Services Division	3,554,325	2,993,684	—	505,036	—	55,605
Narcotics Enforcement Division	1,064,172	562,100	313,121	—	—	188,951
Sheriff Division	9,073,612	5,638,884	—	3,434,728	—	—
TOTAL – Law Enforcement	13,692,109	9,194,668	313,121	3,939,764	—	244,556
General Administration and Attached Agencies						
Hawaii Paroling Authority – Determination	195,290	195,290	—	—	—	—
Hawaii Paroling Authority – Supervision & Counseling	2,170,945	2,088,620	—	—	—	82,325
Crime Victim Compensation Commission	1,511,714	—	1,193,292	—	—	318,422
General Administration*	38,669,502	36,454,173	86,346	—	—	2,128,983
TOTAL – General Administration and Attached Agencies	42,547,451	38,738,083	1,279,638	—	—	2,529,730
GRAND TOTAL – DEPARTMENT OF PUBLIC SAFETY						
	163,391,272	149,947,355	5,946,039	3,939,764	113,923	3,444,191

*The figure for General Administration includes expenditures for out-of-state inmates, inmates held at the Federal Detention Center in Hawaii, the Sentencing Simulation Model, and the Serious and Violent Offender Re-entry Initiative: "Going Home" grant.

ORGANIZATIONAL STRUCTURE



**Administratively attached agencies*

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