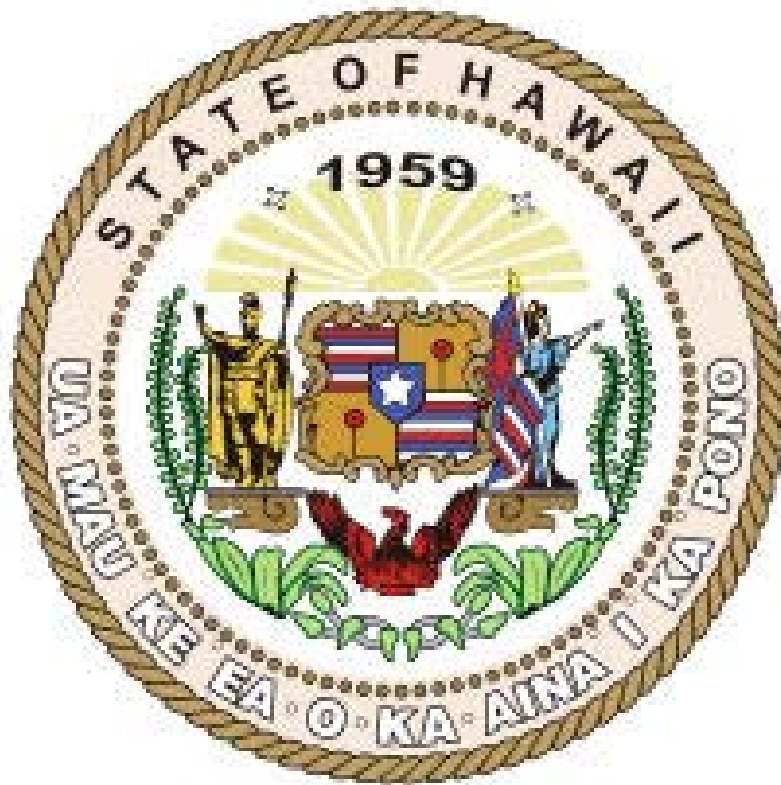


**State of Hawaii**  
**Department of Public Safety**



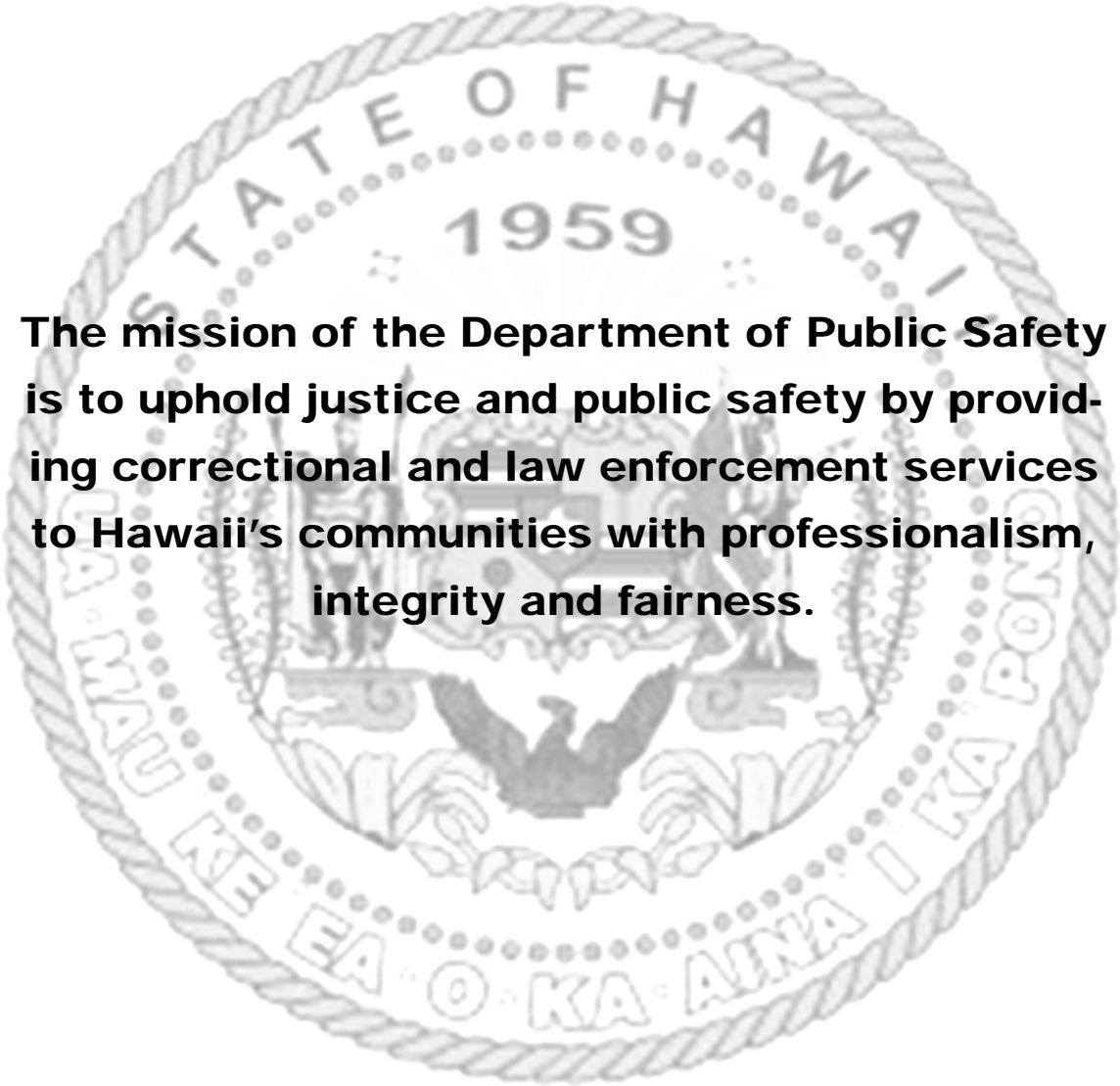
**Annual Report**  
**2015**



# Mission Statement

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## DEPARTMENT OF PUBLIC SAFETY



The mission of the Department of Public Safety is to uphold justice and public safety by providing correctional and law enforcement services to Hawaii's communities with professionalism, integrity and fairness.



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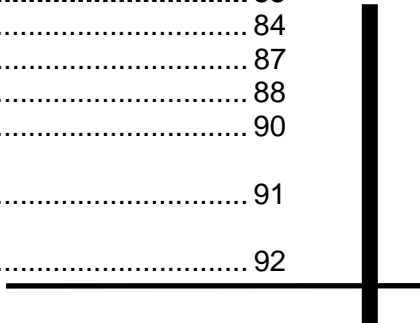
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## Director's Message

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To the Governor, Legislature and citizens of the State of Hawaii:

Together with the Public Safety Department Staff, I am proud and honored to present to you the Fiscal Year 2015 Annual Report for the Department of Public Safety (PSD).

The mission of PSD is to provide safety for our island communities through effective law enforcement and correctional management. Our Sheriff's and the Narcotics Enforcement Divisions work cooperatively with other law enforcement agencies to achieve this mission by fighting crime, while our Corrections Division ensures that those sentenced to incarceration by Hawaii's Courts are kept in safe and humane environments. PSD prides itself on integrity, dedication and professionalism to keep Hawaii a safe place to live for our island families.

A lot of changes and new phases have been implemented in the past year here at Public Safety and much more is coming. You can read about it throughout this report.

I want to thank the Department of Public Safety staff for their integrity, continued dedication, and professionalism as we head into Fiscal Year 2016. And, we thank the people of Hawaii for their continued support of the Department.

Mahalo Nui Loa!

Nolan Espinda



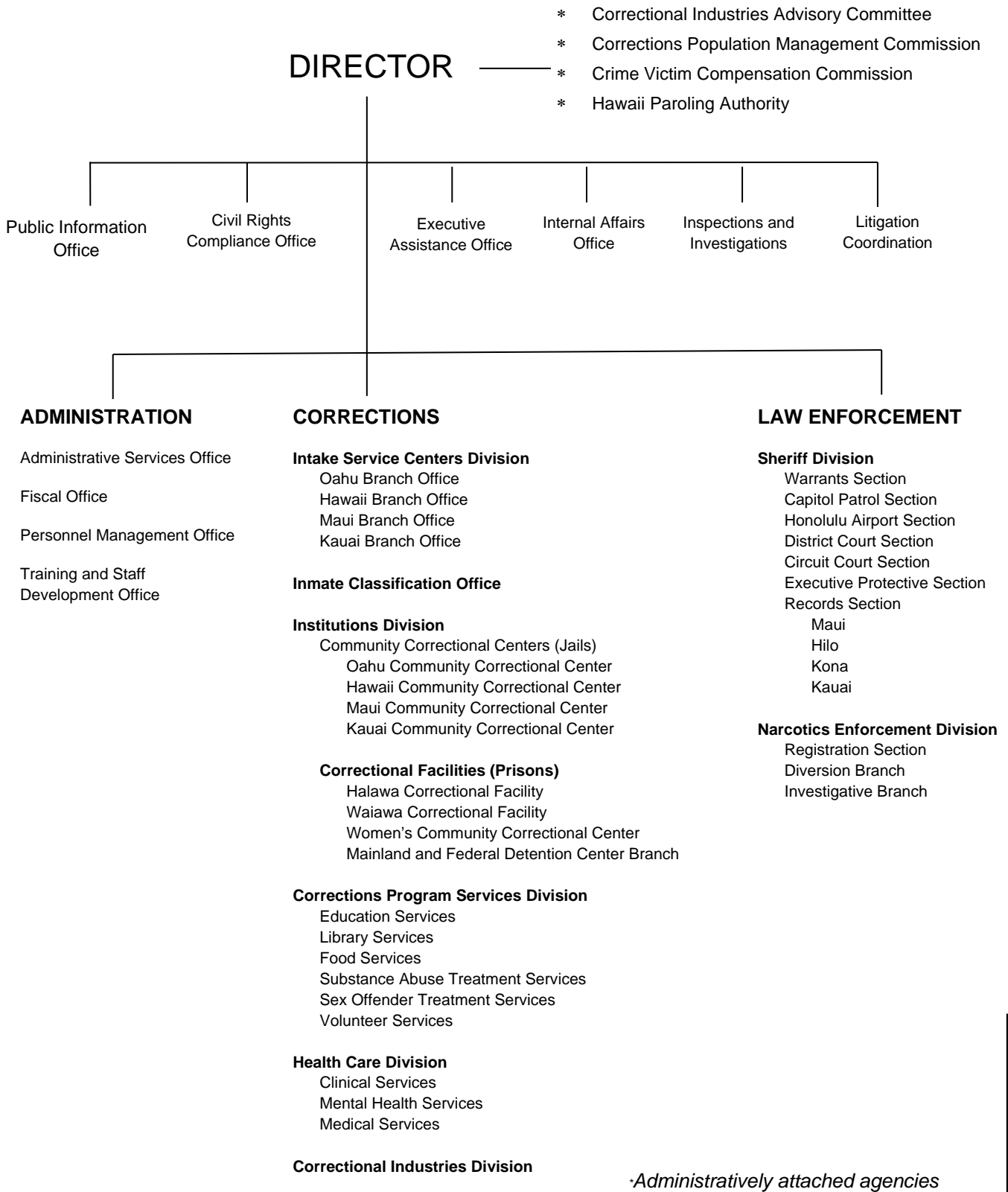
**Nolan Espinda**

**Director,  
Public Safety Department**





# Organizational Structure





# Office of the Director

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Several employees and staff offices, which have an administrative function, fall under the direct supervision of the director. These include the Civil Rights Compliance Office, the Internal Affairs Office, Investigations and Inspection Office, and the Litigation Coordination Office.



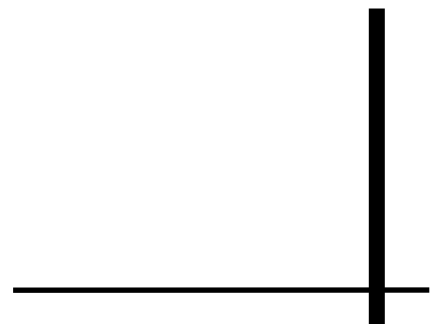


## Civil Rights Compliance Office

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Under the Director of Public Safety, the Civil Rights Compliance Office (CRCO) is the focal point for equal employment compliance activities and functions conducted through divisional programs and staff offices statewide. The CRCO is responsible for administering and ensuring the compliance of the following programs: Americans with Disabilities Act, Title VI external contract compliance, Title VII Civil Rights Act; Limited English Proficiency Act, and Equal Employment Opportunity Compliance, Chapter 378, Hawaii Revised Statutes and other applicable state and federal regulations, directives, and executive orders.

The CRCO is also responsible for drafting and monitoring the implementation of the Department's Affirmative Action Plan to ensure satisfactory progress and conducting compliance reviews and submitting written analyses to the U.S. Department of Justice, U.S. Department of Labor and other appropriate agencies as necessary.



The Inspections and Investigations Office (IIO) was established as the self-monitoring component of the Director's command and control system. Through its subordinate staff offices IIO endeavors to ensure all PSD programs operate efficiently in a safe, humane, and lawful manner at all times.

## **AUDIT AND COMPLIANCE OFFICE**

As a result of a class action law suit filed by the American Civil Liberties Union in 1984 on behalf of inmates challenging the conditions of confinement at two of Hawaii's correctional centers, the IIO Audit and Compliance Office was established to monitor the department's operations to ensure compliance with the terms of a settlement agreement in 1993. IIO maintained this function exclusively until the Federal Court dismissed the case in September of 1999. Today, the realities of an overcrowded corrections system and the need to address a growing Homeland Security presence in state law enforcement operations presents an even greater need for an effective internal monitoring system. Working closely with the State Sheriff, corrections administrators, PSD staff officers, wardens, and branch administrators, the IIO coordinates and executes regular internal audits and inspections that help ensure all PSD programs operate correctly and efficiently.

## **INMATE GRIEVANCE AND APPEALS OFFICE**

The IIO Inmate Grievance and Appeals Office currently oversees the inmate grievance and appeals process within the 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 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. By affording all inmates access to a credible administrative remedy process, the department achieves a number of critical objectives: reduced inmate frustration; improved institutional management and control; reduced litigation; and improved communication between staff and inmates. Above all, a credible grievance process ensures a safe environment for inmates; conditions of confinement free from predatory or abusive behaviors and/or treatment.





## **SECURITY PLANNING OFFICE**

The Department Security Program is a comprehensive multi-faceted approach to security planning and coordination that seeks to maximize gains in efficiency and effectiveness by bridging resources (personnel and equipment) across both Corrections and Law Enforcement Divisions. Properly executed, the program ensures consistency in practice; high levels of awareness (security-minded workforce); greater efficiency; and accountability. The focal points of this program are: professionally trained personnel; complete and properly maintained policies and procedures; modern technologies and best practices; and security-minded building/facility design and aesthetics. The IIO provides the impetus for security related policy development, conducts routine audits and inspections, special studies, coordinates department-wide initiatives, and participates in training.

## **EMPLOYEE PRE-DISCIPLINARY HEARINGS OFFICE**

Progressive Discipline, in concept and practice, is an administrative process important in maintaining a healthy and productive workforce. Predicated on the premise that all employees are hard working, conscientious, and loyal, discipline is a management tool used to guide and restore employees to good standing. Within this process, the IIO Employee Pre-Disciplinary Hearings Staff ensures PSD employees are treated fairly in a manner that is consistent, logical, and just. The basis for all employee disciplinary actions is the principal of "just and proper cause," a universally accepted standard by which the appropriateness of all disciplinary actions are judged. The IIO is designated as the sole hearing authority over any employee disciplinary case generated by the department.

## **PSD OFFICE OF EMERGENCY MANAGEMENT**

The Department Inspections and Investigations Office Administrator serves as the Department's Civil Defense Coordinator (CDC) during severe emergencies, critical incidents, and disasters. Tasked as the single-point-of-contact for all emergency contacts with the Hawaii State Civil Defense, it is the CDC's responsibility to ensure the Department remains properly engaged in the State's emergency response system at all times. This responsibility includes maintaining effective command and control over the Department in accordance with the Department's Emergency Plan for Natural and Manmade Disasters.



The Internal Affairs Office (IAO), under the general supervision of the IAO Chief Investigator, conducts administrative, civil, and criminal investigations of the employees of the Department of Public Safety (PSD) and the unlawful use and disposition of departmental resources. The IAO presently consists of five (5) full time investigators with all the powers of police officers in the conduct of departmental investigations throughout the state, including all correctional facilities, and departmental employees. IAO support staff includes one (1) full time Secretary.

Investigators have direct participation throughout complex investigations, including crime prevention, field work, undercover activities, gathering and custodial care of evidence, case preparation, service of warrants and subpoenas, making arrests and other phases of public assistance in accordance with policies and procedures, State and federal laws, and departmental standards established by the Director of Public Safety.

The IAO is a multi-faceted investigative unit, where Investigators work closely with many outside agencies, including all County, State and Federal Law Enforcement, Police Departments, Attorney General Special Agents, and various Correctional Facilities, enhancing the IAO's ability to attack the various complex problems within the purview of PSD. The conclusion to these investigations normally requires the investigator to participate in the indictment and prosecution phases by testifying in criminal trials, and administrative or civil hearings.

The unique composition of PSD in having armed personnel in both the Law Enforcement and Corrections Divisions, requires specialized investigative response to critical incidents in the Department. It is specifically noteworthy to mention that IAO responds to and investigates shooting and/or death cases involving departmental personnel or facilities, including officer involved shootings (OIS), suicide, murder, medical, and other suspicious or unattended deaths.

Continuing the trend from the previous year, the IAO Investigations Staff has been involved in proactive, coordinated, joint investigations with other agencies, addressing violations including the smuggling of contraband and/or sale of drugs, bribery, extortion, physical assault, money laundering, criminal enterprise, and criminal gang activity.

Additional investigations included: employee misconduct, fraud, theft, physical assault, corruption, sexual assault, abuse of family or household member, terroristic threatening, inmate escapes, workplace violence, civil rights violations, labor relations issues, white-collar crimes, administrative complaints, improper practices, and misuse of government property.

Recent upgrades to the Computer Voice Stress Analysis (CVSA) examination computer and software have further enhanced investigative methods and techniques for testing not only in the assessment of the validity of a complaint, but also as an investigative tool in determining the focus or direction of the investigation. Additionally, the CVSA is utilized in the pre-employment testing process of applicants for positions as Deputy Sheriffs in PSD.



## Litigation Coordination Office

The Offender Management Office (OMO) was restructured at the end of FY 2013 and renamed the Litigation Coordination Office (LCO). The LCO incorporates regulatory requirements such as sex offender registration, DNA collection, Uniform Information Practices Act (UIPA), managing the Department of Public Safety's Civil Litigation, administrative remedies under the tort claim process, departmental policy development, and the implementation of the Prison Rape Elimination Act (PREA).

LCO works with the Department of the Attorney General on all tort and civil rights litigation, whereby the Department of Public Safety (PSD) or an agent of PSD is named as a party in the litigation.

LCO is the department's liaison for all requests for information based on the Hawaii Revised Statutes, Chapter 92F, Uniform Information Practices Act. LCO is the department's liaison for the tracking and management of administrative tort claims filed with the Risk Management Office (RMO) of the Department of Accounting and General Services.

LCO provides technical assistance to PSD Correctional Facilities related to calculating the pre-sentence credits of a convicted person remanded to the custody of PSD. Sentence computation involves assessing court documents, an individual's history of arrest and detention, and other statutory requirements affecting sentence computation.

LCO has been designated as the lead office to ensure compliance by the Corrections Division and Law Enforcement Division with the PREA National Standards, which were finalized in June 2012. LCO is currently providing and coordinating training for PSD staff and inmates on the requirements of PREA. LCO is in the process of finalizing a PSD policy, checklist, screening tools, and has developed an informative brochure for staff, inmates/detainees, and the public (via PSD's website) to ensure an awareness of the requirements of PREA.

# CORRECTIONS DIVISION



Alan Asato, Deputy Director of Corrections

The Corrections Division is comprised of six divisions and offices, which encompasses the vast majority of the department's personnel and budget.

Those divisions and offices include:

- Correctional Industries Division
- Corrections Program Services Division
- Health Care Division
- Inmate Classification Office
- Institutions Division
- Intake Service Centers Division
- Program Coordination Office

The State of Hawaii is unique in that the community correctional centers (jails), which are normally the responsibility of the county, are managed by the state. These centers house pretrial detainees and convicted offenders who are serving sentences of a year or less. The centers are also responsible for the delivery of furlough programs to assist long-term sentenced inmates with their transitional return to the community.

Hawaii has four prisons called correctional facilities, where **convicted** felons with sentences greater than one year are housed. All of the correctional facilities house male inmates except the Women's Community Correctional Center (WCCC), which is designated a community correctional center, but it functions primarily as a prison for female offenders. The WCCC houses inmates sentenced to both jail (one year or less) and convicted felons sentenced to prison (more than one year).



# Program Coordination Office

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Under the general direction of the Deputy Director for Corrections, the function of the Program Coordination Office (PCO) is to provide administrative and management support service to the Corrections Division. The PCO develops and assists in the implementation of a full range of correctional program activities, including planning, conducting cost analysis, developing regulations, administrative rules and procedures, monitoring, evaluating and consulting on the effectiveness and adequacy of programs, funding and staffing. In the past year, the PCO has assisted the Corrections Division (e.g. Institutions division,, Intake Services Division, and Inmate Classifications Division) in writing grants, Request for Information, Request for Proposals, contracts, memorandum of understandings, etc. for various services: reentry housing, substance abuse treatment, inmate kiosks, inmate telephones, workforce development, critiques for Level of Service Inventory-Revised interviews of offenders and staff, database enhancement, mentoring, etc.

The PCO is represented on the Interagency Council on Intermediate Sanctions Initiative: Correctional Program Checklist (CPC) Committee, and actively participates in the CPC process that is conducted on various vendors. In December 2012 and March 2013, the PCO assisted the CPC Committee's efforts in providing "Cognitive Behavioral Interventions for Substance Abuse Curriculum Training" for vendors.

The PCO includes the Legislative Liaison for the Department and represents the Department at the Governor's Policy's Legislative Coordinator's meetings. The PCO is also responsible for the majority of the Department's legislative matters which includes the following: drafting or reviewing, and submitting of the Department's legislative bills, reviewing and tracking all legislative bills (directly or indirectly impacting the Department) that are introduced, drafting or reviewing and submitting of the Department's legislative reports and testimonies to the Legislature, corresponding with various Legislators, Governor's Policy Office, and other departments regarding various legislative bills. (directly or indirectly impacted by the legislative bill), etc. For the 2013 Legislative Session, the PCO tracked over 150 bills.

The PCO has temporarily assisted in managing the Statewide Automated Victim Information and Notification (SAVIN) system for over two years. The PCO contributes various statistics and reports to the SAVIN Governance Committee meetings as requested.





# Inmate Classification Office

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The Inmate Classification Office (ICO) is responsible for monitoring the statewide custody designations and facility placement of inmates. ICO is also responsible for providing an organized and efficient method of implementing the Department's classification system to ensure uniformity in its application and integration into the operations of statewide correctional facilities. ICO uses four classification instruments to determine the degree of supervision required, facility placement, and recommended program placements.

Hawaii's classification system has five custody levels: (1) **maximum** inmates who are chronically disruptive, violent, predatory or are a threat to the safe operation of a facility; (2) **close** for those who have minimum sentences of 21 years or more, who 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; whose institutional conduct and adjustment require frequent supervision/ intervention; (4) **minimum** for inmates with less than 48 months until their parole eligibility date; who 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 furlough programs, extended furlough, or residential transitional living facilities.

The ICO also continues to work with the Criminal Justice Institute on 2 major projects: the revalidation of the redesigned classification system the development of the Offender Management Database. The Department has endorsed the changes that need to be made to the current reclassification system. This will enhance the instruments' predictive value in determining how to manage offenders according to the institutional risk they present to the facility, staff, and other inmates. All staff will be trained once the changes to the classification instruments have been made. The training will also involve conducting inter-rater reliability testing to ensure consistency in scoring the modified classification instruments. The Department will be able to use the classification information to determine CIP projects and the type and placement of programs statewide. Secondly, the ICO is making progress with CJI in developing the Offender Management Database. This system is being designed to provide a comprehensive profile of the risk(s) and need(s) of all sentence felons in the system. The system will also interface with the validated classification system to provide institutional risk information. In the future, the Department will need to develop the ability to create management reports that will provide comprehensive inmate profiles that will identify the needs and institutional/community risk areas as well as an analysis on program gaps.

The ICO also partnered with the Interagency Council on Intermediate Sanctions (ICIS) in planning a Level of Service Inventory (LSI) recertification process for all probation, parole, and correctional staff. All staff will be retrained on the completion of the LSI to incorporate updated scoring rules, quality assurance on the current scoring rules, and to ensure that motivational interviewing standards are being met. In order to assist staff with meeting recertification standards, all supervisors will also be attending coaching sessions. The Department will be contracting with the Justice System and Training, Inc. to recertify all staff. The Department will be working with the Judiciary, Parole, and Corrections to complete 100% recertification of all staff that implements the LSI.

Upon completion of these three projects, the Department will have a comprehensive case planning and management system for tracking offenders through the correctional system.



## Intake Service Centers Division

The Intake Service Center Division (ISCD) is responsible for initial facility intake of persons committed to the custody of the Department of Public Safety. This occurs at the Community Correctional Centers (CCC) located on Oahu, Maui, Hawaii, and Kauai. ISCD is also responsible for preparing bail reports on persons unable to afford bail and also for supervising individuals who are released pending trial and ordered by the courts to some type of pretrial supervision.

In order to carry out the above functions, ISCD has 61 authorized positions, nine (9) clerical, one Adult Correctional Officer, and 51 professional line and supervisory workers who operate out of five offices statewide. ISCD's branch offices include the Oahu Intake Services Center, located in the Oahu Community Correctional Center; Maui Intake Services Center located in Wailuku, Maui; Hawaii Intake Services Center, located in Hilo, Hawaii and a satellite office in Kona, Hawaii; and Kauai Intake Services Center, located in Lihue, Kauai. OISC is the only branch that is located within a CCC. All other ISC offices are located in offices in the community and staff members are required to travel to the CCC to perform the intake functions.

In FY 2015, ISCD performed 12,898 facility intakes. The intakes included collecting personal and family information, security information, and a medical/mental health screen. As part of the intake process, ISCD staff are required to complete a classification assessment on each admission to insure proper level of housing placement at the CCC. In May of 2014, ISCD started conducting the Prison Rape Elimination Act (PREA) screening. This is a short screening interview which looks for potential victims or perpetrators of prison sexual assault. The results of the screening are passed on to the facility PREA coordinator and to the department's PREA coordinator and is also used when considering housing placement.

The second major function of ISCD is bail evaluations. All persons being held for bail by the county police or confined in a CCC with bail is eligible for a bail evaluation. In FY 2015, ISCD conducted 10,002 bail investigation reports. A bail investigation starts with the ISCD staff assessing the defendant using the Ohio Risk Assessment System-Pretrial Assessment Tool (ORAS-PAT). The ORAS-PAT will indicate to the worker if the detainee is low, medium or high risk for pretrial failure. Pretrial failure is defined as being arrested for a new crime or failing to appear in court while on pretrial release. The bail evaluation is submitted to the court and recommends either some form of pretrial release or that the person be required to post bail to obtain release.

The third function of ISCD is to supervise persons released by the court to pretrial supervision. ISCD had a total of 2483 new supervised release cases in FY 2015. ISCD carried an average of 1320 cases per month statewide. There was a total of 2590 cases that were closed in FY 2015 with 2053 successful closures and 537 that were unsuccessful. Cases that were closed unsuccessfully were due to arrests for new crimes, failure to appear to court, positive illicit drug use and other court condition violations. In FY 2015, ISCD's supervision program experienced a 79% success rate.

In July 2013, ISCD was awarded a grant from the Laura and John Arnold Foundation to conduct a two-year study on the application of the HOPE probation supervision methods on the pretrial supervision population. The HOPE method applies swift and certain sanctions for violation of supervision conditions in addition, treatment options are provided for those that abuse drug and/or alcohol. The study reached the first year's goal of 50 admissions in May 2015 and will increase the admission capacity to 75 participants for the second year. Outcome results will be published after the two year pilot is concluded.

The efforts of the staff at ISCD to evaluate pretrial offenders and to supervise them in the community resulted in 304,984 jail bed days saved in FY 2015. This savings is determined by the total number of persons on supervision multiplied by the number of days they are on supervision.



# Hawaii Intake Service Center

The Hawaii Intake Service Center (HISC) is comprised of two Operational Sections – East and West Hawaii, and an Office Services Staff Section. The Branch provides casework services to assess felony and misdemeanor defendants for release alternatives pending trial, supervises pre-trial and pre-sentence felony and misdemeanor offenders as ordered by the Courts, employs evidence-based practices and assists offenders through the stages of change with the goal of reducing recidivism, conducts intake screening and security classifications for HCCC admissions, and the electronic monitoring of pretrial and sentenced offenders in the community.

The primary function of HISC is pretrial services including pretrial release assessments, pretrial supervision, and employment of evidence-based strategies to increase pro-social behavior and reduce pretrial failure. In January 2013, legislation was passed requiring the HISC to conduct a pretrial assessment on each pretrial detainee meeting eligibility criteria, within 3 days of admission. In FY 2015, the branch conducted 2655 bail evaluation reports and diverted 1212 defendants from pretrial detention. In addition, HISC supervised a monthly average of 487 pretrial defendants in the community during this same period.

Another important function of the branch is the intake screening of offenders upon admission into the HCCC. This involves gathering of personal information, a medical and mental health screening, PREA screening, and the security classification of each individual upon admission. In FY2015, the HISC conducted 2201 intake screenings at the HCCC.

The HISC Branch works closely with the Department of Health's Jail Diversion Program, a pre-trial diversionary program for defendants with a mental health and/or co-occurring diagnosis. Program participants are supervised in the community by HISC and provided mental health treatment and case-management through the DOH. Participants who remain stable in their treatment regimen are eligible for dismissal of their charges after six months of treatment/supervision.

HISC manages the electronic monitoring program for sentenced offenders, through collaboration with the HCCC and the Judiciary's Adult Client Services Branch. The program offers a cost-effective alternative to jail by restricting participants to an approved residence unless authorized to leave for specific purposes. During FY2015, HISC supervised 103 sentenced offenders on the program, saving the department 7465 bed days.





## Kauai Intake Service Center

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In cooperation with the various Criminal Justice agencies on Kauai, the Kauai Intake Service Center (KISC) strives to reduce recidivism, provides release alternatives through diversion programs and oversees supervision of individuals released pending trial or sentencing.

The KISC maintains the core requirements of the Department by completing the initial admissions intake, medical and mental health screening, Ohio Risk Assessment-Pretrial Assessment Tool (ORAS-PAT), and Prison Rape Elimination Act Assessment (PREA). Information gathered is used to determine the risk level for non-appearance, the risk level for recidivism, and to determine if medical or mental health services are needed. Reported medical and/or mental health concerns are forwarded to the medical staff at KCCC for appropriate attention. The KISC also completes custody classifications for all detainees with the exception of sentenced felons or parole revocations

Other services provided include bail reports, pretrial supervision, electronic monitoring, and supervision of diversion programs. Bail reports provide the District, Circuit, and Family Courts of the Fifth Circuit with information gathered during the intake process and recommendations regarding the offender's risk of non-appearance and risk of re-offending. During fiscal year 2015, the KISC screened 529 admissions to KCCC and initiated 834 bail reports.

The information gathered is also used to determine pretrial release, whether it be supervision provided by the KISC, bail with conditions, or through a multi-agency diversion program, like the Jail Diversion Program. KISC utilizes evidence-based practices in an attempt to motivate positive changes, increase compliance, and reduce recidivism for offenders placed on supervised release. The Jail Diversion Program (JDP) is a collaboration between the Kauai Police Department, the Office of the Prosecuting Attorney, District and Family Courts, the Public Defender's Office, and the KISC with the goal to provide appropriate mental health services and supervision to prevent this population from entering Kauai Community Correctional Center (KCCC).

Another diversion program of the KISC is the Project Contempt Program, a valuable and unique program that assists the District Court in reducing the amount of bench warrants issued for failing to appear for offenses ranging from misdemeanor to violations. When low risk or first time offenders fail to appear for their initial hearing, the KISC attempts to locate the individual by post mail or telephone. KISC then provides minimal monitoring on supervised release until their next appearance in court. During fiscal year 2015, The KISC assisted the court with 208 referrals for Project Contempt, reducing the amount of bench warrants that would have been issued for failure to appear.

The KISC assisted the Kauai Community Correctional Center (KCCC) in providing GPS hook up to 25 defendants transitioning to extended furlough. In collaboration with the facility, inmates in the process of transitioning to extended furlough report to the KISC for installation of the GPS monitor. The facility monitors their compliance and determines when the inmate has successfully completed this phase of the transition. KISC will continue to work with the facility to ensure a safe and successful transition back to the community.

# Maui Intake Service Center

The Maui Intake Service Center (MISC) provides a variety of criminal justice services on Maui, Molokai, and Lanai. The MISC is located in Central Maui and faces unique geographic challenges by serving clients on all three islands. MISC promotes offender reentry at the earliest opportunity by providing a variety of services, which include pretrial supervision, jail diversion, and electronic monitoring. In cooperation with government agencies and community organizations, MISC strives to provide services to defendants and offenders throughout Maui County in an effort to reduce recidivism and ensure public safety.



MISC completes intake screening for newly admitted individuals who are detained or committed to the Maui Community Correctional Center (MCCC). In January 2013, legislation was passed requiring the MISC to conduct a pretrial assessment called the Ohio Risk Assessment System-Pretrial Assessment Tool (ORAS-PAT) on each detainee meeting eligible criteria within 3 days of admission. Medical and mental health issues are noted and reports are forwarded to MCCC Medical Unit for further assessment.

Caseworkers complete the initial jail classification for inmates to ensure property placement into appropriate housing areas.

MISC completes assessments for defendants who are referred to the Circuit, District, and Family courts in the Second Circuit. Defendants are interviewed and bail reports are filed in a timely manner to ensure that the least restrictive conditions of bail are recommended and those released from custody in to the community will spend the least amount of time in jail.

MISC provides supervision for defendants who have posted bail/bond or have been released from custody by the courts. By integrating best practices into case management, and utilizing motivational interviewing and cognitive behavioral techniques, caseworkers strive to facilitate change and improve chances for increased compliance and a reduction of recidivism. Caseworkers also work closely with the Department of Health staff in an effort to assist defendants with mental health needs to access community based programs and comply with conditions ordered by the court. MISC supervised a month average of 250 pretrial defendants in the community.

MISC administers the Electronic Monitoring Service Program that effectively monitors offenders in the community electronically on a 24-hour basis. MISC caseworkers hookup offenders, offer technical assistance and provide violation reports to the Program Section case managers at MCCC.



# Oahu Intake Service Center

Oahu Intake Service Center (OISC) is located at the Oahu Community Correctional Center (OCCC). In fiscal year 2015, facility admissions averaged 625 a month. OISC's Assessment and Classification Unit (ACU) interviewed and screened 89% (compared to 94% in 2014) of the admissions on the day of arrival to make appropriate referrals for services in a timely manner. An intake interview, medical and mental health screening, Prison Rape Elimination Act screening and security classification is completed for each new person admitted; and an Ohio Risk Assessment System (ORAS)-Pretrial Assessment Tool is completed for persons admitted with eligible pretrial charges. Due to late transports, staffing shortages and other reasons, ACU completed the intake process for 8% of new admissions on the next business day; 3% were released before an intake was completed. The unit started the first quarter with 9 of 10 positions filled, but ended the fiscal year with 4 vacancies. To attain the safety performance of each new admission being seen on the day of arrival, and timely bail assessment to reduce overcrowding, the agency must develop ways to reduce the high turnover rate.

The Council on State Government (CSG) identified the contributing factors to overcrowding at OCCC despite a declining arrest rate. One of those factors is the long length of pretrial detention in Hawaii when compared to other states. To reduce jail overcrowding, the Justice Reinvestment Initiative called for the use of a validated pretrial risk tool to reduce the number of people held pretrial by detaining those presenting the greatest risks for new arrest and failure to appear for court. Moderate risk defendants may be recommended for release with supervision and appropriate conditions to mitigate their risks. The automated Ohio Risk Assessment System, Pretrial Assessment Tool was implemented on August 27, 2014.

The changes implemented as a result of CSG recommended legislation passed in 2012 increased the number of bail investigations completed by ACU to 150 felony bail reports (monthly average), including felony bail reports that address Motions for Pretrial Release filed by the Public Defender.

Of the 1796 felony bail reports completed this fiscal year the following recommendations were made based on the ORAS:

TSR	26	SRSVO	370
SRS	75	SRPAPO	124
SRP	76	SRNR	1052
SR	28		
ROR	<u>7</u>		
TOTALS	212		1546
RECS	1758		
NO RECS	<u>38</u>		
TOTAL	1796		

(TSR- Temporary Supervised release, SRS- Supervised Release to Sponsor, SRP- Supervised Release to Program, SR-Supervised Release, ROR-Release on Own Recognizance, SRSVSO-Supervised Release to Sponsor when Viable Sponsor Obtained, SRPAPO- Supervised Release to Program when Appropriate Program Obtained, SRNR-Supervised Release Not Recommended, No Rec- Report based on police and database information, Defendant did not participate in interview therefore and ORAS was not completed)

The risk tool is finding about 40% moderate/low risks to release; but the recommendations that release be granted after an appropriate sponsor (meaning finding a clean living residence), or an appropriate program is found attests to the shortages of community clean and sober beds, and residential treatment beds when warranted by the risks posed by defendants with serious substance, or dual diagnosis needs.

OISC's Court Unit (CU) interviews and completes bail reports for persons held at Honolulu Police Department (HPD) on eligible pretrial misdemeanor/petty misdemeanor charges. After interviewing defendants at HPD, CU based at the Honolulu District Court submits pretrial release recommendations to the Court for its decision making at 1:30pm arraignment. CU works with Department of Health's Jail Diversion Program to screen and engage eligible defendants in mental health treatment planning and services as a condition of diversion from court.

Of 4126 defendants interviewed by CU and disposed by District Court, CU recommended:

ROR	466 (11%)
SR	999 (24%)
SRNR	1842 (45%)
NR	<u>819 (20%)</u>
TOTAL	4126

(62 Defendants were not eligible; 4188 defendants were interviewed)

Court decisions on these 4,126 recommendations were:

ROR	330 (8%)
SR	287 (7%)
CB	726 (18%)
COM	49 (1%)
SEN	2239 (54%)
OTH	243 (6%)
WD	73 (2%)
OS	<u>179 (4%)</u>
TOTAL	4,126

(ROR-Release on Own Recognizance, SR-Supervised Release, SRNR-Supervised Release Not Recommended, No Rec- Report based on police and database information, Defendant did not participate in interview therefore and ORAS was not completed, and no recommendation is submitted, CB- Confirm Bail, COM-704 panel ordered either to be completed at OCCC or HSH, proceeding is suspended, SEN- Court sentences defendant, OTH- Charge(s) dismissed, WD- Prosecutor No Action charge, OS- CU did not enter court decisions into database)

Defendants are represented by a Public Defender at arraignment and the majority of cases are being disposed at this time. This greatly reduces the numbers of misdemeanor defendants who are admitted to OCCC.

OISC's Supervision unit implemented a District Court revocation process for the misdemeanor/petty misdemeanor supervision cases that are not compliant.

Supervised Release in District Court began in 2013 with the use of the ORAS. Supervision created and implemented a drug testing hotline to effectively randomize testing and to make testing protocol consistent for all pretrial defendants.

Supervision of 859 new defendants in the fiscal year:

CLASS A FELON	30
CLASS B FELON	127
CLASS C FELON	373
MISDEMEANANT	195
PETTY MISD.	134
TOTAL NEW	859

During the year, 499 cases were closed successfully; the defendant appeared for court hearings, and did not incur a new arrest. 221 were closed unsuccessfully, either for a new arrest, failure to appear for court, positive drug test, or failure to report to the pretrial officer as directed.

Supervision reviewed its revocation policy, and audited class A felony cases to ensure timely action is consistently taken. The unit has trained, and placed a small number of defendants on GPS electronic monitoring to provide an added data collection to document compliance with stay away from specified geographic restrictions.

Across all of our three units, ACU, CU and Supervision, staff vacancies jeopardize the quality and timeliness of our services. We continue to see a need for case management and resources for felony defendants who are detained at OCCC who may be moderate risks but who are in need of cognitive readiness groups, substance and mental health treatment, and homeless services. With appropriate services, the Courts may be willing to release more moderate risk defendants. Not having the money to post bail or bond, these defendants remain held pretrial for lack of appropriate services to mitigate risks and increase their likelihood of pretrial release and success. These are some of the next steps for the Justice Reinvestment Initiative that will increase appropriate release of defendants, and reduce overcrowding at OCCC keeping costly, limited beds for high risk, and dangerous defendants.

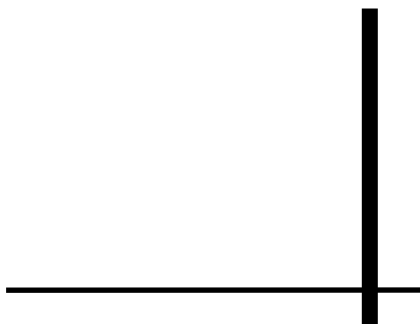


The Institutions Division consists of jails, prisons and the Mainland and Federal Detention Center (FDC) Branch. Hawaii jails provide for the secure incarceration of our pretrial and short-term sentenced misdemeanor population. Jails are locally situated on each major island. The jails also provide programs for the transitional sentenced felon population, those who have nearly completed their felony sentences, and are returning to the community. Our jail population consists of both male and female detainees and inmates.

Hawaii prisons provide for the care, custody, control and appropriate programs for inmates according to their assigned classification. Those who need more controls based on their risk to other inmates, staff and the community, are placed at the Halawa Special Needs or Medium Security Facility. Those who present less risk are placed in minimum-security facilities such as the Waiawa Correctional Facility. Most of their recommended rehabilitative programs are received at this facility.

Our women felons are assigned to the Women's Community Correctional Center for programming. This population includes the newly sentenced felon cases and those continuing transitional programming prior to their release into the community.

The primary responsibilities of the Mainland and FDC Branch include custody, programming, and the fiscal responsibility for our inmates placed in private facilities. This includes inmates housed in private contract facilities on the Mainland and for those placed at the Hawai'i FDC. The Mainland contract facilities provide programs for our inmates as required by PSD. The private prison contract facility is located in Arizona.



# Hawaii Community Correctional Center



The Hawaii Community Correctional Center (HCCC) is responsible for the care and custody of pretrial, sentenced jail and sentenced felon furlough inmates. The primary function of the facility is to ensure public safety by maintaining an effective security and reintegration program.

HCCC focuses on rehabilitative programs designed to support the inmate's adoption of a productive and law-abiding lifestyle. Interventions include substance abuse counseling, basic education classes, in-house work lines, and community service work lines. Educational opportunities emphasize re-socialization through in-house work lines for food service, laundry, dormitory cleaning, landscaping, and general maintenance/repair. These work lines employ up to 60 inmates and are critically important for the daily operation of HCCC.

The facility regularly assigns inmates to community service work lines, which is a program incorporation of reintegration and restitution. It provides inmate labor for agencies, representing the state, county, and non-profit organizations

HCCC also focuses on community involvement and is a member of the Big Island Criminal Justice Committee and Going Home Program Committee. Both groups represent a cross section of public and private agencies working together to fight crime, reduce recidivism and promote reintegration.

Transporting detainees to court hearings continues to be a major challenge for HCCC where staff must deliver inmates to any of the 12 Third Circuit Courts and return to the facility daily during the work week. These transports often require staff to travel 60 to 200 miles per day. The duties entail travel time of up to five hours, and are extremely taxing on HCCC operations and staff. 3,430 trips were made to court for approximately 16,182 hours of travel during FY 2015.

HCCC has implemented measures to control the inmate population and to avoid overextending staff. These actions include: 1) reassigning inmate bed space within the facility to reduce incidents of triple bunking; 2) reintegration programs to better prepare and support inmates upon release, 3) releasing intermittent inmates, and 4) transferring inmates to facilities on Oahu.

# Kauai Community Correctional Center



The Kauai Community Correctional Center (KCCC) is the only correctional facility on the Island of Kauai. The small facility continues to utilize available resources while adapting to ever changing trends within the community and correctional environment. Fiscal Year 2013 brought about significant changes and challenges. Throughout the last decade, the population count remained between 130 and 140 inmates. In FY 2015, the average headcount was 210. KCCC depends heavily on the Lifetime Stand training center to house pretrial inmates. In FY 2015, 180 pretrial inmates were moved from the main building to the Lifetime Stand. This practice first began in May 2011 as a last resort measure to alleviate module overcrowding. Since then, well over 300 pretrial inmates have been placed with minimal problems. Pretrial inmates make up about 30-40 per-cent of the population in the Lifetime Stand.

KCCC was constructed in 1977 with the design capacity for 12 inmates. There have been several expansions and security enhancements to meet contemporary standards, but the core of the facility and the original infrastructure remains unchanged. The main building, Module A, consists of three holding cells and one module. In 1984, Module B was added by converting the recreation yard. In 1993 and 1995, temporary cabins were added and in 1997, Module C, an 80-bed dormitory was added. The facility depends heavily on the temporary cabins and Module C to allow male and female inmates to participate in the Lifetime Stand training center.

Staff and inmates feel fortunate that KCCC prioritizes a safe and disciplined, behavioral prison environment. FY 2014 produced no major disturbances, riots, inmate deaths, sexual assaults, or serious inmate assaults. Grievances continued to be low. There were no escapes or attempted escapes from the facility.

KCCC offers traditional inmate programs within the main building such as AA/NA, various religious services, therapeutic and educational programs. Within the Lifetime Stand, more progressive opportunities are allowed including Level II Substance Abuse, Cognitive Skills, Anger Management, Parenting (Makua Keiki), college courses, and work furlough. Inmates must progress through phases to gain greater opportunities. Phase 3 offers work and community release while Phase 4 is extended furlough to several different transitional homes. The key to managing the population at KCCC has always been the close working relationship between staff and inmates. Pretrial and sentenced male and female inmates are offered the Module Contract program, an offshoot of the Lifetime Stand. Specialized security supervisors are assigned to both programs while the warden continues to meet daily with both groups, nearly 70% of the entire population. The standards of the disciplined unit are high, as participants are expected to be honest, motivated, disciplined, and committed. All community service takes place in the Lifetime

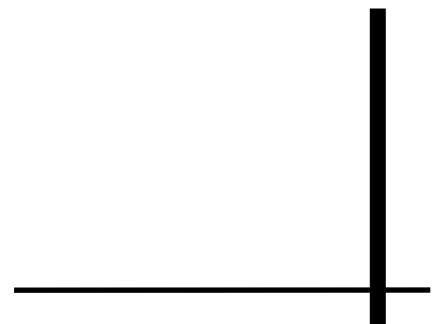




# Kauai Community Correctional Center

Stand and between 20% to 30% of participants earn their way to work release. While the facility's overall health has always been heavily dependent on the Lifetime Stand, the heavy influx of short term and special needs inmates present increasing challenges. As a result more low risk pretrial inmates are expected to be moved to the open setting in the coming years.

The facility is in need of repairs and replacements. The Module C unit, a prefabricated unit erected in 1997, is not meant for long-term use. The central air conditioning system within the main building is scheduled for a CIP replacement in 2015 along with wastewater treatment improvements. Besides the outdated infrastructure, the facility is located in the lowest lying area of east Kauai. Flooding and tsunami threats are an ever present concern and severe weather patterns cause considerable worry. The facility requires full-scale relocation and a completely new infrastructure, not only to keep up with the times, but also to prepare for generations to come.



# Maui Community Correctional Center



The Maui Community Correctional Center (MCCC) was built in 1978 to house 24 inmates. Additional buildings were constructed in 1986, 1992 and 1996 to expand its bed space capacity and facility footprint. These five structures are now situated on approximately seven acres in Wailuku. MCCC is the only correctional facility serving Maui County which includes the islands of Molokai and Lanai.

MCCC's average inmate headcount during FY 2015 is 450 inmates. Operational bed capacity is 301.

Besides its jail functions, MCCC also provides a variety of programs, including, but not limited to, Adult Basic Education, GED, Parenting; Substance Abuse Aftercare, Vocational Training and Work Furlough/Extended Furlough programs. Work Furlough and Extended Furlough programs phase inmates back into the Maui community and encourage change through pro-social skills practice.

In addition to these programs, in-facility and community work lines utilize inmate labor and afford inmates real work experience while contributing to the community. During FY 2015 the MCCC community work lines completed projects including painting, building construction, landscaping and other labor-intensive work as requested by the County of Maui and other community organizations.

Some of the annual projects that continue using the community work line services are: the Senior Fair, the Maui Marathon, Camp Imua, Punana Leo Hawaiian Immersion pre-school concert, Hale Mahaolu Special Fair, Kamehameha Day parade, Landscaping of Maui County cemeteries, Lahaina Classic Basketball tournament and the Maui County Fair.

To achieve transitional goals, MCCC collaborates with many State and community-based organizations that assist the transition of inmates back into the Maui community. Organizations such as the Judiciary, Department of Health Adult Mental Health Division, County of Maui, Maui Economic Opportunity Inc. (MEO), Neighborhood Place in Wailuku, Aloha House, Big Island Substance Abuse Council (BISAC), are all partners in reintegrating Maui inmates back into the community.

The Judiciary's Maui/Molokai Drug Court Program is an intensive supervision and treatment program for non-violent class "B" and "C" felony offenders residing in Maui County.



# Maui Community Correctional Center

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For the past 11 years, MCCC has collaborated with the Judiciary by providing the only in-facility Drug Court Program in the State of Hawaii. More than 80% of the current Maui/Molokai Drug Court clients start participation in the Maui/Molokai Drug Court through the in-facility component offered at MCCC. Since the inception of the Maui/Molokai Drug Court program in 2000, only 16% of all Drug Court graduates have been convicted of a new crime.

MCCC is looking forward to relocating to the proposed Maui Regional Public Safety Complex (MRPSC) in Pulehunui on the Mokulele Highway. Reintegration and program efforts will be greatly enhanced due to increased programming opportunities and space that the new facility will provide. This expansion of programming, coupled with the continued partnerships throughout Maui County will impact the Maui community by assisting offenders in pro-social change and continue the shared goal of public safety.



# Oahu Community Correctional Center



The Oahu Community Correctional Center (OCCC) opened its doors in 1975, after a face-lift and a name change (from Oahu Prison) with the bed capacity of 628 inmates. OCCC was originally designed to house both pretrial detainees and sentenced felons. At the time, OCCC was considered a jail as well as the primary prison for the state. By the late 1990s, OCCC's population increased upward of 1,400. Today, OCCC continues to be the largest jail in the State of Hawaii. OCCC still houses dual populations of pretrial detainees (male and female offenders) and sentenced male felons. By the end of FY2015, OCCC had 1,214 inmates and coordinated to house an additional 222 inmates at the Federal Detention Center (FDC). During the FY 2015, the Community Based Section (CBS) transitioned 340 offenders from other facilities to the Work Furlough Program (Laumaka Work Furlough Center (LWFC)/Module 20) and 142 offenders were granted parole from the LWFC.

OCCC continued to afford programming for offenders. This included a structured and enhanced Mental Health treatment living units for both male and female pre-trial offenders. OCCC programs made available and provided to offenders included:

- o 31 Educational classes with approximately 2,500 offender participants
- o 18 Recreation programs with approximately 41,993 offender participants
- o 33 Volunteer programs with over 2,000 offender participants
- o 33 Religious programs with over 25,000 offender participants
- o Total of 200 Volunteers (Religious Organizations, SELF-Help Groups, Internship, Education, etc)
- o Total of 7,600 Volunteer hours valued at \$114,000 were logged.

Other in-house programs include opportunities for the offenders to learn and/or obtain on-the-job training and needed skills in areas such as food services, building maintenance, construction, automotive maintenance and repairs, grounds keeping, laundry, education, and library services.

# Oahu Community Correctional Center



The CBS Furlough Program (LWFC/M20) bed space was increased from 96 to 216. The Community Service Work lines was discontinued at OCCC. The Waiawa Facility is now providing this service to the community. It continues to be productive and successful.

In FY 2011, OCCC in conjunction with the Department of Veterans Affairs (VA) in developing a process to connect the incarcerated veterans with the VA for services related benefits. The goal is to reduce the recidivism percentage rate of incarcerated veterans and prepare them for life after release.

Through collaboration with the Department of Public Safety, the Department of Accounting and General Services and Consultant-NORESO an energy savings performance contract was agreed upon. The initiative started OCCC to become an energy efficient facility. The energy savings initiative has been completed. Operationally, OCCC is much a more energy efficient facility.

The positive effects range from:

- Reduce Hawaii's dependency on imported fossil fuel and associated greenhouse gas emission.
- Increase energy efficiency and building performance with the goal of reducing energy usage and demand; to accelerate reducing life cycle cost of building maintenance, equipment service life, water use and solid waste generation; and to address the deferred repair and maintenance backlog of projects without Capitol Improvement Projects funding.

# Halawa Correctional Facility



The Halawa Correctional Facility (HCF) is comprised of two separate and distinct buildings: The Special Needs Facility and the Medium Security Facility.

The Special Needs Facility was the former City and County Jail, which originally opened in 1962 and was transferred to the State in 1975. It houses new Reception, Assessment and Diagnostic Unit (RAD) custody inmates, inmates who require protective custody, and inmates with severe and chronic mental illness that preclude them from being placed in the general population.

The Medium Security Facility opened in 1987 and remains the newest and largest correctional facility in Hawaii's correctional system. It houses male sentenced felons, sentenced misdemeanants with consecutive terms and pretrial maximum custody inmates.

The population at HCF averaged 1086 inmates during FY 2015. To mitigate overcrowding, the Department of Public Safety (PSD) continues to send inmates to contracted out-of-state facilities.

Currently, the PSD continues an agreement with a private provider to perform water, light, heat, air conditioning and ventilation upgrades to increase efficiency and decrease costs. The two-year contract will save the State more than \$28 million over a twenty-year period. This project has thus far replaced several aging and old technological systems, creating the opportunity for savings in electrical, sewage and fuel billings.

During 2014, visitation at the medium facility was changed to no-contact visits. This was a priority in order to eliminate a major avenue for contraband entering the facility. Since the implementation of the partitions and plexi-glass, contraband coming in through visits continues to be monitored and eliminated through 2015.

Presently, the SNF houses the RAD Unit, Protective Custody offenders and the Mental Health Unit, where program interaction occurs daily with this more sensitive population. The combined effort of the Operations Team spear-heading the renovation project and participation by the Administration, Program Control, Residency and Security teams contributed to the momentous effort.

The HCF will continue to address population and capacity concerns by transferring inmates to beds at Furlough Programs statewide, to the Waiawa Correctional Facility, and to contracted beds in Arizona, if need be. As in the past, this is done in varying numbers throughout the fiscal year.

HCF offers a broad range of programs inclusive of education/vocational classes, substance abuse and sex offender treatment services, religious and leisure time activities. Approximately 258 inmates are employed in facility operations, food service, recreation, correctional industries and module/living unit worklines.

# Waiawa Correctional Facility



The Waiawa Correctional Facility (WCF) is a minimum-security facility that can house up to 334 adult male sentenced felons. The facility, nestled between the Ko'olau and Waianae Mountain Ranges in Central Oahu, was formally a military installation that was activated after the attack on Pearl Harbor. In 1985, the State of Hawaii initiated the process to acquire this 192-acre parcel from the federal government through a Quit Claim Deed for a period of thirty (30) years at which time the state will assume full ownership of the property. As part of the deed, the state is required to have all offenders housed at WCF to actively participate in educational programs and work lines.

Programs at WCF include, but are not limited to, substance abuse treatment (KASHBOX Therapeutic Community and out patient programming); education (G.E.D. Adult Basic Education, Culinary Arts in conjunction with Leeward Community College, Masonry in conjunction with the Mason's Union Apprenticeship Program, Life Skills); Programs such as Library Services, Religious, Parenting, SKIP/SPAFT; work lines (Food Services Education, Administration, Landscaping/Grounds Keeping, Farming, Hydroponics, Aquaponics, Auto Mechanics, Facility Operations, Store, Building Maintenance and Construction and Community Services). Inside and outside classroom learning provides an excellent opportunity for social learning and modeling of good work ethics and interpersonal skills. Since January 2012, over 400 inmates went through classes.

Those who have the opportunity to participate in the Community Service Work line have a chance to actually work in the community and network with those they come in contact with. In the last year, the Community Service Work line has done work for various agencies such as the Department of Education, the Attorney General's Office, Waipahu Community Cultural Center, Honolulu City and County Refuse and Sewer Divisions, He'eia Wetlands and the State Capitol. Their work has saved these agencies over \$200,000 in labor costs. Many learn a trade while working on facility work lines. Over the last year, approximately 300 inmates worked on our various work lines. WCF creates a learning environment for the offenders that provides them with a sense of ownership, accomplishment and pride.

# Waiawa Correctional Facility



In order to maintain a safe, secure and humane environment for both the staff and offenders, WCF plans to continue on its current path of renovations. In collaboration with community members, various repairs and upgrades are being made around the facility. This includes repairing the water storage tank, roofs and vents to various buildings, and telephone and computer line upgrades.

Many learn carpentry, electrical, landscaping, auto mechanic, farming, hydroponics, aquaponics, and small equipment repair skills while working on facility work lines. Repairing the inside and outside of Facility buildings also provides the offenders with an environment that is conducive to learning, as well as provide them with a sense of ownership and accomplishment. For example, one supervisor and 12 inmates operate the Facility Farm, Aquaponics and Hydroponics. The facility hydroponics averages 1,000 pounds of produce every month. The Aquaponics produces about 500 pounds of Sunfish. WCF has teamed up with the Hawaii Community Foundation to build another Aquaponics plant mirroring their current system. That will more than double the current aquaponics and hydroponics plant output.





# Waiawa Correctional Facility



Hawaii Correctional Industries is also helping to double the farming operation by providing staffing as well as higher wages for inmates. We anticipate enough produce to supply all correctional facilities. A contract is being looked into with the Department of Education to possibly provide fresh produce to the schools on Oahu.

The WCF will continue to provide offenders with appropriate rehabilitative programs and an environment conducive for their continual progress. WCF seeks to work with the individual as a whole with the hope that the individual will possess better coping, employment, family and life skills as they return to the community.

# Kulani Correctional Facility

Kulani Correctional Facility (KCF) is a 200-bed minimum security prison located on the slope of Mauna Loa, approximately 20 miles south east of Hilo, on Big Island of Hawai'i. The facility sits on 20 of the 6,600 acres of the Kulani property, belonging to the Pu'u Maka'ala Natural Area Reserve, which is managed by the DLNR's Division of Forestry and Wildlife.

The reopening of KCF in July 2014 was a part of Governor Neil Abercrombie's Justice Reinvestment Initiative, which aimed to reverse crime while bringing inmates housed on the mainland back to the Hawaiian Islands. KCF closed in 2009, resulting in the displacement of nearly 100 staff and the transfer of almost 200 Hawaii inmates to other overcrowded state facilities.

In anticipation of the reopening of KCF, \$686,400 was allocated for construction and renovation of the facility. Immediately, repairs began, including electrical work, roof repairs, and kitchen upgrades.

There are 51 Adult Corrections Officers and 26 civilian staff working at KCF. There are currently six vacant civilian positions which include two Human Services Professional IV, Secretary II, Personnel Clerk III, Heavy Equipment Operator, and General Maintenance Supervisor I. Thirteen ACO recruits from BCT class 15-01 became ACO III's this year. Four more recruits came on board from BCT classes 15-05 and 15-06.



Currently, 190 minimum and community custody inmates are being housed in seven dorms. The maximum capacity of KCF is 220 approximately inmates. The main compound where inmates reside and work consists of 20 acres.

KCF offender programs include Sex Offender Treatment and Substance Abuse 2.0 and 2.5, G.E.D and educational classes. Through partnership with Hawaii Community College, Office of Continuing Education & Training (OCET), KCF now offers an Agriculture/Horticulture program, Facility Maintenance Program and Hale Mua 'O Kulani Hawaiian Culture Program. The Agriculture/Horticulture program helps inmates develop essential work skills, while providing fresh hydroponic produce to the facility. The Facility Maintenance Program teaches inmates important trade skills like carpentry, masonry, drywall, electrical, and plumbing fundamentals. Hale Mua

'O Kulani Hawaiian Culture Program offers classes like Wood Carving, Lauhala Weaving, and Ho'oponopono. More classes are being added as each program develops. There are approximately 50 inmates currently enrolled in the programs offered through Hawaii Community College OCET.



## Kulani Correctional Facility

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Work lines also play a big role in offering inmates valuable hands on work skills. Some of KCF work lines include janitorial, utility, kitchen, Hawaii Correctional Industries, which allow inmates to strengthen their work skills and earn wages. KCF has a community service work line that provides landscape maintenance at the Pana'ewa Zoo. The facility also has a community conservation work line that assists DLNR staff with projects in the Pu 'u Maka'ala Natural Area Reserve.



The goal is to have all KCF inmates working, attending their required programs and extracurricular classes. KCF strives to facilitate a safe working environment in order to prepare inmates for furlough and reentry into local communities.

# Women's Community Correctional Center



The Women's Community Correctional Center (WCCC) is the only all female facility in Hawaii, providing for the care and custody of female sentenced felons. WCCC provides for a wide range of services including medical and mental health, diagnostic evaluations, counseling, work opportunity, education, Substance Abuse Treatment, community services and resocialization/work furlough privileges.

The facility is comprised of four (4) structures; Olomana, Kaala, Mauawili and Ahiki Cottages. Every cottage operates in accordance with specific programs and classification levels. The facility is operated on the foundation of a Trauma Informed Care System of Care. The Trauma Informed Care Initiative (TICI) in partnership with PSD Mental Health, University of Hawaii Social Science Research Institute and funded by the Office of Hawaiian Affairs (OHA), Hawaii State Mental Health Transformation State Incentive Grant (MHT SIG) project and the National Center for Trauma-Informed Care (NCTIC). A trauma informed framework is one way to create a supportive & comprehensively integrated environment that provides opportunities for many to contribute what they have for a common goal. This also creates an appropriate environment for understanding some of the core issues at the root of an offender beliefs and behaviors. An example of what a trauma-informed system looks like at WCCC in operational terms of creating SPACE, an acronym that consists of:

S = Staff and Offender Training – annually and consistent

P = Programs – Interconnect of varying modalities.

A = Administration – Set values and attitude tone for staff

C = Case Management – The guiding force

E = Environment – an appreciation for all things.

The planning of this project to implement trauma-informed care at WCCC was conceptualized by its staff as part of the vision to create a community of change and well-being at WCCC. WCCC staff envisioned WCCC as a place to learn how to live a forgiven life, a place that nurtures change within the individual, family, and community, and serves to reduce recidivism.

By embracing a trauma-informed framework for their efforts to transform the correctional



# Women's Community Correctional Center

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environment into a place of change, the WCCC leadership and staff have added value to the many existing programs at the prison that are helping women recover from trauma, substance abuse issues, and mental health problems. The resources available to women at WCCC include the following:

## **HEALTHCARE**

The WCCC Health Care Unit serves the female prison as well as inmates who are on work furlough status at T.J. Mahoney and Bridge.

The 2011 Women's Health Fair had guest speakers from Alu Like, the Waimanalo Health Center, Ke Ola Mamo, the Waianae Comprehensive Community Health Center, and the Life Foundation. Staff worked hard on the exhibits and handouts for both inmates and staff. The theme was "*I Promise...*" Inmates had the opportunity to write one commitment to a healthy lifestyle change on a sharing board. The notes were left out for the entire month of September as a reminder to them whenever they visited the Medical Unit.

WCCC Health Care was audited by the National Commission on Correctional Health Care (NCCHC) in 2011 and was accredited for two years. Accreditation is an accomplishment of not only the Medical Unit but of the entire facility whose mission it is to transform the lives of the incarcerated women in their care.

## **MENTAL HEALTH UNIT**

WCCC Mental Health staff offers services to all offenders, both in general population and women in the acute mental health population. Services include mental health screening and evaluation, treatment in the form of crisis intervention, individual therapy, group therapy, psycho-education, and discharge planning. Women in need of psychiatric services are referred to the psychiatrist consultation and medication management.

General population mental health programming includes Seeking Safety trauma treatment. It is a six-month closed group that addresses PTSD and substance abuse with a curriculum covering 24 cognitive, behavioral and interpersonal domains that provide coping skills that are essential in helping women recover from trauma.

WCCC Mental Health Services welcomed United Self Help, who received a grant to do BRIDGES (Building Recovery of Individual Dreams and Goals through Education and Support), a national peer-driven program. Acute mental health programming includes Thinking Errors which teaches women self-awareness and problem-solving skills by looking at their thoughts, feelings and actions, DBT (Dialectical Behavior Therapy) which is a skills training course designed to further develop coping skills and behavior management, Self Esteem Self Confidence Building classes, Culinary Arts and sharing an discussion classes.

## **SUBSTANCE ABUSE TREATMENT**

Three distinct substance abuse treatment programs are available to women at WCCC, including Addiction Treatment Services provided by the Salvation Army. This program service includes assessment and treatment planning, structured group education and

# Women's Community Correctional Center

treatment services, individual counseling and family education, continuing care and after care." O Malama" is a Residential Drug and Alcohol Program that combines treatment with an education program to ensure that women have the best chance for successful reentry. The offenders in the program engage in therapeutic experiences, recovery education and tools, fostering responsibility, accountability, and life skills that will empower them to re-enter the community and make healthy and productive choices as drug free adults. "Ke Alaula" is a therapeutic community. The program offers substance abuse and criminality treatment that is cognitive behavior based and incorporates a holistic view of healing the body, mind and spirit. Ke Alaula in a unique partnership with the Honolulu Garden Club, combines substance abuse treatment with an opportunity for women to plant, maintain and care for traditional Hawaiian agricultural terraces, offering an outdoor classroom in which women process their issues in a cultural setting.

## TRANSITIONAL PROGRAMS



The Bridge program is a transitional, substance abuse treatment work furlough program that is based within WCCC. This program provides opportunities to practice pro-social, cognitive, and recovery skills learned in treatment while transitioning to the community. Family therapy, psychological, and job development

services are provided as the Offender reconnects with family and community resources.

TJ Mahoney and Associates operate a community-based work furlough program called Ka Hale Ho Ala Hou No Na Wahine. These women receive training and assistance in finding employment, building life skills, developing social networks and making any changes needed to prepare them for transitioning into the community and connecting with their families.

## LIBRARY

The PSD Library Services continues to provide opportunities for the women to participate in the nationally known program "READ TO ME". This program provides incarcerated women an opportunity to reconnect with their children by recording themselves reading children's books on audiotapes. The tapes are screened and then mailed with the books to the children.

In a partnership with Pu'a Foundation and Awaiaulu, PSD Library Services have provided computers for the women to participate in a community-based transcribing program called Ike Ko'o Ko'a. The women are transcribing Hawaiian newspapers written between 1834 and 1948 that have been photocopied. Their transcription is then uploaded into a database maintained by Awaiaulu to be offered on the Internet for research purposes. There are over 60,000 pages that need to be transcribed with about 25 women participating.



# Women's Community Correctional Center



## EDUCATION

Lack of education and job skills are huge barriers to successful community reentry for women leaving prison, and WCCC addresses these needs through GED classes as well as a range of vocational training programs. In partnership with a local community college, a culinary services program offers college credit and job skills, and the trainees work in the WCCC kitchens. A welding training program prepares women with a marketable well-paying skill. Flower arranging is another trade program. A comprehensive transition skills training program for women who are nearing the end of their sentences teaches women life skills and offers job development, placement and support services for up to 6 months post-reentry. A range of other courses including personal development topics, spiritual growth and healing, and creative writing are available. Mother Read, a family empowerment and literacy program, helps women improve their reading skills to make reading with their children a more rewarding experience.

## FIRST BASED/CHAPEL



Total Life Recovery (TLR) is a full-time, faith-based program that offers addiction treatment, one-on-one counseling, and classes ranging from music, leadership, hula, and spiritual topics. The core piece of the program is the Genesis Process, a best practice integration program of proven relapse prevention techniques, cognitive restructuring and behavior therapy. The Program addresses addictive compulsive behavior through a trained Genesis counselor. TLR is sponsored by Fishnet Ministries

# Women's Community Correctional Center

International and supported through the commitment of trained volunteers, their churches and other community organizations. A unique aspect of TLR is its hydroponics program, a partnership with the Lanikai Kailua Outdoor Circle, The Outdoor Circle, whose members volunteer their time to teach and supervise the offenders. Here, women learn how to grow salad greens and herbs for the WCCC kitchen, and propagate landscape plants that the Outdoor Circle members sell in the community to fund the program. The women of TLR also venture into the community and provide testimonies, songs and dance in an effort to begin the transitional process back into the community.

## COMMUNITY SERVICES



WCCC continues to change the public perception of female offenders through its community work lines. These work lines allow the public to see a rare side of female offenders and provides opportunity for social interaction, which is a positive first step for transition for the women offenders. In partnership with the Lanikai Kailua Outdoor Circle (LKOC) the women provide road and ground maintenance to the following areas in the town of Kailua, Lanikai Beach Park, Pohakupu Park and the Kailua Corridor. In addition with LKOC and Ahahui Malama I Ka Lokahi (AML) the women maintain the following areas of the Kawainui Marsh, Ulupo Heiau, Kaha Park, Napohaku. The Kawinui Marsh provides a classroom of flora, fauna and Hawaiian Culture that is taught to the women by AML. In a similar relationship between WCCC and the Pacific American Foundation (PAF) the women offenders are helping to restore the Waikalua Loko fishpond in Kaneohe Bay. PAF has provided cultural educational opportunities about the fishpond to the women offenders and their children by hosting an event that brought the two together.

## ENVIRONMENT

Prisons are not generally warm and welcoming places; much has already been accomplished to make the buildings and grounds more inviting. For example, in many buildings, the typical institutional colors are gone, replaced by bright colors, murals, and paintings of



# Women's Community Correctional Center

the local Hawaiian flora and fauna done by WCCC artists. In a grassy yard, a large open-air pavilion with picnic tables was constructed by volunteers from the community, using donated materials; this provides space for programs that allow mothers to spend quality time with their children. Inmate work crews are clearing brush and landscaping parts of the grounds near a stream, creating an oasis of Native Hawaiian plants. WCCC next goal is to rip up a paved courtyard between living units and classrooms, replacing it with grass and gardens.

## RECREATION



WCCC Recreation Unit continues to provide a wide range of opportunities for offenders to combat idleness through programs and activities that empower them to develop life changing attitudes and skills. Among the activities offered is the Huikahi Circle, a group process based on public health learning principals for people in prison, work furlough or drug treatment programs to make amends with family, friends and others harmed by past behavior.

Keiki O Kaaina's "Supporting Families Affected by Incarceration (SFAI)" program completed another successful class on parenting. All eight women who completed the class are now able to have their once a month visit with their children at the Keiki Hale classroom at Ahiki Cottage. Other programs offered by Keiki O Kaaina are the "Mentoring Children of Promise" program, "Supporting Parents as First Teachers" and "Supporting Keiki of Incarcerated Parents (SKIP)".

# Mainland and Federal Detention Center Branch



Under the general direction of the Institutions Division Administrator, the Mainland & Federal Detention Center (FDC) Branch (MB) has the responsibility to oversee and monitor the State contracts with private mainland prisons and the Hawaii FDC for the housing and care of Hawaii inmates. It must ensure that all terms of the contracts are upheld, enforced and that inmates are receiving appropriate treatment services.

The MB was established in October 2004 and departmental responsibilities have increased as this branch monitors approximately 1,400 inmates. Since the consolidation of male inmates into Arizona in 2007, MB oversees an out-of-state contract worth approximately \$44 million. MB is also responsible for approximately 215 inmates housed at FDC under an intergovernmental contract worth almost \$14 million per fiscal year.

While incarcerated in Out-of-State prisons, Hawaii inmates are able to participate in programs including:

- Residential Drug Abuse Program (Therapeutic Community Program – Level III);

- Residential Drug Abuse Program (Level II);

- AA/NA meetings;

- Educational Programs (Literacy, Basic Education, Pre-GED, GED);

- College Correspondence Courses;

- Cognitive Skills/Breaking Barriers;

- Ke Kahua Pa'a (Houses of Healing: A Cultural extension of the Cognitive Skills class for SCC's population only);

- Anger/Stress Management;

- Prison to the Streets (Pre-Release preparation)

- Life Principles Program (Faith-based Unit; SCC only);

- Vocational Programs (Electrical, Carpentry, Computers, and Plumbing);

- Toastmasters;

- Special Housing Incentive Program (SCC only);

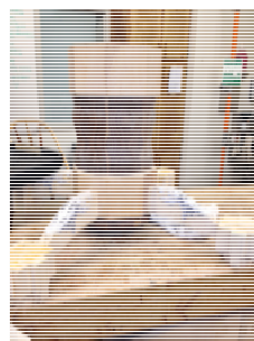
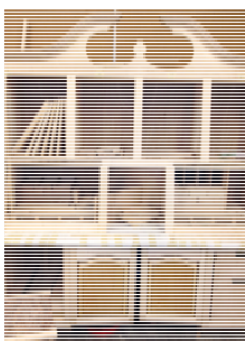
- Read-To-Me International (SCC only);

## Mainland and Federal Detention Center Branch

Inmate work-lines (employs 2/3 of entire population);  
Second-Chance at Life: Greyhound Canine Program;  
Hula/Hawaiian Language Classes;  
Hobby Shop/Art Activities; and  
Music Program/Room.



In addition, the Native Hawaiian Religious practitioners observe the Makahiki season and Summer Solstice.



### SAGUARO CORRECTIONAL CENTER – SCC (Eloy, AZ):



As of 6/29/15, SCC housed a total of 1,341 Hawaii male inmates. This facility serves as a program-intensive facility for general population inmates wanting to change their lives and prepares them to return to Hawaii to participate in reintegration programs. SCC also houses Hawaii's long-term segregation inmates in its Special Management Housing Unit and Lock-down Unit and provides this special population with basic program opportunities. SCC is the only facility to have video conferencing capabilities in each housing unit giving inmates every opportunity to participate in parole hearings with the Hawaii Paroling Authority and visits with loved ones on the weekends. SCC in conjunction with the Department's Law Library Services has installed 13 touch-screen kiosks in its 2 law libraries that are compatible with the computerized law library systems in Hawaii's correctional facilities.

The facility received its first accreditation by the American Correctional Association (ACA) in October 2008 scoring 100% on its mandatory and non-mandatory standards. The facility continues to maintain its accreditation by the ACA.

# Inmate Population Report

## DEPARTMENT OF PUBLIC SAFETY WEEKLY POPULATION REPORT

Date: June 29, 2015

FAC.	DESIGN BED CAP.	OPER. BED CAP.	HEAD COUNT ENDING																		
			TOT.	M	F	SENT. FEL.		SENT. FEL. PROB.		SENT. MISD.		PRETRIAL FEL.		PRETRIAL MISD.		OTHER JURIS.		PAR VIOL.		PRB VIOL.	
						M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
HCCC	206	226	386	327	59	64	8	61	15	43	8	102	15	22	5			12	3	23	5
SNF	90	132	115	115	0	115															
HMSF	496	992	962	962	0	590			1		17						354				
KCCC	110	128	188	147	41	32	7	20	5	14	4	43	13	27	9		2	1	9	2	
KCF	200	200	185	185	0	185															
MCCC	209	301	457	380	77	88	7	50	11	7		152	36	14	5	1	15	1	54	16	
OCCC	628	954	1247	1079	168	192	3	181	35	76	7	510	62	42	13				78	48	
WCCC	258	260	233	0	233		211		3				1					7		11	
WCF	294	334	333	333	0	274											59				
<b>TOTAL</b>	<b>2491</b>	<b>3527</b>	<b>4106</b>	<b>3528</b>	<b>578</b>	<b>1540</b>	<b>236</b>	<b>312</b>	<b>69</b>	<b>141</b>	<b>19</b>	<b>824</b>	<b>127</b>	<b>105</b>	<b>32</b>	<b>0</b>	<b>1</b>	<b>442</b>	<b>12</b>	<b>164</b>	<b>82</b>
CONTRACTED FACILITIES																					
	TOT.	M	F	SF		SFP		SM		PTF		PTM		OJ		PARV		PRBV			
				M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
RED ROCK CC, AZ	0	0	0																		
SAGUARO CC, AZ	1341	1341	0	1280												61					
FEDERAL DET. CTR.	222	196	26	1		12	3	4	3		4	4	3			10			162	16	
<b>TOTAL</b>	<b>1563</b>	<b>1537</b>	<b>26</b>	<b>1281</b>	<b>0</b>	<b>12</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>71</b>	<b>0</b>	<b>162</b>	<b>16</b>		

## DEPARTMENT OF PUBLIC SAFETY WEEKLY POPULATION REPORT

Date: June 30, 2014

FAC.	DESIGN BED CAP.	OPER. BED CAP.	HEAD COUNT ENDING																		
			TOT.	M	F	SENT. FEL.		SENT. FEL. PROB.		SENT. MISD.		PRETRIAL FEL.		PRETRIAL MISD.		OTHER JURIS.		PAR VIOL.		PRB VIOL.	
						M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
HCCC	206	226	388	337	51	65	8	61	10	38	11	104	11	30	7	3		23		13	4
SNF	90	132	140	140	0	140															
HMSF	496	992	960	960	0	660		1		2		14					282			1	
KCCC	110	128	241	196	45	35	4	36	7	30	5	62	14	21	7	1		9	2	2	6
MCCC	209	301	412	352	60	92	3	13	6	15	4	143	17	17	11		14	4	58	15	
OCCC	628	954	1194	1031	163	211	1	153	15	58	9	482	85	46	15	3			78	38	
WCCC	258	260	249	0	249		191		3		1							44		10	
WCF	294	334	305	305	0	285											20				
<b>TOTAL</b>	<b>2291</b>	<b>3327</b>	<b>3889</b>	<b>3321</b>	<b>568</b>	<b>1488</b>	<b>207</b>	<b>264</b>	<b>41</b>	<b>143</b>	<b>30</b>	<b>805</b>	<b>127</b>	<b>114</b>	<b>40</b>	<b>7</b>	<b>0</b>	<b>348</b>	<b>50</b>	<b>152</b>	<b>73</b>
CONTRACTED FACILITIES																					
	TOT.	M	F	SF		SFP		SM		PTF		PTM		OJ		PARV		PRBV			
				M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F		
RED ROCK CC, AZ	0	0	0																		
SAGUARO CC, AZ	1363	1363	0	1286												77					
FEDERAL DET. CTR.	248	212	36	1		10	7	13	4	8	3	4		1		10			165	22	
<b>TOTAL</b>	<b>1611</b>	<b>1575</b>	<b>36</b>	<b>1287</b>	<b>0</b>	<b>10</b>	<b>7</b>	<b>13</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>87</b>	<b>0</b>	<b>165</b>	<b>22</b>		



## Corrections Program Services Division

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The Corrections Program Services Division (CPSD) is responsible for implementing and monitoring correctional programs aimed at providing offenders within Hawaii's correctional institution with education, nutrition, religion, substance abuse treatment, sex offender treatment, work force development, and pro-social development. CPSD is committed towards the provision of evidence-based programs that address identified problematic areas of incarcerated offenders, or programs that are constitutionally required.

The division is composed of administration, two (2) offices (Sex Offender Treatment and Sex Offender Management Team), and five (5) branches that provide services statewide: Education, Food Service, Library, Substance Abuse Treatment, and Volunteer/Religious Services.



## Education Program Services

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The Corrections Program Services' Education, (CPS-E) Branch provides learning opportunities for incarcerated adults through a holistic, developmental, academic education, and workforce development program that focuses on preparing adult offender for their transition and reintegration into the community upon their release.

The goal of the branch is to foster and maintain a commitment to excellence. CPS-E works toward maintaining a continuum of services that provide consistency in the development of the whole person throughout the period of incarceration that will lead to successful reintegration into the community.

The branch also strives to effect change based on a balanced education within the areas of academic learning, career and technical training, cultural understanding, and spiritual development. In addition, CPS-E strives to build and create a network of coordinated services involving people within the institution as well as those in the community, non-profit and volunteer agencies. An example of this successful collaboration is the Culinary Arts Program offered at the Women's Community Correctional Center through the partnership of the department and the Kapiolani Community College.

The CPS-E also monitors and collaborates with the private prison provider on the mainland that house Hawai'i offenders. Student enrollment and academic, career, and technical education gains are monitored through an internet-based student management system. The branch reports include totals from both Hawai'i and Mainland facilities.

## Education Programs

### Integrated Basic Education Skills Technical Training (IBESTT)

#### PATHWAY: **NATURAL RESOURCES**

Occupational Cluster: Agriculture

Occupational Concentration:

- Plant Science
- Biotechnology
- Forest Industry/Agroforestry
- Soil Science
- Aquaculture
- Animal Science

#### **BUSINESS**

Occupational Cluster: Marketing

Occupational Concentration:

- Advertising
- Distribution
- Retail Merchandising
- Sales

#### **PUBLIC AND HUMAN SERVICES**

Occupational Cluster: Service and Hospitality

Occupational concentrations:

- Culinary
- Hotel Operations
- Tourism

#### **INDUSTRIAL AND ENGINEERING TECHNOLOGY**

Occupational Cluster: Electronics and Computer systems

Occupational Concentration:

- Computer Technology
- Computer Technology
- Systems Analysis and Programming
- Electronics

Occupational Cluster: Building and Construction

Occupational Concentrations:

- Plumbing (commercial)
- Carpentry
- Electrical
- Masonry
- Painting (commercial)

#### **ELECTIVES**

- Life Skills
- Self Development
- Hawaiian Studies (in AZSC only)
- Parenting
- Hawaiian Language (AZSC only)
- Yoga
- Hula (AZSC only)
- Toastmasters

#### **Developmental Courses**

Key Train

#### **Special Programs**

- Title I
- Special Education
- ESL
- Peer Tutorials

#### **GED**

# Food Services



The Food Service Branch prepares and serves over 13,000 meals daily for approximately 4,000 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 in the State of Hawai'i. The branch strives to provide nutritionally healthy meals that are consistent with current nutritional principles, including alternative meals such as therapeutic and religious-based diets. All food prepared must follow public health rules and regulations and must be served under safe and sanitary conditions. The religious-based diets have significantly increased throughout the prison population due to increasing inmate populations and diversity in religious practices. The Religious Land Use and Institutional Person Act (RLUIPA) has limited the responses correctional facilities have to deny frivolous requests, as religious sincerity cannot be questioned.

The Food Services Branch also provides meaningful work opportunities for inmates incarcerated statewide by providing on-the-job training in culinary and storekeeping. More than 400 inmates participate and are assigned to a kitchen work line. They obtain basic skills in food preparation, kitchen sanitation, food safety, bakeshop operations, storekeeping, dietary services, vegetarian cooking, and dish room operations. The basic knowledge and principles learned in nutrition and food handling can assist inmates with obtaining employment in the food service industry, continuing their education in culinary arts, and also enhance their quality of life after they are released.

Another beneficial opportunity provided to inmates is a joint project with the Education Services Branch, and Kapiolani Community College, where inmates from the Women's Community Correctional Center participate in classroom and practical work in culinary arts. The Food Service Branch assists the chef-instructors to ensure that inmates follow necessary course studies and abide with safety and sanitation standards. The successful completion of the requisite course studies by the inmate assures them of basic culinary skills and knowledge. When they complete the course successfully they receive a certificate in food handling and preparation.

In partnership with the Waiawa Correctional Facility (WCF) Farm Program, inmates learn skills in sustainable agriculture by growing fresh produce that is incorporated into WCF menus and shared with other O'ahu correctional facilities. Other farm programs on a smaller scale are located at the Kauai Community Correctional Center (KCCC) and at the Hale Nani Complex at Hilo Community Correctional Center (HCCC). The "farm to plate" concept has been educational since inmates can appreciate the variety of fresh vegetables and fruits served daily at mealtime.

CPS Food Service Branch also partnered with a registered dietician from the University of Hawaii to revise the 5-week standardized menus, which follows the 2011 USDA "My Plate" dietary guidelines. The objective was to ensure that each meal met the nutritional adequacy for inmate general populations, based on the 5-week Standardized Vegetarian





## Food Services

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(Lacto-Ovo) Menus, 5-week Cycle Standardized Special and Therapeutic Diets, and all applicable sections of the Federal statutes and regulations.

The Department of Public Safety continues to be challenged with preparing increasing numbers of special diets. In addition to serving regular meals, the Food Services Branch prepares over 600 therapeutic and special diets daily, however, the number of prescribed therapeutic diets have significantly declined due to the implementation of heart healthy meals. Due to medical and legal requirements, the department anticipates more unhealthy inmates entering the prison population. Substance abuse, poor eating habits homelessness, and other health and lifestyle-related concerns add to the anticipated increases. A proactive role that this branch provides to keep inmates and staff healthy is a vegetarian entrée at each meal period at all statewide correctional facilities. By providing a vegetarian choice at each meal, the Food Services Branch has been progressive and rated among the top 10 nationally "Vegetarian-Friendly State Prison Systems" in providing inmates health vegetarian options.

The state is responsible in providing three adequate nutritious meals daily to inmates while they are incarcerated at the seven correctional facilities. In addition, the state is required under collective bargaining to provide meals to all Unit 10 uniformed staff and other selected units as required by the union contracts. Therefore, more than 13,000 meals are prepared daily and this is a challenge, in light of the rampant increase of the food supplies, fuel cost and other resources that severely impact the preparation and delivery of meals.

Other challenges that the Food Service Branch face are the aging kitchen and inadequate equipment that needs to be updated, maintained or replaced due to the quantity of meals prepared daily, and to be in compliance with regulatory rules. Preventive maintenance is ongoing at all food service units. However, the high cost of repairs and the shortage of staff to perform in-house repairs can create severe problems and added costs.

In light of the challenges, the branch has become innovative in developing TEAMS, (Total Efficiency & Accountability Management System), for all food service units. This involves an educational program for its food service managers and cook-supervisors to enhance their skills in nutrition, diet therapy, food service management, risk management, data analysis on measurement of performances and developing interpersonal skills in the workplace.

## Library Services



Library Services (CPS-L) continues to provide access to the courts and recreational library programs to inmates here in Hawaii and at the Mainland Facilities. Of utmost importance is “Constitutional Rights” of inmates. Program success is measured by Kamakani statistics provided by the Librarians from each facility. An increase in inmate complaints alerts Librarians to evaluate their system of rules and regulations. It gives them an opportunity to update and make changes to revitalize programs to meet the needs of the people they serve. One program added to CPS-L in 2007 was the Kiosk System.

Kiosks provide inmates with access to legal materials twenty-four hours per day, seven days a week. This ready access is just one reason grievances have diminished. With the opening of the Kulani Correctional Facility scheduled in July of 2014, kiosks may be in every living unit besides the Law Library. Inmates may send legal copy requests to the library and have their copies available for pick-up the next day in the facility’s library. Halawa Correctional Facility has a total of nine kiosks distributed at the Special Needs and Medium Correctional Facilities, in the modules and the Law Libraries. At the Women’s Community Correctional Center, there are five kiosks, three in the modules and one in the Law Library. Having kiosks in the living units has decreased inmate movements from the modules to the Law Library. This has been received well by the inmate population.

All legal books and case law pertaining to Hawaii cases, including the Hawaii Revised Statutes and PSD Policies & Procedures, were transferred to disk format.

Other programs of interest support culturally-based programs at WCCC and keep inmates occupied with positive activities. Two very successful community projects are the Olelo Ike Kuo Koa Hawaiian Newspaper Transcribing project and the Read-To-Me Program.

WCCC’s Video Production Team is made up of women in the prison who volunteer for Olelo projects on the outside. The minimum and community custody inmates go out and do periodic videotaping for Olelo. They produce a show each week highlighting the various ways the women give back to society. The video crew is taught how to shoot video and edit on the latest editing equipment at the Olelo studios.

The Read To Me (RTM) Program continues to be successful. WCCC’s Librarian monitors participants and recently received monies to purchase new books. Approximately 50 percent of the female population belong to the RTM program.

A Hawaiian Language storytelling program is also offered. It uses parables as an effective communication tool. At least once a week, the Library Services acting manager, coordinator, and Native Hawaiian storyteller will be showing the inmates how to teach their children basic reading and language skills in Hawaiian. Books and materials have been donated from Kamehameha Schools and the University of Hawaii Hawaiian Studies Department.



# Substance Abuse Treatment Services

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The Substance Abuse Treatment Services Branch (CPS-SATS) provides screening, assessment, outpatient, intensive outpatient, residential, continuing care, and reentry services for sentenced felons who have substance abuse problems. Substance abuse and criminal conduct are addressed in each level of treatment. Treatment is provided by in-facility staff and contracted private providers. The screening process determines if an offender needs treatment and the intensity of treatment needed.

The Department uses the Level of Service Indicator – Revised (LSI-R) as a screening instrument to help determine the level of risk for re-offending. This instrument in conjunction with the Adult Substance Use Survey (ASUS) is currently being used to determine level of care and appropriate placement in treatment services. For those in need of substance abuse treatment, the screening results in placement in one of three levels of programming:

**Outpatient** Substance Abuse Treatment (Level 2) services utilize a cognitive behavioral treatment component meeting one to two times a week for two-three hours. The curriculum utilizes the Change Companies' Residential Drug Abuse Program, which is an evidenced based, cognitive-behavioral curriculum. The first four manuals are used as a stand-alone program. Each unit systematically builds on the previous module, thereby increasing the level of knowledge and awareness. Outpatient services are for inmates who are at lower risk of criminal conduct and meet diagnostic criteria for substance abuse. They have had minimal disruption in their psychosocial or vocational functioning due to substance abuse.

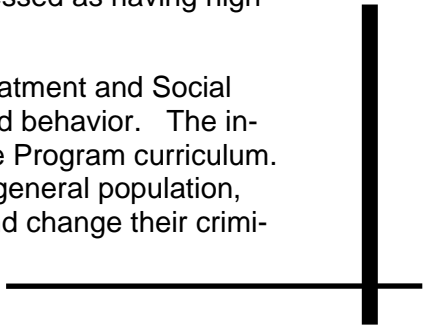
**Intensive Outpatient** (IOP) Substance Abuse Treatment (Level 2.5) is provided for male offenders at Halawa Correctional Facility and Waiawa Correctional Facility through the Department of Public Safety's Purchase of Service Contract with the Salvation Army. PSD staff at WCCC operates an IOP program for female offenders.

The IOP consists of daily, two to three hour group sessions, four days per week for approximately nine months with accompanying individual counseling sessions, as needed. IOP utilizes the entire Change Companies' Residential Drug Abuse Program. Each is a closed ended group with a maximum of 15 persons per group. Participants meet the criteria for substance abuse or dependence and score as moderate risk for re-offending on the LSI-R/ASUS. Assessment and treatment planning, individual and family counseling, and aftercare services are provided for each participant.

**Residential** Substance Abuse Treatment (Level III) services provide intensive long-term residential treatment utilizing the therapeutic community model. Offenders are in the program from 9-15 months. This level of treatment is for inmates who are substance abusers or substance dependent and who are assessed as having high risk for criminal conduct.

In the therapeutic community model, Cognitive-Behavioral Treatment and Social Learning Theory are combined to address criminal thinking and behavior. The inmates work through all manuals of the Residential Drug Abuse Program curriculum. As the TC residents live and work together separate from the general population, they hold each other accountable to practice recovery skills and change their criminal thinking and behavior under the rational authority of staff.

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# Substance Abuse Treatment Services

The Department has two therapeutic communities currently in operation, KASHBOX at Waiawa Correctional Facility, and Ke Alaula at Women's Community Correctional Center.

KASHBOX (Knowledge, Attitudes, Skills, Habits, Behaviors, Opinions, X factor) is operated by Department staff and has the capacity for 102 inmates. Ke Alaula is operated by Hina Mauka through a contract with the Department and has capacity for 50 female offenders.

In 2010 many changes were implemented at the KASHBOX program to further enhance the use of evidence-based practices.

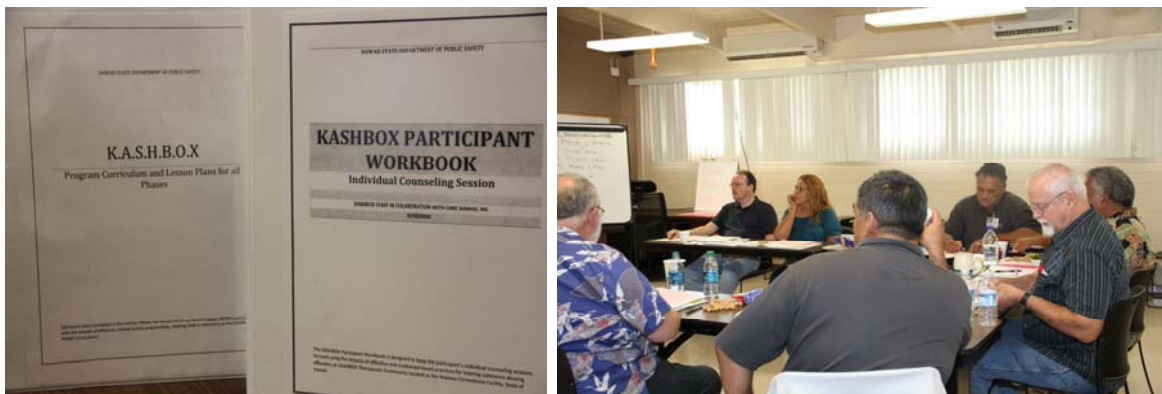
A KASHBOX Program Manual was created to ensure compliance with the Corrections Program Checklist, an instrument that measures compliance with evidence based practices for offender programs.

A KASHBOX Curriculum and Lesson Plan manual was developed which utilizes the Residential Drug Abuse Program curriculum and marries it to specific daily lesson plans. Each lesson plan has a scheduled period for homework review, introduction of the lesson for the day, role modeling of the skills taught, and practice sessions for those skills.

A Participant Workbook was developed that will be provided each inmate in the program and will help them to understand what their substance abuse diagnosis, their top 3 criminogenic areas, and their treatment plan mean to them. They will also keep important homework assignments in this workbook.

A retreat was held to introduce these new manuals and procedures to staff, which included some team building activities (see photos below).

As a result of the KASHBOX team's hard work in implementing these changes over the last two years, the KASHBOX program earned the rating of "Highly Effective" in a Corrections Programs Checklist (CPC) that was conducted in July 2012. KASHBOX is the second program in the state of Hawaii, and the first government operated program to earn this rating.





## Substance Abuse Treatment Services

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Outpatient and Residential substance abuse treatment programs are also available at Saguaro Correctional Center in Arizona, a facility contracted by the Department to house inmates on the mainland.

In addition, CPS-SATS also provides substance abuse specific reentry services for inmates transitioning from the institution to the community in work furlough programs at Laumaka Work Furlough Center (LWFC) and Women's Community Correctional Center (WCCC). The Bridge programs focus on reintegration to the community with job development services, life skills, and family counseling and reunification. Inmates continue to work on substance abuse issues and criminogenic areas assisted by the staff and contract programs. Grants were obtained in FY 13 to fund expansion of the Bridge program at LWFC from 32 to 96 beds. This will help eliminate a bottleneck in our system and provide quality reentry services to at least an additional 128 men per year.

The Department contracts with T.J. Mahoney Inc. on Oahu to provide a community-based residential program that assist female offenders with their transition and reintegration to the community. T.J. Mahoney Inc. provides job development, money management, life skills, anger management, and domestic violence, relapse prevention and work furlough opportunities. The T. J. Mahoney program called Ka Hale Ho'Ala Hou No Na Wahine (Home of Re-awakening for Women) has 30 beds.



## Sex Offender Management Team

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The department is the lead agency for the state's Sex Offender Management Team (SOMT), established by the legislature in 1992 to provide uniform guidelines for treating sex offenders statewide regardless of whether on parole, probation, at the state hospital, or under Family Court's jurisdiction. SOMT has expanded from a focus on only adult treatment to including juveniles and assessment, evaluation and supervision.

Under HRS 353E, SOMT is responsible to update the statewide master plan, work collaboratively with public and private agencies, develop and implement an integrated system to achieve the master plan goals and objectives, develop training and education programs for public and private providers, conduct research, apply for grants,, develop a statewide information system, and monitor and evaluate the development and implementation of sex offender services and programs. For many years, SOMT has worked towards accomplishing these duties solely through federal grant funding. However, since October 1, 2012, SOMT has operated without funding to perform these duties designed by statute.

SOMT has made significant strides in establishing the Hawaii Academy for Training in Sex Offender Management (HATSOM), by providing training in evidence-based practices and establishing evidence-based standards for the delivery of services to convicted sex offenders.

SOMT continues to maintain it's online learning management system (LMS) and provide statewide stakeholders access to evidence-based training opportunities. There are currently three courses available: *Introduction to Adult Sex Offender Management*, *Case Planning for Effective Sex Offender Supervision and Secondary Trauma & the Management of Sex Offenders*. In late 2012, a final draft of *Standards and Guidelines for the Management of Youth Who Have Been Adjudicated for a Sexual Offense* was mailed out to SOMT agencies and is currently being reviewed. In the first half of 2013, SOMT has focused its efforts on rewriting the 1989 Master Plan and drafting standards for community supervision of adult sex offenders.

SOMT has a website at [www.hawaii.gov/psd/somt](http://www.hawaii.gov/psd/somt) and has established domains for HATSOM and CPS's collaborative training website.

HATSOM: [www.hatsom.org](http://www.hatsom.org)

PSD's Hawaii Corrections Program Educational Collaborative [www.hawaiicepec.com](http://www.hawaiicepec.com)



## Sex Offender Treatment Services

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The Department of Public Safety provides treatment programs for sex offenders at all facilities statewide except at the Waiawa Correctional Facility. The programs are 100% privatized, as all administrative and direct services are accomplished through contracts. As proof of the department's commitment to sex offender rehabilitation, of the 93 correctional institutions nationwide that provides treatment to sex offenders, Hawai'i claims six.

Hawai'i's first sex offender programs were introduced as pilot projects in the 1980's based upon a "medical" model where mental disorders were thought to cause sex crimes. In 1991, however, the department officially adopted a "containment" model that emphasized community safety and treated sex offenders as criminals who make unwise, selfish choices to victimize others.

Beginning in 1992, Hawai'i's Parole Board decided to release only those sex offenders who completed the department's program rather than release an untreated sex offender. Over the past decade, nearly 82% of sex offenders paroled to Hawai'i's communities successfully completed the department's treatment program prior to release, which is a higher percentage than during the previous decade of 54%. By the close of FY 2013, 115 sex offenders were participating in the Sex Offender Treatment Program (SOTP), statewide.

Beyond ensuring that sex offenders comply with Megan's Law, Hawai'i is the only state to track each offender's criminal history throughout his life after his release, which allows the department to collect long-term recidivism data. National statistics suggest that 11% of sex offenders who receive treatment in prison will commit a new sex crime within two years of their release. Hawai'i's offenders do much better. Since 1988, just 2% of Hawai'i sex offenders who received treatment have returned to prison for new sex crimes, which is the lowest recidivism rate in the nation by far.

An untreated sex offender is twice as likely to commit a new sex offense and twice as likely to commit other crimes (burglary, car theft, etc.) as well.

Therapists usually treat up to a dozen men in each therapy group. On average, an inmate will spend 16 to 24 months to complete therapy, although a few men have needed as long as three years to master the core concepts. In FY 2013, 41 inmates entered treatment, up from 28 in 1996, but down from 65 in 2005. The decrease in the number of inmates entering treatment is reflective of the decrease in the number of sex offenders entering prison. During the last fiscal year, the department spent approximately \$623,300 for the treatment of sex offenders approaching their tentative parole date.

## Volunteer/Religious Services



The Volunteer Services Office 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 (VolinCor) have enriched the lives of inmates emotionally, physically and spiritually. Approximately 75% of volunteers are affiliated with faith-based institutions and are from a variety of religions, denominations and belief systems.

Among projects coordinated by volunteers during FY 2014 are videophone visits held at local churches statewide every other month at no expense to inmates or their families. Videophone links provide an opportunity for out-of-state inmates to overcome distance barriers and visit with their family members.

Another major volunteer project is an annual Christmas party sponsored by the Catholic Diocese of Honolulu. It's a time for all of the children of inmates at the Women's Community Correctional Center to spend a day with their incarcerated parent. Every child receives a gift from "Santa" at the event. A picture was taken, framed by the children, and then given to their mothers. This is in addition to Angel Tree, a project sponsored by Prison Fellowship and coordinated by New Hope Christian Fellowship. New Hope also did "Camp Agape" which is a week-long camp for the children of inmates. It doesn't cost anything for their respective families.

Volunteers continue to provide assistance to the Department for many needs including construction, roofing, vehicles, etc. Several volunteer groups are either providing or planning re-entry housing and assistance.

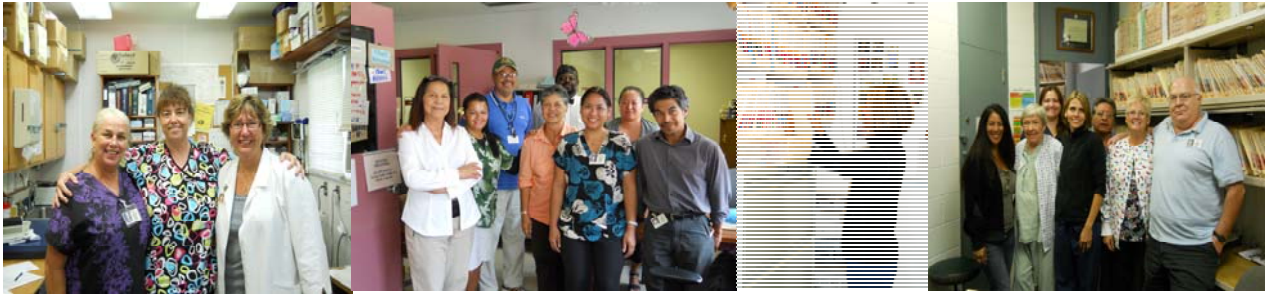
The Women's Community Correctional Center has a faith-based program called Total Life Recovery. This program is completely run by volunteers. The main manual for this program is the Genesis Process, which is a cognitive-based approach. The Genesis Process is an intensive, gender specific, evidence-based program requiring 12 to 18 months of participation to complete.

Narcotics Anonymous and Alcoholics Anonymous assist inmates with their recovery from alcohol and drugs. Instructors assist inmates in learning skills such as anger/stress management, computer, creative writing, cognitive skills, life skills, G.E.D. preparation, Spanish, Hawaiian history and language, public speaking and communications, business management, astronomy, flower arranging, parenting, mentoring, preventing domestic violence, quilting, etc.

The year ahead will continue to see the Volunteer Services Office responding to inmates' spiritual and social needs by providing services that help offenders cope with the institutional environment and provide opportunities to establish pro-social support system networks which will help to reduce recidivism.



## Health Care Division



The Health Care Division (HCD) develops and maintains health care programs involving both in-house and community resources (public health, private and contract specialty care providers and volunteers) for all correctional institutions, and oversees the operation of such programs to ensure adherence to community standards while maintaining fiscal responsibility, focusing on the uniformity of quality of health care, and integration/coordination among health care providers.

HCD in coordination with security and other corrections staff, delivers comprehensive medical, mental, and dental health services through the Division's staff of physicians, psychiatrists, psychologists, nurses, social workers, dental and other direct patient care providers at all Departmental correctional facilities. Additional specialty health care is provided through referrals to local community specialists, hospitals, and clinics. During FY 2015, the Division provided approximately 48,015 in-house provider encounters, 2,538 outside specialty care encounters, and 184,416 episodes of nursing care and 245 hospital admissions.

Health Care services are provided by the health care clinics located in every correctional facility statewide. Medically necessary care is rendered in a manner consistent with the community standards of care, the United States Constitution, Hawaii Revised Statutes, the National Commission on Correctional Health Care (NCCHC) and departmental policies and procedures. All health care clinics operations adhere to the NCCHC accreditation standards.

HCD provides twenty-four hour, seven day a week health care services, which includes skilled nursing level of care infirmary services at the Halawa Correctional Facility and the Oahu and Women's Community Correctional Centers. Each of the other five correctional facilities provides health care services at a minimum of eight and up to sixteen hours per day, seven days per week.

HCD is also responsible for the monitoring and screening of all inmates coming into the custody of the Department for communicable diseases. All inmates are tested for tuberculosis and are given the necessary vaccinations and immunizations. The HCD managed to continue to provide screening for all new inmate admissions despite the 2013 nationwide shortage of TB vaccine. Treatment for HIV and Hepatitis C is available to the inmates.

### Divisional Highlights

In FY 2013, the Health Care Division completed the practice customization of its Electronic Medical Records (EMR) System. This will eliminate the need for "paper" patient medical records, eliminating the manual filing of Lab and other diagnostic reports as these results will be updated programmatically to the patients records and allow the medical, mental health and dental providers and other support staff to electronically chart health information, treatment, and other notes directly into the record. The EMR will also assist

# Health Care Division

in providing provider practice management tools such as the scheduling of appointments and flags for patient follow up and treatment. This project greatly increased the efficiency and effectiveness of the Health Care Division patient care services in 2014.

HCD is continuing to implement its Corrections Mental Health Care Reform Program, beginning at the Oahu and Women's Community Correctional Centers and the Halawa Correctional Facility. This entails establishing staffing levels and treatment opportunities that are consistent with the recommendations of the Department of Justice. Staffing positions have been established; positions have been filled or are in the recruitment process. The Department has committed to improving the availability of mental health care services throughout its facilities statewide.

The HCD is developing a Telemedicine Program to link all PSD facilities as well as providing telemedicine access to community providers. This will enable physicians and psychiatrists from any facility to visually examine a patient at any other facility via the system. It will also enable PSD patients to receive specialty consultations from community specialists without having to leave the facility. The program is planned for implementation in early 2015.

## Divisional Goals

HCD will continue in its commitment to meet the NCCHC accreditation audit standards.

HCD will continue to implement its Corrections Mental Health Care Reform Program. This phase entails additional staff and operational improvements to services at the smaller facilities on Oahu and on the neighbor islands.

HCD will continue in its quality assurance audit ensuring that the chronic care services provided for diabetes and hypertension at its facilities, in Hawaii and contracted on the mainland, will meet or exceed community standards.

HCD will expand its out-of-state health care quality assurance evaluation to assure CCA provides our out-of-state population services that match our Hawaii community standards.

## Health Care Division Challenges



The foremost challenge facing the HCD is the ability to manage the increasing costs of medical, diagnostic, and pharmaceutical services that occur in conjunction with the continuing evolution of community standards for health care. Offender lifestyle choices often lead to the development of serious chronic illnesses, or diseases that are often neglected or undiagnosed until incarceration. Chronic illness such as Hepatitis C, diabetes, HIV, cancer, hypertension, heart disease, and mental health illnesses, places a constant strain

on the Department's limited resources.

Another challenge facing the HCD is the recruitment and retention of experienced and qualified staff members including physicians, psychiatrists, psychologists, nurses, and social workers, etc., as a correctional health care career is often not as attractive as public service.

# Correctional Industries Division



Hawaii Correctional Industries (HCI), a division of the Hawaii Department of Public Safety (PSD), is a collection of manufacturing and service enterprises that provide job training for offenders.

HCI is a unique blend of business and government, using private industry tools and techniques to provide a public service. Operations within state correctional facilities are supported by sales to state agencies, county and local governments, and non-profit organizations. Offenders gain work experience and training as they produce high quality, competitively priced products, which translates into enormous benefits for taxpayers, the offenders who work and learn in HCI, and for our customers.

Many of those placed behind bars in Hawaii are young men and women 18-30 years old, who lose labor skills while in prison and subsequently see their opportunities plummet post-release. The social cost to the state of Hawaii from this skill loss is significant; HCI works to reduce this cost. In addition to rising costs, one of the most difficult problems facing the criminal justice system is the number of repeat offenders. In Hawaii, approximately one third of all offenders released will recidivate – commit a new crime or violate conditions of their release – within five years and be back inside the correctional system.

With no savings or job skills, the cycle will most likely begin again. Correctional industries' businesses produce quality goods and services and provide offenders with job experience. This develops a positive work ethic and an opportunity for offenders to succeed once they are released.

These work opportunities provide the means for them to pay court ordered financial obligations, victim restitution, a portion of the costs of incarceration, help support their families, and build a mandatory savings account.

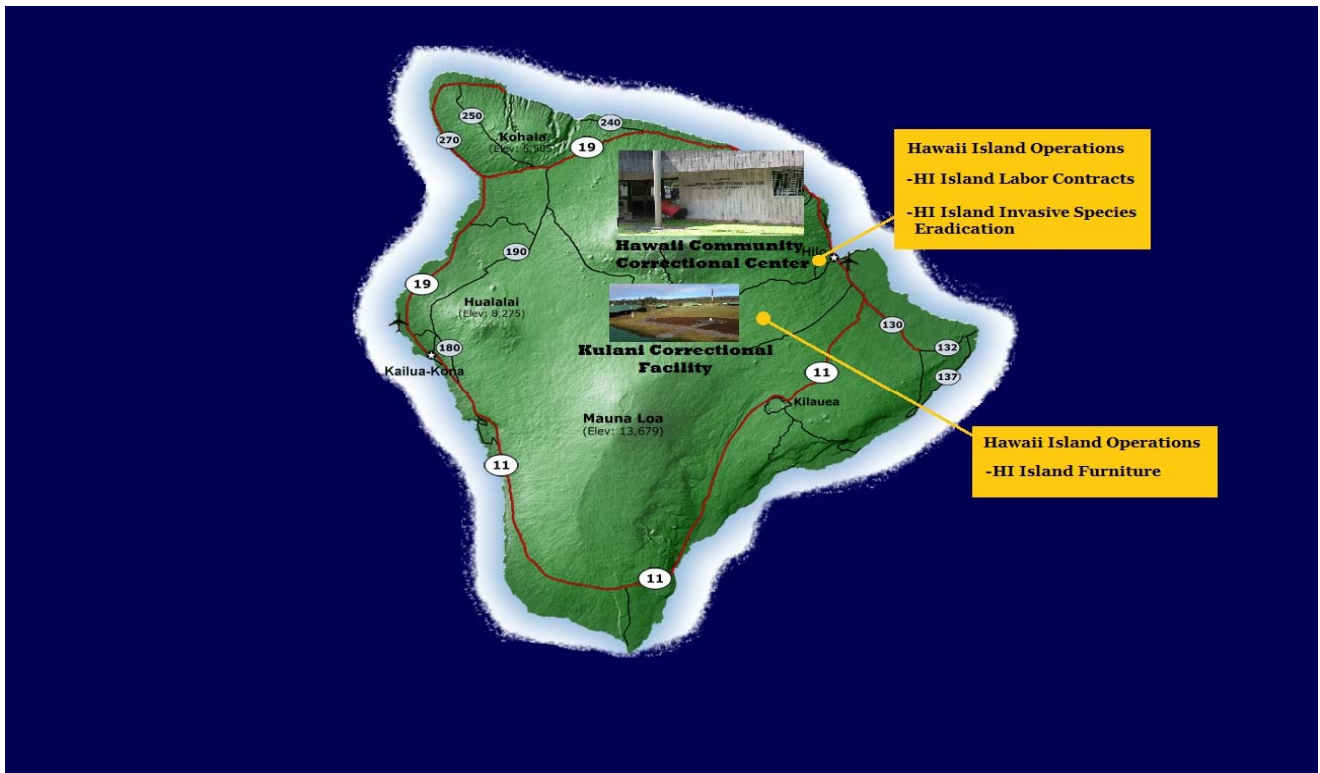
Offender work programs are also an important element in managing a safe, efficient correctional system – reducing idleness, decreasing anxiety, and giving offenders an opportunity to be productive.

With 97% of all incarcerated offenders returning to local communities, HCI plays an important role in their transition. With the seed money from their savings, job skills and experience gained from HCI, offenders have a greater chance of finding a job – enabling them to work toward a better life for themselves, their families and their communities.



# Correctional Industries Division

## Map of Operations: Hawaii Correctional Industries





# Correctional Industries Division

HAWAII DEPARTMENT OF PUBLIC SAFETY  
HAWAII CORRECTIONAL INDUSTRIES  
FINANCIAL STATEMENTS (unaudited)

Year Ended June 30, 2015

**BALANCE SHEET - HCI ENTERPRISE FUND**

	2015	2014
<b>ASSETS</b>		
Current Assets	\$2,160,200	\$2,633,391
Noncurrent Assets	\$231,093	\$1,189,476
Total Assets	<u>\$3,822,867</u>	<u>\$3,822,867</u>
<b>LIABILITIES</b>		
Current Liabilities	\$1,216,585	\$912,174
Long Term Liabilities	\$0	\$0
Capital - Retained Earnings	\$1,670,823	\$3,159,885
Net Income (Loss)	\$(496,115)	\$(249,192)
Total Liabilities & Capital	<u>\$3,391,293</u>	<u>\$3,822,867</u>



# Correctional Industries Division

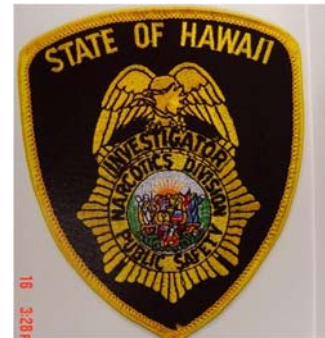
HAWAII DEPARTMENT OF PUBLIC SAFETY  
HAWAII CORRECTIONAL INDUSTRIES  
FINANCIAL STATEMENTS (unaudited)

Year Ended June 30, 2015

## STATEMENT OF REVENUE AND EXPENSES

	FYE 6/30/15	FYE 6/30/14
<b>REVENUE</b>	\$4,908,940	\$4,317,530
<b>EXPENDITURES</b>		
Personnel Services:		
Salaries	\$1,521,880	\$1,279,933
Fringe Benefits	\$641,584	\$512,128
Total Personnel Services	\$2,163,464	\$1,792,062
Supplies & Services:		
Raw Material	\$2,477,273	\$2,021,247
Inmate Wages	\$133,182	\$94,135
Other Supplies & Services	\$631,136	\$659,278
Total Supplies & Services	\$3,241,591	\$2,774,660
<b>TOTAL EXPENDITURES</b>	\$5,405,055	\$4,566,722
<b>CASH PROFIT (LOSS)</b>	\$(496,115)	\$(249,192)

# Law Enforcement Division



**Shawn Tsuha**, Deputy Director for Law Enforcement

The Law Enforcement Division is comprised of the Sheriff Division and the Narcotics Enforcement Division.

The Narcotics Enforcement Division (NED) serves and protects the public by enforcing laws relating to controlled substances and regulated chemicals. They are responsible for the registration and control of the manufacture, distribution, prescription, and dispensing of controlled substances and precursor or essential chemicals within the State as well as Hawaii's Medical Use of Marijuana Program. NED also investigates all drug offenses initiated in correctional facilities, and other State facilities. NED assists other PSD Law Enforcement agencies with criminal narcotics investigative support as well as provides forensic drug analysis for Federal, State and County law enforcement agencies upon request.

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; services and execution of warrants and court documents; handling detained persons; and providing secure transportation for persons in custody. It also provides law enforcement services at the Honolulu International Airport.

# Sheriff Division



The Sheriff Division carries out law enforcement services statewide. Its mission is to provide general law enforcement duties for the preservation of the public peace, protection of the rights of persons and property, the prevention of crime, and detection and arrest of law offenders. Under the general direction of the Deputy Director for Law Enforcement and administered by the Sheriff, under the provisions of Chapter 353C-2(1), Hawaii Revised Statute, to preserve the public peace, prevent crime, detect and arrest offenders against the law, protect the rights of persons and property, and enforce and prevent violation of all laws. Particular law enforcement responsibility entails focus for all persons, property, and buildings under the control by the State including but not limited to the Honolulu International Airport, all buildings under the jurisdiction of the Judiciary, all State buildings in the Civic Center Complex, and the Hawaii State Capitol. This division provides service of process and notice in civil and criminal proceedings. Additionally, personal protective service is provided for key state and high-level government officials.

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 intrastate destinations for court appearances.

They serve various types of warrants and other documents, and execute writs of possession. Deputy Sheriffs conduct felony and misdemeanor investigations, including interviewing victims, complainants, witnesses; gathering physical evidence; submitting written reports for criminal prosecution; coordinate with external agencies such as Prosecutors, Attorney General, Honolulu Police Department, and the Judiciary to facilitate all necessary documentation for successful prosecution. They also conduct records verification and background checks. Deputy Sheriffs promote the safe and efficient movement of traffic on public roadways through traffic management and enforcement of traffic laws, including investigations of traffic collisions, enforcement of statewide intoxicated-influenced driving laws, and issuance of citations for moving and parking violations.

This Division is 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 as requested by federal, state and county agencies.





# Sheriff Division

## ADMINISTRATIVE SUPPORT SECTIONS

The Clerical Support Staff provides clerical services, maintains correspondence and technical files and records, and provides typing, filing and other clerical duties as required. This unit provides operational and administrative clerical support and other related duties for the section. They also provide support services for the Division's operations, programs, services and assists the Sheriff in managing the Division's resources.

## SPECIAL OPERATIONS SECTION

This section performs a wide range of functions including fugitive apprehension, entering and securing sites where search and arrest warrants are being executed, receipt, recording, and service of arrest warrants and other legal documents issued by the courts; train and maintain canine services for utilization in criminal investigations and detection of narcotics or explosives; transport criminal custodies under strict security measures. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

The deputies within the Special Operations Section are members of the Sheriff Emergency Response Team (SERT) which responds to critical incidents that occur within State of Hawaii jurisdiction and includes providing support to requesting County police departments, Civil Defense, and other law enforcement agencies.

### **FUGITIVE UNIT**

The functions of this section are to ensure the public's safety by impeding criminal activity locating and apprehending wanted criminals. During the preliminary phase of the apprehension process, the Deputies conduct extensive background investigations into the criminal and personal lives of those wanted. Assist in the service of temporary restraining order, as needed.

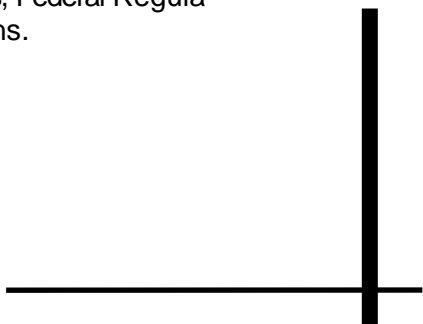
### **CANINE UNIT**

The responsibilities for this section include coordinating, training, and managing the personnel and canines utilized in criminal investigations, the detection and interception of narcotics, detection of bombs and similar explosive devices, and other specialized functions. The canine section provides services statewide.



### **PRISONER TRANSPORT UNIT**

This unit is responsible for transporting custodies under strict security measures. Custodies are transported in a safe, orderly, and humane manner and in accordance with guidelines, Federal Regulations, Title 14, FAA guidelines, State laws, rules and regulations.





## CAPITOL PATROL SECTION

This Section protects the rights of persons and property statewide, with a particular focus for law enforcement in the State facilities, including but not limited to the Civic Center Complex, Judiciary system, the State Capitol, and Washington Place. Detects and arrests criminal offenders. Enforces and prevents criminal violations of state laws and city ordinances. Responsible for general law enforcement activities in the delivery of the services under this unit, including felony and misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, and traffic enforcement.

### **PATROL UNIT**

This unit is responsible for providing security and protection to all property, employees, the public and all officials of, or on, the property of any judicial facility, the State Capitol, Washington Place or the Civic Center complex.

### **DISPATCH UNIT**

This unit receives emergency requests and dispatches law enforcement services throughout the island of Oahu. This unit serves as a central point of communication for this division.

## AIRPORT SECTION

The current Memorandum of Agreement with the Department of Transportation – Airports (DOT) specifies that the Department of Public Safety (PSD) agree to assign Deputy Sheriff personnel to provide law enforcement duties at the Honolulu International Airport including the surrounding areas of the Department of Transportation – Airports jurisdiction; and the Kalaeloa and Dillingham Airfield. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

### **PATROL UNIT**

This unit provides law enforcement and protective services for all persons/entities within the Department of Transportation Airport jurisdiction including the Honolulu International Airport, Kalaeloa Airfield and Dillingham Airfield.

## DISTRICT COURT SECTION

This section operates two separate units, which encompasses two areas of operations: 1) The Patrol Unit which provides security and protective services to all District Court buildings and surrounding property; and 2) the Cellblock Unit which acts as a temporary detention center for receiving, processing and facilitating the arrestees to the various courtrooms as required. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

### **PATROL UNIT**

This unit is responsible for providing security, and protection to all property, employees, the public and all officials of, or on, the property of any District Court facility and surrounding area.



## **Sheriff Division**

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This unit also staffs the rural district courts, such as, Waianae District Court, Ewa District Court, Wahiawa District Court and Kaneohe District Court.

### **CELLBLOCK UNIT**

This unit is responsible for the intake, housing, transfer, distribution and release of custodies and documentation of such to the appropriate agencies or authorized individuals.

### **CIRCUIT COURT SECTION**

This Section is under the general supervision of the Circuit Court Section Commander and encompasses three areas of operations: 1) The Supreme Court unit provides security and protective services for the Judges, courts and surrounding property; 2) The Patrol unit provides security and protective services to the various courts throughout the Circuit Court Judiciary buildings and surrounding property; and 3) The Cellblock unit acts as a temporary detention center for receiving, processing and facilitating the arrestees to the various courtrooms as required. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

### **SUPREME COURT UNIT**

Primarily responsible for the protection of life and property, as well as law enforcement functions within and on the property of the Supreme Court.

### **PATROL UNIT**

Primarily responsible for the protection of life and property, as well as law enforcement functions within and on the property of the Court or State Facility to which it is assigned.

### **CELLBLOCK UNIT**

This unit is responsible for the intake, housing, transfer, distribution and release of custodies and documentation of such to the appropriate agencies or authorized individuals.

### **EXECUTIVE PROTECTION SECTION**

This Section is responsible for providing personal protective services to key State officials and other dignitaries as directed by the Director of Public Safety. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.



**RECORDS SECTION**

The Records Section acts as the central clearinghouse for the collection, examination, storage, maintenance, distribution and disposal of all official records, documents and reports generated and/or utilized by the division. The Receiving Desk Unit acts as a central booking and receiving area for processing arrestees by Sheriff Division personnel and other State agencies. It also maintains, stores and distributes official records and documents to criminal justice agencies.

**RECEIVING DESK UNIT**

This unit is responsible for the booking and receiving desk operations in which defendants are processed for identification purposes or arrested and processed subsequent to "on-view" arrest and/or an arrest made by legal documents.

**EVIDENCE UNIT**

This unit is responsible for the intake, recording, and properly storing evidence obtained from criminal investigations.

**NEIGHBOR ISLAND SECTIONS**

**MAUI SECTION**

The primary functions are related to the safety and protection of the persons and property within or upon the premises controlled by the courts located in the County of Maui. The County of Maui also includes the islands of Molokai and Lanai. The section commander assumes the responsibility of assignment and control of civil paper serving for the County of Maui. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

**PATROL/CELLBLOCK UNIT**

This unit is responsible for providing security and protective services to the various courts buildings and surrounding property on the island Maui. This includes the intake, housing, transfer, distribution and release of custodies and documentation of such to the appropriate agencies or authorized individuals.

**HILO SECTION**

The operations for this unit are to transport defendants or arrestees; patrol the courthouse and protect persons and property within its jurisdiction. The primary functions are similar to the duties of the Maui Section. The section commander coordinates activities related to civil paper service for the Island of Hawaii and may assist with the service of warrants. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, felony and misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.



# Sheriff Division

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## **KONA SECTION**

The operations for this unit are to transport defendants or arrestees; patrol the courthouse and protect persons and property within its jurisdiction. The primary functions are similar to the duties of the Maui Section. The section commander coordinates activities related to civil paper service for the Island of Hawaii and may assist with the service of warrants. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, felony and misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision.

## **KAUAI SECTION**

This section provides the same functions as the duties of the Maui Section. The primary functions are to protect the persons and property within or upon the premises controlled by the courts located on the Island of Kauai. The section commander assumes the responsibility of assignment and control of civil paper service for the Island of Kauai and may assist with the service of warrants. Responsible for general law enforcement activities in the delivery of the services under this unit, including criminal arrests, felony and misdemeanor investigations, submitting written criminal reports, assisting in subsequent prosecution, traffic enforcement, and any other state or city law enforcement provision. 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 2015 are:**

The Sheriff Division responded to 7,141 reports of all types using the new Report Management System.

- \* Traffic Citations: In excess of 3,000 of all types
- \* Warrants Served: In excess of 3,000
- \* The continued development of a Sheriff Emergency Response Team for the State Law Enforcement Coalition (SLEC).
- \* The continued development of a new 700/800 MHz, interoperable radio communications system. As part of the recent Department of Commerce and Consumer Affairs (DCCA) contractual agreement with Hawaiian TELCOM, the Puu Paapaa site on the Kaneohe side of Oahu is in the final planning stages and State ICSD is working towards a temporary installation of the Windward Repeater. In addition, the Division secured approximately \$1 million in Homeland Security grants and Asset Forfeiture funds to purchase subscriber equipment for the Hawaii and Maui Sheriffs Sections.

# Narcotics Enforcement Division

In fiscal year 2015, the Narcotics Enforcement Division (NED) initiated 971 cases, 807 criminal (534 illicit drug and 273 pharmaceutical drugs) and 164 regulatory. NED works closely with and facilitates sharing of resources and information by working joint criminal investigations through its participation in initiatives with the Hawaii High Intensity Drug Trafficking Area (HIDTA), Western States Information Network (WSIN), Alliance of States with Prescription Monitoring Programs (ASPMP), National Association of States Controlled Substance Administrators (NASCSA) and the Drug Enforcement Administration (DEA) task forces and Domestic Cannabis Eradication Suppression Program (DCE/SP).



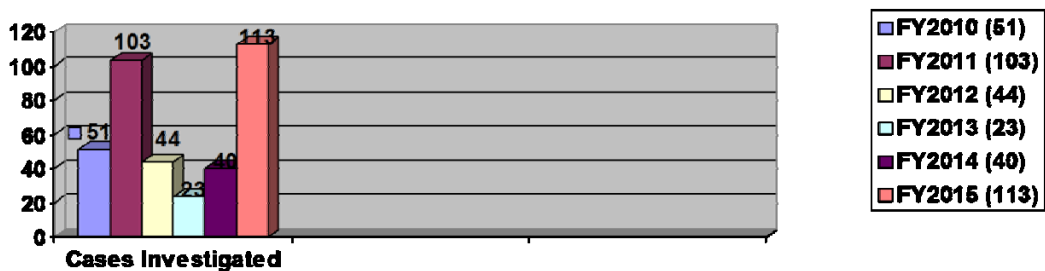
## STATE AIRPORTS, DRUG INTERDICTION AND OTHER AREAS:

Increased security at the airport since the September 11, 2001 has resulted in increased detection of various controlled substances at airport checkpoints and through domestic and international mail.

## PSD AGENCIES (SHERIFF DIVISION AND IA REFERRED) DRUG CASES

In FY2015, NED Special Agent responded to 113 controlled substance and drug paraphernalia cases referred by Sheriff Division Deputies, 42 of which originated at the Honolulu International Airport, Sheriffs Airport Section, stemming from traffic stops, encounter-sand interdiction at security checkpoints. NED responds to all drug cases initiated by the Sheriffs Airport Section but receives no supplemental funding from the State Department of Transportation (DOT) for overtime or investigative expenses incurred unlike Special Agents from the Attorney General's office and Sheriffs Airport Section. Despite overtime considerations and personnel shortages, NED's management team continues to prioritize all after-hour responses in the interest of public safety. NED also responded to 2 drug cases referred by PSD Internal Affairs Office.

### AIRPORT SHERIFF DETAIL CASES FY10 - FY15



# Narcotics Enforcement Division

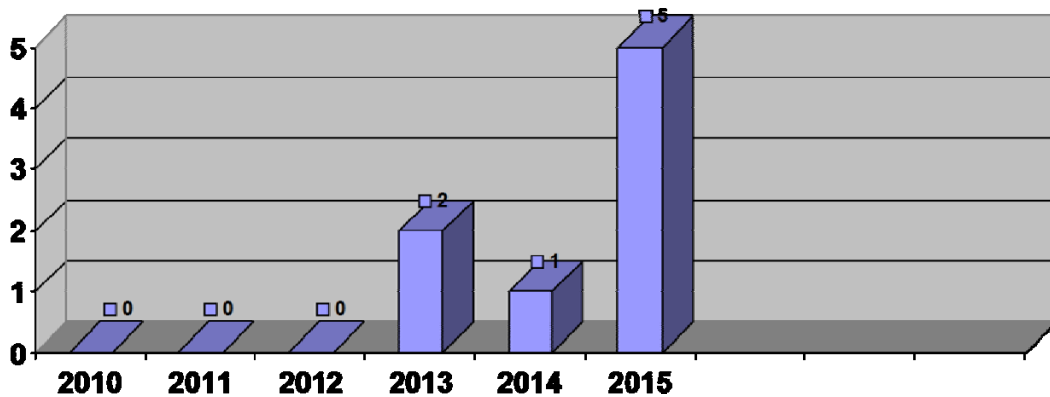
## HIGH INTENSITY DRUG TRAFFICING AREA (CLANDESTINE LABORATORY INITIATIVE)



In FY 2015, NED responded to 1 suspected (meth) clandestine laboratory incidents on the island of Oahu and received intelligence on 4 Butane Honey Oil (BHO) labs on Oahu. These cases resulted from complaints of chemical related odors or suspicious glassware found at these residential and commercial locations. NED attributes the low number of clandestine laboratory seizures to enforcement actions, regulations on the key precursor chemical pseudoephedrine and increased education of retailers and the public on over-the-counter (OTC) chemicals utilized to manufacture methamphetamine. The new threat is the manufacturing of marijuana extracts using flammable liquids such as butane, propane, hexane and alcohol. During the 2015 legislative session HB 321 / Act 241 was signed into law by Governor David Ige. Act 241 established within the Department of Health the authority to regulate marijuana dispensaries in the state of Hawaii. Act 241 also made it illegal for individuals to manufacture marijuana extracts using butane.

In FY2015, NED's HIDTA Clandestine Laboratory training initiative conducted 6 OSHA required clandestine laboratory re-certification and 40 hour certification classes for Federal; State and County law enforcement personnel conduct clandestine methamphetamine lab investigations on the islands of Oahu, Hawaii, and Kauai.

### CLANDESTINE LABORATORIES SEIZURES





**PSEUDOEPHEDRINE TRACKING PROGRAM**

In accordance with Act 184, signed into law by the Honorable Governor Linda Lingle on June 6, 2008, the NED was mandated to develop and implement an electronic tracking program for all pharmacies and retailers selling products, mixtures, or preparations containing pseudoephedrine by January 1, 2010. Act 184 mandated that this electronic log be transmitted to the NED monthly where the information would be retained for a period of two years. The electronic log would be capable of being checked for compliance against all State and Federal laws, including interfacing with other states to ensure comprehensive compliance.

On May 15, 2010, the Honorable Governor Linda Lingle signed Act 123 into law deleting the exemption in 329-64(a) relating to obtaining a permit to sell pseudoephedrine as an OTC drug. All individuals that handle regulated chemicals listed in 329-61 are required to register with the NED as required by 329-67 Hawaii Revised Statutes. Now, many of the non-pharmacy retail distributors no longer carry ephedrine and pseudoephedrine containing products and are now selling OTC pseudoephedrine PE products that cannot be utilized to manufacture methamphetamine.

On June 15, 2012, The Honorable Governor Neil Abercrombie, signed in to law Act 119, SB2228, SD2, HD2, Relating to Pseudoephedrine. In this bill, amendments were made to Hawaii Revised Statutes §329-75 “Sales of products, mixtures, or preparations containing pseudoephedrine; reporting requirements for wholesalers” that effective January 1, 2013, products containing pseudoephedrine in the appropriate grams per day/grams per thirty-day ratio could continue to be sold without prescription. However, before completing the sale of an over-the-counter product containing pseudoephedrine, a pharmacy or retailer shall electronically submit the information required in statute to the National Precursor Log Exchange (NPLEx) administered by the National Association of Drug Diversion Investigators (NADDI). If this submission generates a stop sale alert, the pharmacy or retailer cannot sell the product containing pseudoephedrine and this alert is then forwarded by NPLEx to the NED. In addition, NPLEx is required to forward weekly reports to the NED and provide “real time” access via the NPLEx online portal to law enforcement in the State as authorized by the NED Administrator

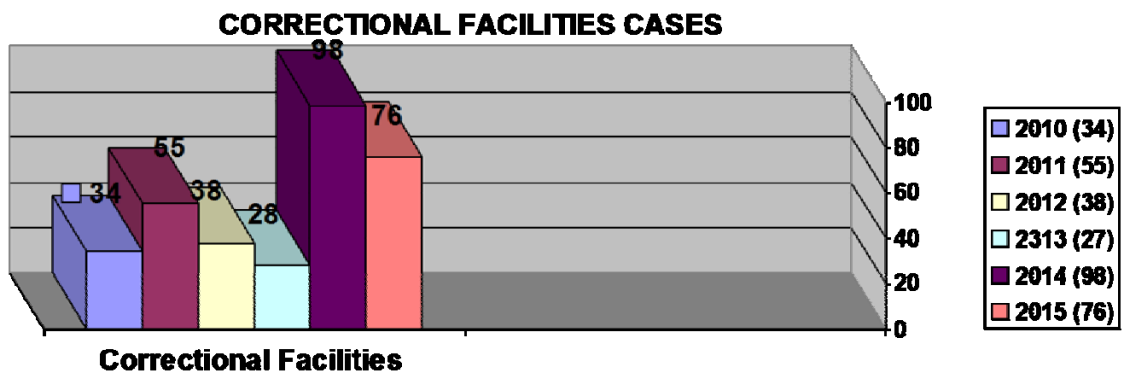
In FY 2015 NED’s Pseudoephedrine monitoring program was successful in blocking or diverting 4882 boxes illegally sold or 13,206 grams from being sold and possibly utilized to manufacture methamphetamine.

	<b>PURCHASES</b>	<b>BLOCKS</b>	<b>GRAMS SOLD</b>	<b>BOXES SOLD</b>	<b>GRAMS BLOCKED</b>	<b>BOXES BLOCKED</b>	<b>AVG GRAMS PER BOX BLOCKED</b>
JULY	11,420	210	26,021	12,177	853	307	2.78
AUGUST	12,112	187	27,566	12,864	785	293	2.68
SEPTEMBER	11898	190	26942	12654	827	299	2.76
OCTOBER	12689	234	28573	13525	958	356	2.69
NOVEMBER	13231	275	29542	14112	1098	410	2.68
December	16561	312	36351	17594	1289	482	2.67
2015 Jan	17827	299	39302	18973	1236	463	2.67
2015 Feb	15317	282	34093	16387	1166	436	2.67
2015 March	17605	340	38843	18752	1426	526	2.71
2015 April	14679	336	33153	15627	1400	508	2.67
2015 May	14585	280	33239	15534	1155	434	2.66
2015 June	12736	253	28929	13665	1013	368	2.75
<b>TOTAL</b>	<b>170660</b>	<b>3198</b>	<b>382554</b>	<b>181864</b>	<b>13206</b>	<b>4882</b>	<b>2.699</b>



## CORRECTIONAL FACILITIES

In FY2015, NED has teamed up with corrections security personnel at each facility to assist in the investigation of contraband being smuggled into the facility by visitors, inmates on work lines and staff. During this period NED Special Agent's responded to 82 criminal cases originating from PSD Correctional facilities or other related investigations stemming from, or connected to these facilities. The Department's Internal Affairs Office referred one cases and HPA one case. NED has also assisted corrections by conducting in service training for ACO's on evidence handling and facility drug



FY2015	OCCC	HCF	WCCC	KCCC	WCF	HCCC	Kulani	MCCC	HPA	IA	TOTAL:
July	2	1	0	0	0	0	0	0	0	0	3
August	3	0	0	0	1	0	0	0	0	1	5
September	4	1	0	0	1	0	0	0	0	0	6
October	6	0	0	0	0	0	0	0	0	0	6
November	3	0	0	0	0	0	0	0	0	0	3
December		5	0	1	0	0	0	0	0	0	6
Jan-15	4	0	0	0	1	0	0	0	0	0	5
Feb-15	4	0	1	0	2	0	0	0	0	0	6
Mar-15	12	1	0	0	1	0	0	0	0	0	14
Apr-15	12	1	1	0	0	0	0	0	0	0	14
May-15	1	0	0	0	1	0	0	0	0	0	2
Jun-15	3	0	2	0	1	0	0	0	0	0	6
										TOTAL:	76

## PHARMACEUTICAL CONTROLLED SUBSTANCE DIVERSION



In FY2015, NED Special Agents conducted 807 pharmaceutical (273) illicit (534) criminal cases and 164 regulatory cases. Of the 273 criminal pharmaceutical controlled substance investigations: 43 forged controlled substance prescription cases, 18 multi-doctor cases, 0 Internet cases, 14 pharmaceutical cases classified as Other or miscellaneous, 48 promoting cases involving pharmaceutical controlled substances, 2 diversion by nurse cases, 8 diversion by physician cases, 0 cases where registrants controlled substance registration was revoked, 12 theft or missing drug cases, 137 cases initiated on patients or practitioners utilizing NED's electronic prescription accountability program for suspicion of diversion of pharmaceutical controlled substances.

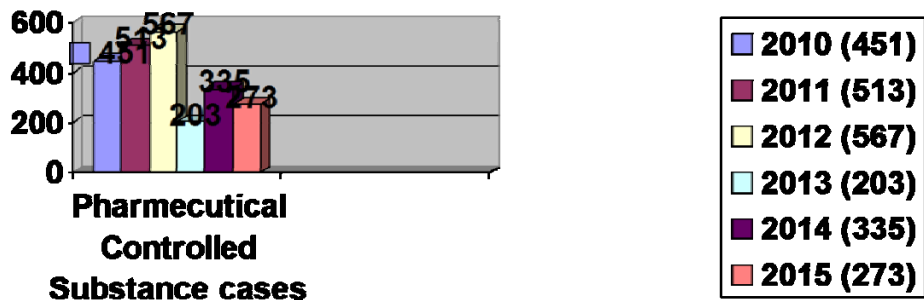
**Inspections:**

NED Special Agent's conducted 69 pre-opening pharmacy, registrant inspections at various locations statewide and initiated 2 regulated chemical for the manufacture of controlled substance registrant inspections.

Current Hawaii law creates unique advantages over many of the other states across the nation in terms of combating illegal controlled substance diversion:

1. Hawaii is a dual-registration state requiring that all practitioners must obtain a State Controlled Substance registration as well as a Federal DEA registration.
2. Hawaii law does not allow out-of state controlled substance prescriptions to be filled in the State.
3. All controlled substance prescriptions must originate from within the State. (Practitioner must physically be in the State when issuing the prescription)
4. Hawaii has an Electronic Prescription Monitoring Program for all Schedule II through V controlled substances.
5. NED has a Pharmacy Alert System connected to all of Hawaii's pharmacies.
6. NED's Administrator has emergency scheduling powers for controlled substances and regulated chemicals.
7. Hawaii has an investigative Division (NED) that specializes in pharmaceutical and chemical diversion cases.
8. As of July 1, 2008, Act 186 gave NED the ability to assess monetary fines for violations of Hawaii's Uniform Controlled Substance Act, Chapter 329 HRS.

**NED PHARMACEUTICAL CRIMINAL  
CONTROLLED SUBSTANCE CASES FY10 -  
FY15**



## NED'S PREVENTION PROGRAMS

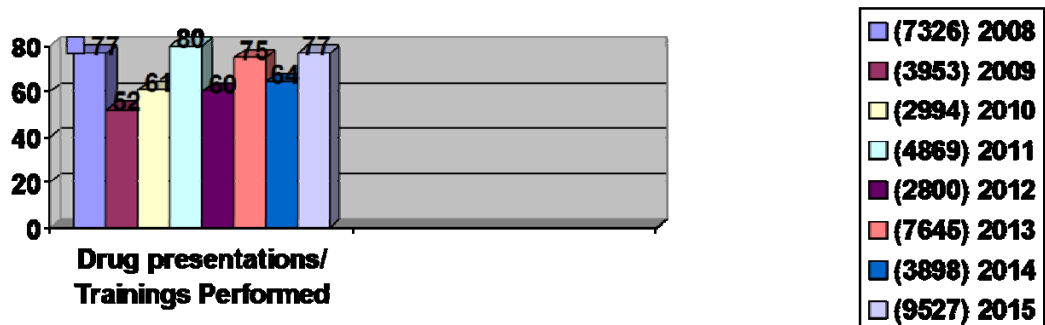


### DRUG EDUCATION AND TRAINING PROGRAMS

NED continues its work in this area informing the public, schools, businesses and law enforcement on Hawaii's illicit and pharmaceutical controlled substance drug problems. Presentations generally cover Hawaii's drug trends, drug identification, medical use of marijuana program, Hawaii's electronic prescription monitoring program now the prescription drug monitoring program, clandestine laboratories, chemicals utilized in the illegal manufacture of controlled substances and the physical / psychological effects that drugs do to the human body. In FY2015, NED conducted 64 educational drug/chemical, medical use of marijuana and clandestine laboratory presentations on all islands that was attended by approximately 3898 individuals and 3 video tapings for law enforcement, education, businesses, medical community and the general public.

FISCAL YEAR	TRAINING SESSIONS	# OF INDIVIDUALS TRAINED
2015	77	9527
2014	64	3898
2013	75	7645
2012	60	2800
2011	80	4869

**NED DRUG PRESENTATIONS / TRAININGS CONDUCTED  
2002-2015**



## **ELECTRONIC PRESCRIPTION MONITORING PROGRAM**

During FY 2007 NED was awarded two Bureau of Justice grants Prescription Drug Monitoring (Harold Rodgers) Program (PDMP) one for \$400,000.00 and the other for \$275,000.00. Utilizing these grants NED was able to hire two positions to implement an in house electronic prescription monitoring program. NED took over the function of the “Central Repository” of all Schedule II through V controlled substance prescription data statewide from all pharmacies. NED also established an Internet base webpage that has the capability of allowing pharmacies to electronically transmit data to NED.

With mandatory registration of all pharmacies and dispensing physicians to submit prescription data to RelayHealth McKesson, the program allows readily available prescription history for anyone prescribed controlled substances in Schedule II-IV. This allows physicians or pharmacists the capability of retrieving prescription history for their patients to assist in best effecting care, especially where controlled substance abuse is suspected. In addition, emergency room physicians are contacted to inform them that the program was operational for their use in evaluating patients that periodically visit their facilities seeking controlled substances.

NED is transitioning to a new vendor Health Information Designs (HID) for it's electronic prescription-monitoring program. NED has been working with HID to complete a smooth transition from RelayHealth that will include a more user-friendly web-based registration and data retrievable system. HID's RxSentry<sup>®</sup> is a web-based program that facilitates the collection, analysis, and reporting of information on the prescribing, dispensing, and use of controlled substance prescription drugs. RxSentry<sup>®</sup> leads the industry in flexibility, functionality, and ease of use.

During FY 2015 NED's PDMP program collected data from all of Hawaii's dispensers resulting in 1397105 new Schedule II through IV controlled substance prescriptions inputting into the system or 86,173,637 dosage units being dispensed. Hawaii's PDMP Rx Sentry authorizes controlled substance registrants (physicians, pharmacist, veterinarians, APRN and PAs) to access Hawaii's PDMP directly resulting in reduced manual runs by NED Special Agents for practitioners. In FY 2016 NED will work with its registrants to expanding this program access to two registrant delegates to assist the practitioner in running PDMP checks on his/her patient prior to prescribing. NED will also be exploring partnering with the major hospitals and clinics to expand the PDMP program to incorporate a single sign on capability mating medical records and the PDMP through a bill authored by the Department.

## **NED'S PHARMACY ALERT SYSTEM**

NED's Pharmacy Alert System was designed to link all of Hawaii's pharmacies (and soon to all dispensing registrants) electronically to the Division. NED is able to issue warning bulletins to all of Hawaii's 340 pharmacies registered to dispense controlled substances. This program allows NED to warn pharmacies of individuals suspected of pharmaceutical diversion and to update these pharmacies with information on new laws and amendments to Hawaii's Uniform Controlled substance Act. NED's Pharmacy Alert System continues to identify and chart specific prescribing trends of Hawaii Physicians as well as identifies multi-doctor patients attempting to obtain controlled substance prescriptions.

## NED FORENSIC DRUG LABORATORY



In November 2009, the Narcotics Enforcement Division Forensic Laboratory (NEDFL) began operations and during FY2011-12 the laboratory attained international laboratory accreditation through the American Society of Crime Laboratory Directors/ Lab Accreditation Board (ASCLD/LAB) accreditation program.

Today, the NED Forensic Laboratory continues its commitment to professional excellence by providing reliable, timely and quality forensic laboratory services. This was a significant accomplishment as laboratories that demonstrate compliance with

the highly recognized ASCLD/LAB-*International* standard have demonstrated they operate using sound management practices and are technically competent to perform forensic analytical tests for which they hold accreditation. The NEDFL's scope of accreditation includes controlled substance analysis, general chemical testing and clandestine laboratory analysis.

On May 29, 2014 NED was approved by ASCLD/LAB executive Director John Neuner continued accreditation of its Forensic Laboratory with no significant corrective actions.

During FY 2014 NED's Special Agent / Criminalists handled 154 new forensic laboratory services requests from PSD Sheriff Division (to include DOT Airport SD), Corrections and NED resulting in 1802 samples being analyzed.

The NEDFL also serves to educate law enforcement, civilian support, correctional officers, and students in drug awareness, recognition and forensics. NEDFL forensic analysts have done presentations, in Clandestine Laboratory Chemical Recognition and Safety Awareness for law enforcement and civilian responders. Laboratory personnel have also presented seminars on New Emerging Drugs of Concern to educate correctional facility officers in the recognition of spice and bath salt related drugs that are of increasing community concern. Further, the NEDFL is committed to encouraging participation and education of Hawaii's youth in Sciences and has participated in events, such as the Hawaii State Science Olympiad in which high school students statewide compete in their knowledge of forensics.

## REGISTRATION SECTION

In FY2015, NED's Registration section processed a combined total of 20613 certificates and permits, of which 6655 were for controlled substances, 33 regulated chemical and 13937 medical use of marijuana (NOTE NED transferred Hawaii's Medical Use of Marijuana program to the Department of health on 1-1-2015). NED's registration staff continues to maintain appropriate service levels to the medical community with the controlled substance registration program, chemical warehouse and storage companies through the regulated chemical program and addressing the numerous telephone calls that come in to NED during a normal work day.

**REGISTRATION SECTION**

<b>CS - Active</b>								
Registration Type	Total	Kauai	Oahu	Molokai	Lanai	Maui	Hawaii	Out of State
APRN	124	6	90	2	0	14	12	0
CLINIC	52	3	24	1	2	9	13	0
DISTRIBUTOR	200	0	6	0	0	0	1	193
LABORATORY	4	0	4	0	0	0	0	0
LAW ENFORCEMENT	16	2	6	0	0	3	5	0
LONG TERM CARE	29	3	22	0	0	2	2	0
MANUFACTURE	8	0	0	0	0	0	0	8
OTHER	45	0	19	1	0	3	22	0
PHARMACY	340	25	159	1	1	34	41	79
PHARMACY - MAIL	138	0	0	0	0	0	0	138
PHYSICIAN ASSISTANT	173	8	110	0	0	35	19	1
PRACTITIONER	5511	246	3973	24	6	562	697	3
REGISTERED NURSE	3	0	3	0	0	0	0	0
RESEARCHER	12	0	10	0	0	1	1	0
Total	6655	293	4426	29	9	663	813	422
<b>PreCursor and OralCode - Active</b>								
Registration Type	Total	Kauai	Oahu	Molokai	Lanai	Maui	Hawaii	Out of State
PRE	33	0	5	0	0	0	0	28

**NED PHARMECUTICAL DRUG TAKEBACK PRGOGRAM AND REGISTRANT DISPOSAL PROGRAM**

Nationally the DEA stopped its Drug Take Back program leaving it to the State to either continue the program or pass on the cost of disposal to the public. With pharmaceutical drug abuse continuing to be one of the fastest growing drug abuse concerns across the country NED chose to continue the program here in Hawaii. A large percentage of people abusing prescription drugs obtain them from friends and relatives, often raiding the family medicine cabinet. In order to stem this trend, NED with our law enforcement and community partners to continue hosting State Prescription Drug Take Back Events. These Take Back Events provide a free, anonymous and environmentally safe opportunity for the public to turn in unused, unwanted or expired prescription medications. During FY 2015 NED conducted 13 State drug take back events throughout the State collecting 2609 lbs. as well as taken in unwanted pharmaceutical drugs from the public at the NED office. NED partnering with Kapuna Alert Partners (KAP) and other community groups and county police departments.

The KAP partners that consist of NED, the Department of the Attorney General, Department of Consumer Affairs and Department of Health and UH School of Pharmacy took the take back program to the State's elderly community with information and services relating to Medicare fraud prevention, securities fraud prevention and prescription drug misuse

During FY 2015 NED also received disposals from 31 dispensing registrants of controlled substances. These controlled substances were inventoried and receipt of disposal given to registrant so that it may be taken off their controlled substance inventory per regulations listed in Chapter 329 HRS and Title 23, Chapter 200 HAR.

### **HAWAII'S MEDICAL USE OF MARIJUANA PROGRAM**

On June 14, 2000, Governor Cayetano signed Act 228 relating to the Medical Use of Marijuana. Act 228 / Senate Bill 862 SD 2 HD requires that the Department promulgate administrative rules to implement a program to register all qualifying patient and primary caregivers authorized by their physicians to utilize marijuana for medical purposes. Act 228, however did not allot any additional funding to the department to implement this program nor did it legislatively address the problem of transferring the moneys collected from fees to be utilized to supplement the budget of Division maintaining the program.

On October 16, 2000, Governor Cayetano authorized the Department to go forward with the public hearing on the Medical Use of Marijuana Rules. On December 22, 2000, the Department held a public hearing on the proposed Administrative Rules for the Medical Use of marijuana Title 23 Chapter 202. On December 28, 2000, the Governor signed title 23 Chapter 202 Administrative rules into law and on January 9, 2001, NED issued its first certificate. NED is presently utilizing Special and General Funds to operate this program. On June 18, 2002, Acting Governor Mazie Hirono signed Act 165 into law, which authorized the Department to deposit monies collected from medical use of marijuana registration fees into NED's Special Controlled Substance Revolving fund to offset the cost of the Medical Use of Marijuana Program.

On June 18, 2002, Acting Governor Mazie Hirono signed Act 165 into law. Act 165 (HB 703 HD 1, SD 2) authorized the Department to deposit the fees collected from the Medical Use of Marijuana Program into the Controlled Substance Registration Revolving Fund. Act 165 also appropriated \$10,000.00 for equipment and other current expenses to carry out the provisions of Chapter 329, Part IX Hawaii Revised Statutes, and Hawaii's Medical Use of Marijuana Program, however did not appropriate any funding for positions. During the 2005 there was a Bill introduced in the Senate SB128 to move the Medical Use of Marijuana Program from the Narcotics Enforcement Division to The Department of Health.

In FY 2010 as the number of patients and caregivers steadily increased NED's one registration clerk was no longer able to keep up with the steadily increasing volume of medical use of marijuana applications without help. NED was forced to utilize additional department clerical staff, after hours and at overtime rates to assist in processing the increasing number of medical use of marijuana applications

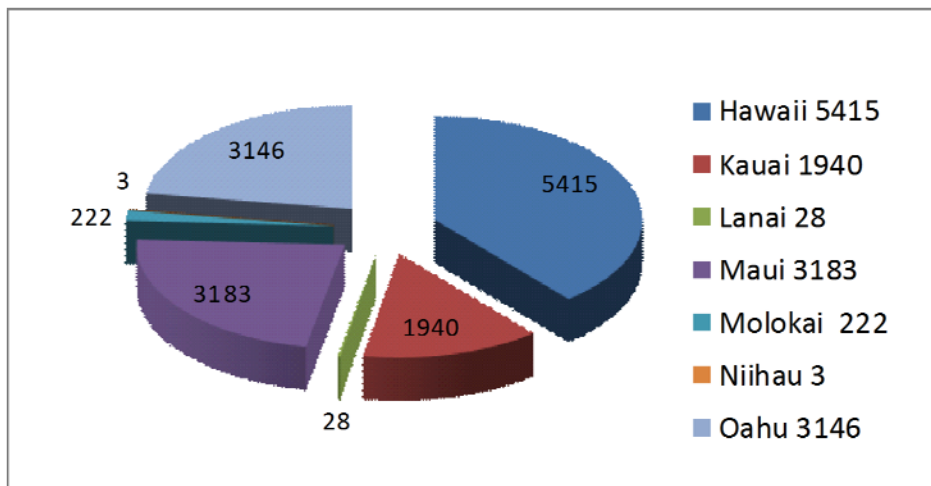
# Narcotics Enforcement Division

In FY12, the NED Administrator, Secretary and Registration staff took proactive steps to drastically change how the medical use of marijuana program operated. Changes to how registrations were processed, the way the information was maintained within the database and how the data was retrieved were all revamped to be more streamlined and efficient. Using an outside information technology contractor, the database was reconfigured to allow issuance of new medical marijuana permit numbers that were sequentially assigned never reusing the same number again as past practiced. Use of additional personnel from another PSD division and the hiring of an emergency hire to a vacant position within NED resulted in the elimination of what was a 6-7 month backlog of processing medical marijuana registrations to 1-3 days issuance of the patient's medical marijuana card.

On June 25, 2013 Governor Neil Abercrombie signed Act 177 and 178 into law that transferred the duties and responsibilities of Hawaii's Medical Use of Marijuana (Chapter 329, Part IX, HRS) from NED to the Department of Health effective January 2, 2015.

Below is the ending statistics for the Medical Use of Marijuana Program as of 1-1-15:

Med MJ by island				
Dec-15	Patients	Caregivers	Physicians	Not Growing
Hawaii 5415	5415	674	54	12
Kauai 1940	1940	298	29	6
Lanai 28	28	10	7	0
Maui 3183	3183	397	37	78
Molokai 222	222	26	10	1
Niihau 3	3	1	2	0
Oahu 3146	3146	325	55	221
<b>TOTAL:</b>	<b>13937</b>	<b>1731</b>	<b>194</b>	<b>318</b>

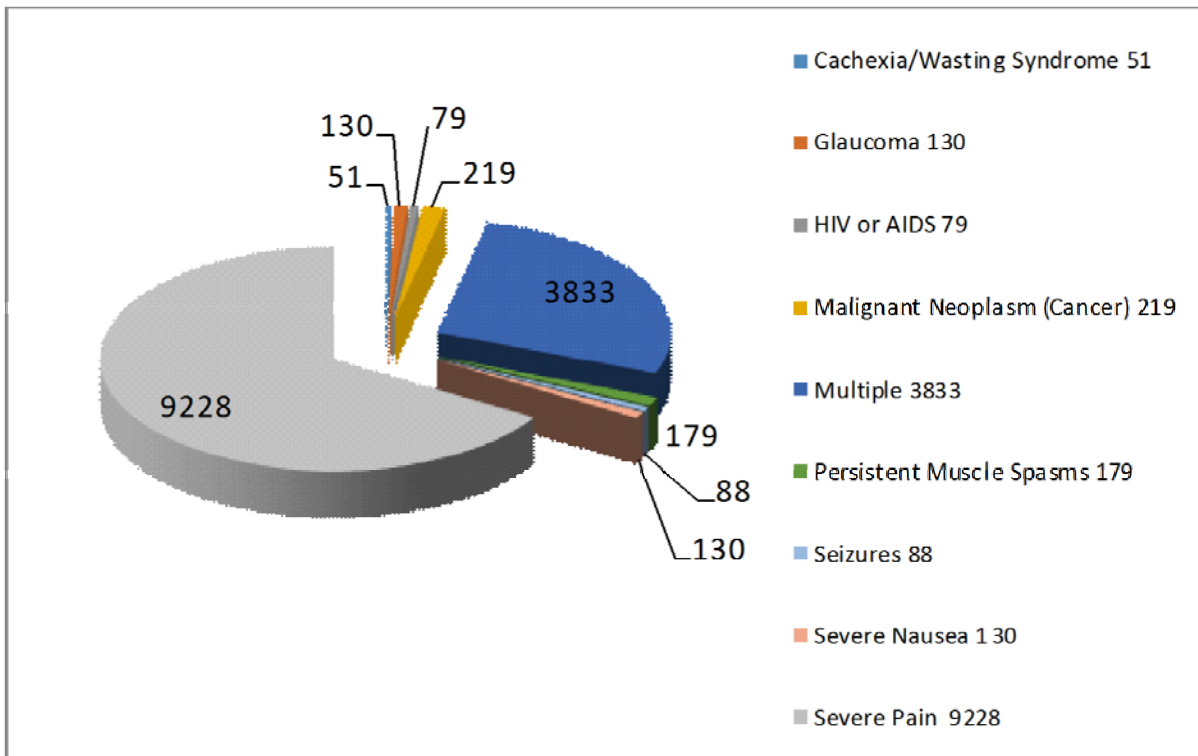




**DEBILITATING MEDICAL CONDITION**

Cachexia/Wasting Syndrome	51
Glaucoma	130
HIV or AIDS	79
Malignant Neoplasm (Cancer)	219
Multiple	3833
Persistent Muscle Spasms	179
Seizures	88
Severe Nausea	130
Severe Pain	<u>9228</u>
TOTAL:	13937

**FY 2015 DEBILITATING MEDICAL CONDITIONS**





### **MEDICAL USE OF MARIJUANA VERIFICATION CHECKS REQUESTED CONDUCTED BY LAW ENFORCEMENT**

Since the inception of Hawaii's Medical Use of Marijuana Program in 2000, NED has worked very closely with State and County law enforcement officers in conducting medical use of marijuana permit verification for the officer on the street.

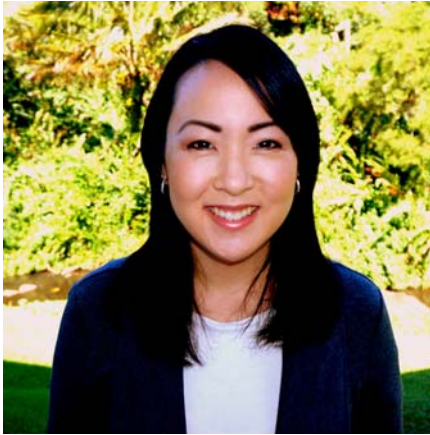
In FY2015, up till 1-1-2015 NED conducted in excess of 108 medical marijuana verification checks for Federal, State and County law enforcement agencies. Many of these checks return actively registered patients or caregivers who were in compliance but have also resulted in the detection of non-compliance and in some cases, large indoor marijuana cultivation operations.

### **DOMESTIC CANNABIS ERADICATION/SUPPRESSION PROGRAM**

In 2010, the NED became a recognized agency and participant in the DEA Domestic Cannabis Eradication / Suppression Program (DCE/SP). NED was approached by DEA to coordinate and run marijuana eradication on Hawaii Island since Hawaii Police Department could no longer do so. NED personnel became trained in airborne law enforcement operations involving marijuana eradication, satisfactorily completed initial training in rappelling, short term airborne operations, helicopter operations and ground operations in hazardous working environments. Since officially becoming part of this program, with the assistance of other DCE/SP programs established within the county police departments and the State Department of Land and Natural Resources, the NED has successfully eradicated over 90,000 marijuana plants from various locations on Hawaii Island. During FY 2015 NED conducted or participated in 19 eradication missions on the island of Hawaii and assisted DCE/SP operations on the islands of Oahu, Maui, Kauai and Molokai.



# Administration Division



**Cathy Ross**, Deputy Director for Administration

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.



# Administrative Services Office

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The Administrative Services Office provides a variety of support services to the entire department through the following sections:

- Planning & Research (includes Capital Projects)
- Operating Budget
- Procurement and Contracts
- Management Information System
- Office Services

## PLANNING AND RESEARCH

The **Planning Unit** has been working closely with the Department of Accounting and General Services (DAGS), consultant and other agencies on the following:

- Strategic development plan for the Department of Public Safety (PSD). Mainly due to the aging of the facilities, the PSD continues to assess various options for the different facilities under its responsibility.
- Relocation of the Oahu Community Correctional Center
- Comprehensive preventative maintenance program for its facilities. Mainly driven by the aging of the facilities and deferred maintenance the PSD planning unit plans to upgrade the facilities preventive maintenance program.
- Comprehensive assessment of facility energy practices. This planning project is being done to leverage opportunities of energy cost avoidance. As energy technology improves, the PSD recognizes the opportunity for savings to the State.
- Assessing the options for the relocation of PSD offices located at the AAFES Building on 919 Ala Moana Boulevard.
- Successfully secured \$240,868 from the State Criminal Alien Assistance Program (SCAAP). Funds are deposited into the Federal Reimbursement Maximization Fund and is used for Corrections purposes as allowed by the Department of Justice.

The **Research Unit** has been working with DAGS, Legislature and other agencies in conducting several complex population projections for the purpose of planning for possible new facilities. Other activities include:

- Working with PSD administrators and staff to calculate new Shift Relief Factors (SRF) for some divisions and programs within the PSD. The information was used to justify additional security and support services positions.
- Conducting an analysis of the efficacy of the work furlough program in its goal of reducing the recidivism rate. The results of the study suggest that the furlough program has positively impacted the recidivism rate for new crimes. Further analysis will continue to be conducted to assess program performance.

## OPERATING BUDGET SECTION

See the attached table showing the Annual Expenditure Report FY 2014.

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## CAPITAL IMPROVEMENT PROJECTS UNIT

Capital Improvement Projects (CIP) reports the following activities:

### **Halawa Correctional Facility**

- Design work has commenced for the Security Electronics and Hardware Upgrade project, DAGS 12-27-5664
- Design work has commenced for the replacement of a chiller unit at the Special Needs facility, DAGS 12-27-5668

### **Waiawa Correctional Facility**

- Construction work has begun on the Sewer Pond Relining, Wastewater System Improvements, DAGS 12-27-5563
- Work was completed for the Education Building Roof, DAGS 12-27-5645; Education Building A/C and Electrical, DAGS 12-27-5646; and Boiler replacement, DAGS 12-27-5650

### **Hawaii Community Correctional Center**

- Project initiation has started for the Hale Nani Restroom Improvements, DAGS 11-27-5661; Security Electronics and Hardware Upgrade Project, DAGS 11-27-5662; and Hale Nani Expand Support Building, DAGS 11-27-5666.
- Construction work has begun on the Backup Generator replacement, DAGS 11-27-5634; Punahale Housing A/C System Improvements, DAGS 11-27-5581; and Wastewater Treatment Plant Improvements, DAGS 11-27-5630.

### **Maui Community Correctional Center**

- Project initiation has started for the Upper Campus Roofing, DAGS 15-27-5667
- Design work has commenced for the Security Electronics and Hardware Upgrade project, DAGS 15-27-5660
- Construction work has begun on the Loading Dock Storm Drain Improvements, DAGS 15-27-5652 and the Kitchen Upgrade, DAGS 15-27-5625
- Work was completed for the Replacement of the Central Boiler System, DAGS 15-27-5643.

### **Oahu Community Correctional Center**

- Project initiation has started for the Electrical Infrastructure, DAGS 12-27-5656
- Design work has commenced for the Security Electronics and Hardware Upgrade project, DAGS 12-27-5655

### **Kauai Community Correctional Center**

- Project initiation has started for the Segregation Housing, DAGS 14-27-5638
- Design work has commenced for the Security Electronics and Hardware Upgrade project, DAGS 14-27-5663 and the A/C replacement, DAGS 14-27-5649.
- Construction work has begun on the Wastewater Lift Station Improvements, DAGS 14-27-5631

### **Women's Community Correctional Center**

- Project initiation has started for the Sewer System Improvements PH2, DAGS 12-27-5665 and the Security Electronics and Hardware Upgrade project, DAGS 12-27-5664.
- Construction work has begun on the Laundry Upgrade, DAGS 12-27-5633

## **PROCUREMENT AND CONTRACTS UNIT**

The Procurement and Contracts Unit (PC) continues to provide departmental services on the procurement of health and human services, equipment, various goods and services using the formal bid process and the HlePRO.

In FY 2015, the unit was successful in helping the Department procure for replacement firearms for Corrections and Law Enforcement as well as the necessary ammunition. Lastly, the unit helped procure a new vehicle for the Governor's Office.

## **MANAGEMENT INFORMATION SYSTEM UNIT**

The Management Information System Unit (MIS) supports the department in providing a technological system that enhances the delivery of services. MIS supports interfaces, in-house applications as well as purchased applications and enhancements. We strive to maintain up-to-date technology, knowing the importance of regulatory compliance, security and increased productivity. We are actively participating with the Office of Information Management and Technology (OMIT) to a new era of efficiency and shared enterprise services - oriented government.

The following are some of our major projects for FY 2015:

- Converted all our users to Hawaii.local, the State's Network
- Migrated all users to Office 365, with Outlook as the new email client.
- Migrated all users to the new CJIS-Hawaii System.
- Developed applications for Time and Attendance, Personnel and Procurement.
- Replaced legacy applications with new versions.

## **OFFICE SERVICES UNIT**

The Office Services Unit continues to provide support services that includes messenger and mailroom services, vehicle registration and inventory. In FY 2015, this office successfully did the following:

- Converted to the bar coding system for mail (US Postal Service)
- Assumed the recycling of paper for the AAFES Building after the services were no longer made available for the building
- Assumed the departmental telecom request coordination



## **Fiscal Office**

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The Fiscal Office services the entire department by providing fiscal management services through three subunits:

- \* Accounting
- \* Payroll
- \* Vouchering

The Accounting Unit maintains the departmental accounts record keeping systems for state appropriations and allotments, as well as grant awards. It provides federal grant financing reporting services, processes all inter-departmental and intra-departmental reimbursements, coordinates all inventory reporting with the Department of Accounting and General Services (DAGS), and oversees the state's purchasing card (pCard) program that was implemented in PSD during FY 2006.

The Payroll Unit processes all payroll transactions for the department and its attached agencies to the Department of Accounting and General Services (DAGS). This unit audits all payroll claims and ensures compliance with collective bargaining agreements as well as federal and state laws.

The Vouchering Unit processes all purchase orders of the department to DAGS for payment to vendors, based on the decentralized encumbrance of funds by the requisitioning programs. This unit is responsible for ensuring compliance with state laws, rules, and regulations by auditing each purchase initiated within the department.

### **HIGHLIGHTS OF FY 2014 ACTIVITIES**

Fiscal Year 2015 was a very busy year for the Fiscal Office Payroll and vouchering section. Both units experienced vacancies that produced backlogs in work due to the reduction in available manpower. The four vacancies were filled in January 2015.

Payroll raises for BU09, BU10, BU01, BU03, and BU13 also created a tremendous amount of work for the payroll unit at the beginning of fiscal year 2015. With all the vacant positions filled by June 2015, the Fiscal Office workload became manageable.





# Personnel Management Office

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The Personnel Management Office is responsible for the administration of personnel programs for the department. The office includes three major sections:

**LABOR RELATIONS** (LR) administers seven collective bargaining agreements, as well as Executive Orders covering those employees excluded from collective bargaining.

**STAFFING AND TECHNICAL SERVICES** (STS) manages recruitment, examination, classification and employment suitability for all classes of work in the department. In addition, STS continues to conduct civil service examination, such as the physical agility testing for the Adult Corrections Officer and Deputy Sheriff recruitments. STS also monitors written and oral testing for the uniform staff within the department. STS does outreach to the public by attending career fairs at local universities, colleges, and high schools to educate students about future careers in corrections, law enforcement, and administrative positions.

**EMPLOYEE RELATIONS AND TRANSACTION** (ERT) manages a myriad of employee assistance programs including, but not limited to: safety, worker's compensation, fitness for duty examinations, health fund, retirement benefits, incentive, service awards, personnel actions, record keeping, pay adjustments, leave records, and maintains the official personnel files.

## **HIGHLIGHTS OF FY 2014 ACTIVITIES**

### **Recruitment:**

With an average 10% annual turnover rate for more than 2500 authorized positions, the STS workload involves recruitment to fill over 300 vacancies. The results over three fiscal years are as follows:

### Number of Positions Filled FY 2013 – FY 2015

Position Class	FY 2015	FY 2014	FY 2013
Adult Corrections Officer	188	192	117
Deputy Sheriff	8	40	33
Other	175.5	129	128
<b>Total</b>	<b>374.5</b>	<b>361</b>	<b>278</b>





## Personnel Management Office

### Number of Position Classification Actions Taken FY 2011 – FY 2013

YEAR	FY 2015	FY 2014	FY 2013
TOTAL	722	538	441

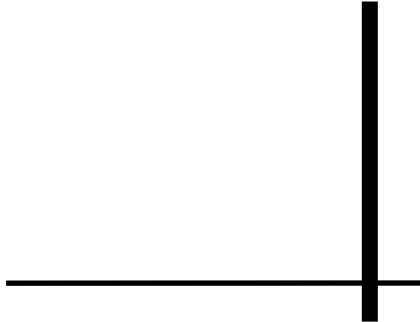
### Number of Employment Suitability Reviews Processed FY 2011 – FY 2013

Position Class	FY 2015	FY 2014	FY 2013
Adult Corrections Officer	139	296	140
Deputy Sheriff	43	50	53
Other	206	187	191
Total	388	533	384

**Note:**

2014 included the reopening of Kulani Correctional Facility.

FY2014 and 2015 Others—including positions for the opening of Kulani Correctional Facility



# Training & Staff Development Office



The mission of the Training and Staff Development (TSD) Office is to provide high quality, job-related, and competency-based training for Department of Public Safety (PSD) and its employees. TSD is responsible for planning, developing, implementing, and coordinating appropriate training for both uniformed and civilian personnel of the Department.

Please see Training and Staff Development Annual Training Report for more information.



# Annual Expenditure Report

## ANNUAL EXPENDITURE REPORT

9/21/2015

Fiscal Year 2015

Program	Total	General	Means of Financing			
			Special / Revolving	Inter- Departmental	County	Federal
<b>Corrections</b>						
Halawa Correctional Facility	26,918,397	26,918,397				
Kulani Correctional Facility	4,610,074	4,610,074				
Waiawa Correctional Facility	6,647,659	6,647,659				
Hawaii Community Correctional Center	10,111,068	10,111,068				
Maui Community Correctional Center	12,440,222	12,324,445			115,777	
Oahu Community Correctional Center	32,884,276	32,884,276				
Kauai Community Correctional Center	4,731,709	4,731,709				
Women's Community Correctional Center	7,408,456	7,408,456				
Non-State Facilities	47,065,710	47,065,710				
Intake Service Centers	3,243,239	3,243,239				
Corrections Program Services	20,801,520	20,624,462				177,058
Health Care	23,586,071	23,586,071				
Correctional Industries	5,432,015		5,432,015			
<b>Total - Corrections</b>	<b>205,880,417</b>	<b>200,155,568</b>	<b>5,432,015</b>	<b>-</b>	<b>115,777</b>	<b>177,058</b>
<b>Law Enforcement</b>						
Narcotics Enforcement Division	1,828,286	1,055,054	601,146			172,086
Sheriff Division	20,425,565	15,530,986		4,684,391		210,188
<b>Total - Law Enforcement</b>	<b>22,253,851</b>	<b>16,586,040</b>	<b>601,146</b>	<b>4,684,391</b>	<b>-</b>	<b>382,274</b>
<b>General Administrative and Attached Agencies</b>						
Hawaii Paroling Authority - Determination	379,396	379,396				
Hawaii Paroling Authority - Supervisory & Counseling	3,982,945	3,982,945				
Crime Victim Compensation Commission	1,303,876	401,657	806,941			95,278
General Administration***	13,795,931	13,114,829	-			681,102
<b>Total - General Administrative and Attached Agencies</b>	<b>19,462,148</b>	<b>17,878,826</b>	<b>806,941</b>	<b>-</b>	<b>-</b>	<b>776,380</b>
<b>Grand Total - Department of Public Safety</b>	<b>247,596,417</b>	<b>234,620,434</b>	<b>6,840,102</b>	<b>4,684,391</b>	<b>115,777</b>	<b>1,335,713</b>

\*\*\* The general fund expenditures for General Administration includes protocol funds (G-198).



# Acknowledgement

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**Editor:**

Toni Schwartz

**Steering Committee:**

Cathy Ross, Deputy Director for Administration

**Thank you to all of the Divisions for contributing to this report.**

