

County of Hawai'i Office of the County Auditor



Hawai'i County Police Department Assessment of Community Service Expectations, Mental Health Support and Training Programs

Report No. 2024-01
March 28, 2024



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March 28, 2024

Honorable Heather Kimball, Council Chair
and Members of the Hawai'i County Council
Hawai'i County Council
25 Aupuni Street
Hilo, Hawai'i 96720

Dear Council Chair Kimball and Council Members,

In accordance with generally accepted government auditing standards and the Hawai'i County Charter Section 3-18(d)(2), the Office of the County Auditor conducts or causes to be conducted performance and/or financial audits of the funds, programs, services, and operations of any county agency, executive agency, or program, as set forth by the county auditor in an annual audit plan that shall be transmitted to the county council and the mayor and file with the county clerk as a public record.

We have completed our engagement focusing on performance, training, and mental health initiatives at the Hawai'i County Police Department. The objective sought answers to the following questions:

1. What is the efficiency and effectiveness of service delivery within the Hawai'i County Police Department, focusing on response times, crime locations, officer deployment, resource utilization, overall customer satisfaction, and how do results improve public safety outcomes?
2. How effectively have the mental health initiatives been implemented within the Hawai'i County Police Department, and how does their impact enhance the well-being and safety of department employees? This includes examining the coordination of resources, collaboration with community partners, and effectiveness of intervention strategies specifically focused on supporting employee mental health.
3. How do the training programs and practices in the Hawai'i County Police Department align with industry best practices, and how are they enhancing officer performance and safety? What opportunities for continuous improvement can be identified to ensure the highest professional standards and accountability?

Although HPD is proactively pursuing industry best practices and works to continually improve its value to the community, we identified improvement opportunities, which led us to make (5) recommendations.

We appreciate the Hawai'i Police Department's unrestricted access to sites, information, personnel, and coordination throughout the audit. The cooperation was exceptional.

In response to a draft of this report, management expressed general agreement with our audit results.

To improve government accountability and ensure audit recommendations are implemented or resolved, we will continuously monitor the status of recommendations using our remediation tracker. To view the department's status, visit us at <https://www.HawaiiCounty.gov/our-county/legislative/office-of-the-county-auditor>.

If there are any questions or concerns about the status of the recommendations discussed, feel free to contact our office at 808.961.8386.

Respectfully,

Tyler J. Benner

County Auditor

cc: Hawai'i County Police Commission
Mitchell D. Roth, Mayor
Deanna Sako, Managing Director
Diane Nakagawa, Finance Director
Jon Henricks, County Clerk
Benjamin Moszkowicz, Police Chief
Reed Mahuna, Deputy Police Chief

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Performance, Mental Health, and Training



Why We Conducted This Audit:

OCA's annual risk assessment highlighted HPD's inherent risks associated with intricate and sensitive operations. The assessment considered the severity and impact of potential adverse outcomes and the likelihood of such events. HPD expressed specific concerns related to the following:

- Appropriately distributing personnel in sufficient quantity to meet community safety expectations.
- Providing robust mental health opportunities for law enforcement personnel.
- Ensuring quality in its training division.

What We Found:

HPD has many deeply ingrained elements in its operations that indicate a well-organized and proactive department. With that said, we offered five recommendations to improve its operations, which include:

Finding 1: Ongoing Evaluation of Beat Distribution at HPD

Finding 2: Address Imbalanced Budgeting Practices at HPD

Finding 3: Procedural Gaps in Police Commission Oversight

Finding 4: Insufficient Internal Resources for Mental Health Initiatives at HPD

Finding 5: Enhance Officer Training and Standards at HPD

We Recommend

- 1:** HPD conduct a comprehensive review of officer assignments to address response time.
- 2:** HPD integrate a data-driven budgeting process that accurately aligns fixed and variable costs with operations.
- 3a:** The Police Commission revise and regularly update rules and procedures to include guidelines for budget reviews, annual report content, the Police Chief's performance evaluation, public complaint handling, ensuring consistent, transparent, accountable oversight, and required document production.
- 3b:** The Police Commission establish a review schedule and provide onboard training for new members to implement these procedures effectively.
- 4:** HPD establish a dedicated role within the department to coordinate mental health and wellness initiatives.
- 5a:** HPD prioritize the adoption of POST promoting standardized law enforcement practices statewide, including flexibility for department-specific adaptations, acknowledging unique operational needs.
- 5b:** HPD evaluate the staffing model within its training division. This assessment is an examination of the trainer-to-officer ratio to ensure that it can effectively manage the current training and seamlessly incorporate new and pertinent activities to support HPD's long-term objectives.

A dashboard showcasing certain data sources is available on our website at:

<https://www.hawaiicounty.gov/our-county/legislative/office-of-the-county-auditor/audit-reports>

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About Us

Mission

It is our mission to serve the Council and citizens of Hawai'i County by promoting accountability, fiscal integrity, and openness in local government. Through performance and/or financial audits of County agencies and programs, the Office of the County Auditor examines the use of public funds, evaluates operations and activities, and provides findings and recommendations to elected officials and citizens in an objective manner. Our work is intended to assist County government in its management of public resources, delivery of public services, and stewardship of public trust.

Audit Authority

Hawai'i County Charter §3-18 establishes an independent audit function within the Legislative Branch through the Office of the County Auditor.

Purpose

This engagement determined the current state of service delivery, mental health support for officers, and training programs within the Hawai'i County Police Department. The goal was to enhance officer well-being, performance, and safety by identifying areas for improvement.

Performance Audit Definition

Performance audits provide objective analysis, findings, and conclusions to assist management and those charged with governance and oversight with, among other things, improving program performance and operations, reducing costs, facilitating decision-making by parties responsible for overseeing or initiating corrective action, and contributing to public accountability.

Our objective in performance auditing is to improve public services provided by the county government. We do this by recommending specific actions to address the issues we raised and by providing valuable information to the public, the administration, program leadership, the county council, and the mayor.

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Objective, Scope, and Methodology

Objective

1. What is the efficiency and effectiveness of service delivery within the Hawai'i County Police Department, focusing on response times, crime locations, officer deployment, resource utilization, overall customer satisfaction, and how do results improve public safety outcomes?
2. How effectively have the mental health initiatives been implemented within the Hawai'i County Police Department, and how does their impact enhance the well-being and safety of department employees? This includes examining the coordination of resources, collaboration with community partners, and effectiveness of intervention strategies specifically focused on supporting employee mental health.
3. How do the training programs and practices in the Hawai'i County Police Department align with industry best practices, and how are they effectively enhancing officer performance and safety? What opportunities for continuous improvement can be identified to ensure the highest professional standards and accountability?

Scope

The audit was conducted from September to March 2024.

- Calls for Service Data: January 1, 2019, to September 30, 2023, to identify trends and patterns in service demand.
- Policies and Procedures: Applicable Commission on Accreditation for Law Enforcement Agencies (CALEA) and Hawai'i County Police Department policies and procedures to ensure alignment with industry standards.
- Clearance Rate Materials: January 1, 2018, to December 31, 2020, to assess the department's effectiveness in resolving cases.
- Budget Allocations and Expenditures: Budget allocations and expenditure data for Fiscal Years 2018-19 to 2022-23 in FRESH, the County's accounting system, to assess financial management practices.
- Service Delivery Efficiency and Effectiveness: Assessment of service delivery processes within HPD to determine efficiency in resource utilization and meeting community needs.
- Mental Health Initiatives: Evaluation of mental health initiatives within HPD to address the needs of individuals experiencing mental health crises.
- Training Programs and Practices: Document training programs and practices within HPD to ensure officers receive adequate training and professional development opportunities.

- The audit did not evaluate the Communications Dispatch, Criminal Investigation, VICE, or Juvenile Aid Sections of the Hawai'i County Police Department.

Methodology

To accomplish our objectives, we:

Data Analysis and Research:

- Analyzed call for service data from January 1, 2019, to September 30, 2023
- Analyzed clearance rate materials from January 1, 2018, to December 31, 2020
- Benchmarked relevant FBI crime statistics
- Analyzed budget-to-actual expenditures for variance
- Analyzed Laserfiche materials related to the execution of duties

Compliance and Standards Assessment:

- Assessed compliance with applicable CALEA standards
- Reviewed SHOPO 2021-2025 Collective Bargaining Agreements
- Reviewed the 2022 Hawai'i County Charter, as amended
- Reviewed applicable Police Commission's Annual Reports
- Reviewed applicable Law Enforcement Standards Board materials
- Reviewed applicable General Orders

Community Engagement and Interviews:

- Participated in community policing ride-alongs
- Interviewed Police Commission Chair
- Interviewed the HPD Chaplain
- Interviewed the Training Division
- Interviewed the City of Bend Oregon Police Department
- Reviewed materials related to the nonprofit organization "Friends of First Responders"
- Reviewed HPD' Community Satisfaction Surveys

Program Benchmarking and Miscellaneous:

- Gained an understanding of the Department of Justice, Law Enforcement Mental Health and Wellness Act (LEMHWA)
- Benchmarked active programs administered by other agencies
- Other activities as required

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Chapter 1

Introduction

Why we selected HPD for this review

OCA's annual risk assessment highlighted the department's inherent risks associated with intricate and sensitive operations. The assessment considered the severity and impact of potential adverse outcomes and the likelihood of such events. These factors underscored the critical nature of the department's functions and the importance of ensuring robust and effective operational protocols. HPD expressed specific concerns related to the following:

- **Performance** - Appropriately distributing personnel in sufficient quantity is vital for meeting community safety expectations. This ensures that resources are effectively allocated to areas of greatest need, enhancing the department's ability to respond swiftly and efficiently to emergencies. Strategic deployment maintains public trust and ensures a safe, secure community environment, and it is a Hawai'i County Charter Section 7-2.4(a) requirement.
- **Mental Health** – As mental health initiatives are still emerging in police operations, there is a notable lack of established guidance or authority. It is, however, well understood that, in general, overall well-being and job effectiveness are inextricably intertwined. Attention to the field is becoming more mainstream with the passage of the Law Enforcement Mental Health and Wellness Act of 2017 and subsequent reporting to Congress based on related research.
- **Training** – Hawai'i County Charter Section 7-2.4(b) requires that through the administrative head (Police Chief), the police department shall “train, equip, maintain, and supervise the force of police officers and employees. CALEA Chapter 33 establishes additional requirements to meet and maintain standards.

Hawai'i County Police (HPD) Department Primary Functions

As established under Hawai'i County Charter Section 7-2.4, the police chief shall be the administrative head of the police department and shall:

- (a) Be tasked with preserving public peace, preventing crime, detecting and arresting law offenders, protecting the rights of persons and property, and enforcing and preventing violations of all state laws and county ordinances, along with any related regulations.
- (b) Train, equip, maintain, and supervise its police officers and employees.
- (c) Develop and implement rules and regulations for the organization and administration of the police force.
- (d) Provide periodic reports to the police commission regarding the department's activities and the actions taken on cases investigated by the police commission.
- (e) Undertake any additional powers, duties, and functions as directed by the Police Commission or as required by law.

HPD's Mission, Vision, and Core Values

Mission Statement: The employees of the Hawai'i Police Department are committed to preserving the Spirit of Aloha. We will work cooperatively with the community to enforce the laws, preserve peace, and provide a safe environment.

Vision Statement: The Hawai'i Police Department is committed to providing the highest quality of police service and forming partnerships with the community to achieve public satisfaction, making the Big Island a safe place to live, visit, and conduct business.

Core Values

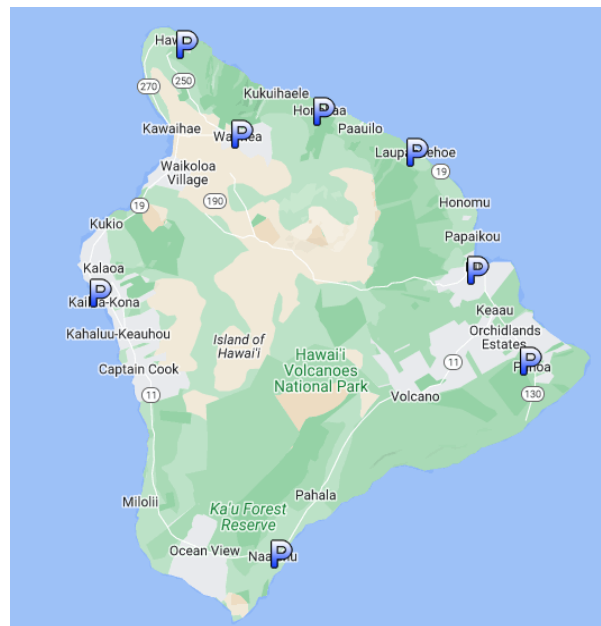
- Integrity
- Professionalism
- Compassion
- Teamwork
- Community Satisfaction

Police Stations

HPD uses eight stations arranged around Hawai'i Island as illustrated below:

- Honoka'a Station
- Laupāhoehoe Station
- Hilo Station
- Pāhoa Station
- Nā'ālehu Station
- Kona Station
- Waimea Station
- Kapa'au Station

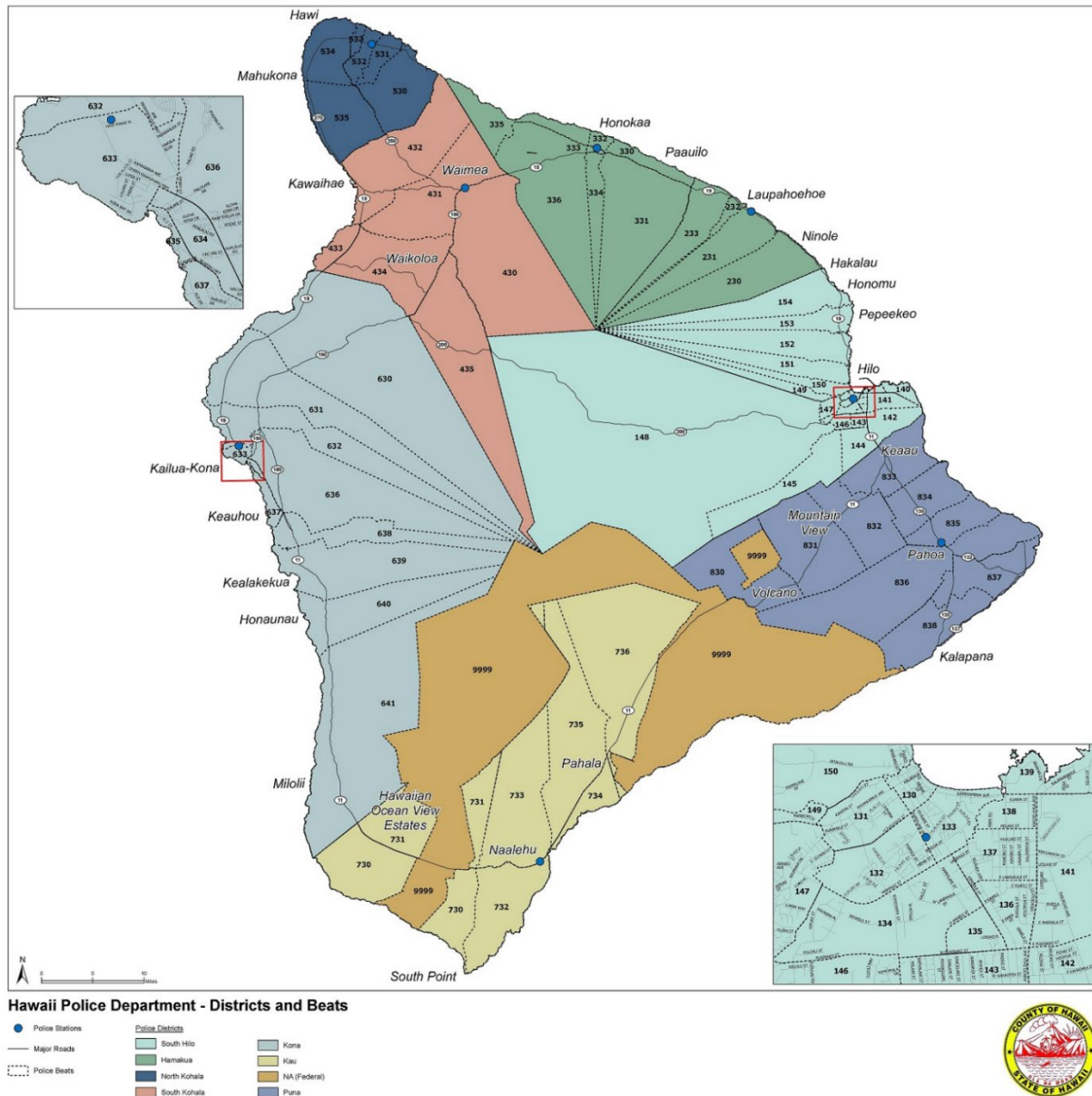
In addition, HPD utilizes satellite locations. These locations are typically unoccupied, used for paperwork, and not promoted for walk-in use.



Police Stations Island-wide, Courtesy hawaiiipolice.com

Coverage Area

HPD provides coverage for an extraordinary area of approximately 4,028 square miles. HPD segments geographical areas into sections called beats. A police beat is a designated area or patrol route within a jurisdiction that officers regularly monitor and patrol to maintain law and order, respond to incidents, and engage with the community.



Courtesy of Hawai'i County Police Department

Beat areas are described in General Order (GO) 204, District and Beat Boundaries - delineates police beats, encompassing foot patrols, motorcycle beats, and motor patrol beats across districts. Directional indicators, cross streets, or geographical landmarks define beat boundaries. In addition to the beats specified in the GO, specific events, such as traffic safety efforts during the Mauna Loa eruption of 2023 and COVID-19, may be included as part of a 'project beat' or temporary beats. Consequently, our report documents calls associated with approximately 102 beats.

Organization Structure

Below is an overview of the department's organizational structure, including its reporting lines, staffing distribution, and key positions.

Organization

Section 7-2.1 of the Hawai'i County Charter states, "There shall be a police department consisting of a Police Commission, a Chief of Police, a Deputy Chief of Police, and the necessary staff.

Police Commission: Hawai'i County Charter Section 7-2.2. establishes a Police Commission. Nine Hawai'i Island residents serve on the Hawai'i County Police Commission. The mayor appoints one member from each council district subject to confirmation by the Hawai'i County Council. The Police Commission's responsibilities include appointing the Chief of Police, reviewing the police department's budget, advising the Chief on police-community relations, and considering and investigating misconduct charges by the Police Department or its members.

Police Chief: Hawai'i County Charter Section 7-2.4 establishes that the Chief of Police oversees the planning, assignment, and execution of police activities, manages investigations and subordinates, and maintains departmental records. They exercise judgment in daily operations, formulate policies, plan the department's budget, and design crime prevention programs. As the highest-ranking official in a police department's chain of command, they hold responsibility for all operations across every division and unit.

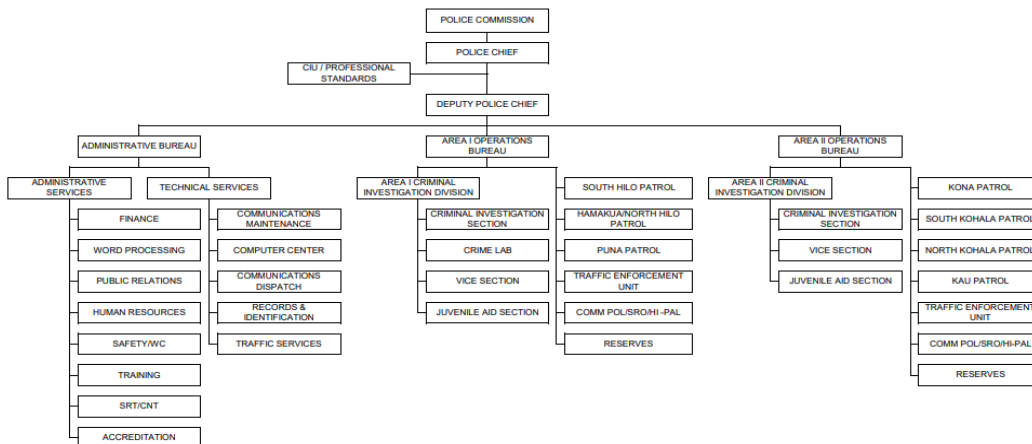
Administrative Bureau:

Police Commission

- Police Chief
 - Office of Professional Standards / Criminal Intelligence Unit
 - Deputy Police Chief
 - Administrative Bureau
 - Administrative Services
 - Finance
 - Word Processing
 - Public Relations
 - Special Response Team
 - Accreditation
 - Human Resources
 - Safety/Workers Comp
 - Personnel
 - Training
 - Community Relations / Research & Development
 - Technical Services
 - Communications Maintenance
 - Computer Center
 - Communications Dispatch
 - Records & Identification
 - Traffic Services
 - Area I Operations Bureau
 - Area I Criminal Investigations Division
 - Criminal Investigations Section

- Vice Section
 - Juvenile Aid Section
 - Crime Lab
- South Hilo Patrol
- Hāmākua/North Hilo Patrol
- Puna Patrol
- Traffic Enforcement Unit
- Community Policing
 - Community Policing Officers
 - School Resource Officer
 - DARE
 - HI-PAL
- Area II Operations Bureau
 - Area II Criminal Investigation Division
 - Criminal Investigation Section
 - Vice Section
 - Juvenile Aid Section
 - Kona Patrol
 - South Kohala District
 - North Kohala District
 - Ka‘ū District
 - Community Policing
 - Community Policing Officers
 - School Resource Officer
 - DARE
 - HI-PAL

**ORGANIZATIONAL CHART
HAWAII POLICE DEPARTMENT**



Source: hawaiiipolice.com

Services Overview:

1. Core Services:
 - Active Shooter/Violence Awareness
 - Animal Control (a new agency established July 1, 2023)
 - Crime Prevention and Drug Safety
 - Coroner/Medical Examiner
 - Domestic Violence Services
 - Firearm Services
 - Police Reports
 - Terrorism Awareness
2. Community Engagement:
 - Community Policing
 - Community Satisfaction Surveys
 - Drug Take Back Program
 - Gated Communities
 - HI-Pal
 - Neighborhood Watch
 - Station Tours, Speaker Bureau
 - TV Interviews, Website Posts

HPD's array of services reflects a deep understanding of the community's various needs.

Noteworthy Achievements

CALEA Accreditation

The Hawai'i County Police Department has achieved its fourth consecutive CALEA accreditation for Advanced Law Enforcement. This milestone reflects the department's adherence to over 400 CALEA standards, achieved through effective policy management and ongoing revisions.



Source: CALEA.org

HPD's Accreditation Section, comprising a Police Lieutenant who serves as the Accreditation Manager, two Police Sergeants, and a Clerk III, is responsible for aligning policies with CALEA's standards, managing compliance files, and conducting the necessary assessment processes. These processes include annual web-based assessments and an extensive on-site assessment every four years.

The department focuses on maintaining compliance with best practices and meeting community expectations. Staff training and development are facilitated through participation in CALEA conferences and the use of PowerDMS software, which assists in managing compliance files and policy databases.

Transparency and Accountability

Maintaining CALEA certification offers several benefits to the public, one of which is the adherence to standards for reviewing Use-of-Force incidents, as outlined in CALEA standard 4.2.4. This standard discusses Use-of-Force Analysis, compiled by the special response unit and submitted to the Chief annually. The most recent report from 2022 included a suggestion to make this information accessible online.

Similarly, at the end of every year, HPD submits a misconduct report¹ to the Hawai'i State Legislature. Misconduct and attendant disciplinary reports reflect the status submitted to the Hawaii State Legislature at the time. Results, in part or their entirety, may be subject to Grievances and Appeals set forth by the Collective Bargaining Agreement governing the accused employees.

¹ Hawaii Police Department Annual Misconduct Report. <https://www.hawaiipolice.com/about-us/annual-misconduct-report> Date accessed 1-3-2024

Proactive Policing Overview

Community Policing Mission

To form a partnership with the community in order to create a safe and secure environment.

Community Outreach Initiatives

Community police officers foster community collaborations to establish a safe and secure atmosphere. This goal involves community engagement, initiatives to prevent crime, and addressing specific issues, such as presenting to Neighborhood Watch and Citizen Patrol programs.



Officer assists homeowner with abandoned vehicle left on private property, courtesy County Auditor

Neighborhood Watch Program

The Neighborhood Watch Program is a community-based initiative to enhance neighborhood security by encouraging collaboration between residents and local law enforcement. The program revolves around residents actively observing and reporting suspicious activities in their neighborhoods, effectively acting as additional eyes and ears for the police.

Participants in Neighborhood Watch typically organize meetings, often with police representatives, to discuss safety concerns, crime prevention strategies, and ways to maintain vigilance in their area. These meetings also serve as a platform for building stronger community ties and enhancing communication between neighbors and law enforcement.

Coffee with a Cop

Coffee with a Cop is an innovative community policing initiative designed to break down the barriers between police officers and the communities they serve. At its core, this program builds trust and fosters open communication in a relaxed and approachable setting.

During events, local police officers and community members gather in a neutral space, often a local café, to discuss community issues, build relationships, and drink coffee. There is no agenda or speeches, but the program offers a chance to ask questions, voice concerns, and for citizens to get to know the officers in their neighborhoods.

This initiative is part of a broader trend in modern policing emphasizing community engagement and proactive problem-solving rather than reactive law enforcement.



Coffee with a Cop, courtesy HPD

The program aims to build a stronger, more cohesive community and a more effective and approachable police force.

School Resource Officers

The School Resource Officers initiative, initiated in 2003, represents a joint venture involving police officers, educational professionals, students, parents, and the wider community. Its primary goal is to implement educational programs focusing on legal matters within schools. This initiative aims to decrease criminal activities, drug misuse, and violence, thereby fostering a secure atmosphere for schooling.

The responsibilities of School Resource Officers encompass addressing criminal incidents occurring on school premises, delivering educational sessions to pupils, offering advice related to legal issues, and acting as intermediaries between educational institutions and the Police Department.

HI-PAL (Hawai'i Isle Police Activities League)

The HI-PAL program was established on the Big Island in 1980. It provides social and athletic activities for the youth of Hawai'i between the ages of 5 and 17.

HI-PAL comes under the jurisdiction of each district commander, whose patrol and community police officers, with community member assistance, provide positive activities for youths that teach moral and social values, such as sportsmanship, fair play, respect for authority, self-discipline, and the benefits of hard work, all while having fun. HI-PAL also reaches out to youth considered “at risk” due to economic, geographical, or social situations.



HIPAL Kona Canoe Regatta Medal Winners. Courtesy, HPD

Public Input and Feedback

Every two years, HPD hosts a Community Satisfaction Survey². The survey results indicate a mixed trend in perceptions of safety and satisfaction with the Hawai'i Police Department from 2013 to 2023.

While there's a decline in the percentage of respondents who strongly agree that the island is a safe place to live, work, or visit, the combined percentage of those who agree or strongly agree generally remains stable or shows a slight increase by 2023. In 2023, 11.9% of respondents strongly agree, slightly less than the 12.67% in 2021 but higher than the 7.82% in 2019. The percentage of those who agree in 2023 is 47.14%, showing a consistent increase from 45.84% in 2021 and 42.27% in 2019. See Attachment 2 for detailed survey results.

Contacts with police officers are mostly perceived positively, with an increase in the percentage of respondents who strongly agree that officers demonstrated professionalism and integrity and expressed interest in helping. The survey results for 2023 reinforces this positive trend.

Satisfaction with civilian police employees also shows a positive trend through 2023, with some fluctuations in specific aspects like professionalism and compassion.

Participation in satisfaction surveys was relatively flat between 2013, 2016, and 2019. However, we note that beginning in 2021, HPD has successfully increased community engagement in the surveys. Between 2019 and 2021, participation nearly doubled from 563 participants to 1,034. Between 2021 and 2023, numbers increased again from 1,034 to 1,572, or an additional 52% increase. We commend HPD in its effort to continually improve outreach and incorporate vital public feedback into its strategic planning.

Conclusions

The HPD's initiatives align with modern community engagement strategies and are consistent with industry peers, designed to foster safer communities through collaboration and communication. However, it is important to recognize that the presence of these programs alone does not automatically equate to their success or efficacy. The nature of community needs and challenges necessitates continuous review, assessment, and adaptation of programs to ensure they deliver tangible benefits and meet the evolving expectations of the community. Regular evaluation, coupled with the willingness to make necessary adjustments, is fundamental to maintaining their relevance and effectiveness in contributing to public safety and trust.

² Community Satisfaction Survey. <https://www.hawaiipolice.com/community/community-satisfaction-survey>
Date accessed 2-14-2024.

Chapter 2

Audit Results

Performance and Community Expectations

Audit Activity

To verify this section, we conducted the following activities:

- Analyzed call for service data from January 1, 2019, to September 30, 2023, from CAD
- Reviewed Attorney General 2020 Uniform Crime Reporting Reports
- Benchmarked applicable FBI crime statistics
- Assessed compliance with applicable CALEA standards
- Participated in two community policing ride-alongs
- Other activities as required
- **Note:** A dashboard is available to the public at:
<https://www.hawaiicounty.gov/our-county/legislative/office-of-the-county-auditor/audit-reports>

Performance and Community Expectations

Our first objective was to determine “What is the efficiency and effectiveness of service delivery within the Hawai‘i County Police Department, focusing on response times, crime locations, officer deployment, resource utilization, and overall customer satisfaction, and how do results improve public safety outcomes?” Our analysis focused on the activities of patrol and community policing. The audit did not review Communications Dispatch, Criminal Investigation Division (CID), VICE, Juvenile Aid, or other ancillary divisions.

Evaluation of HPD’s Performance

Standard 40.1.1 of the CALEA Law Enforcement Standards, titled “Crime Analysis Procedures,” mandates that law enforcement agencies establish written directives for crime analysis, covering several key aspects:

1. **Identification of Data Sources:** Agencies must specify sources for crime analysis data.
2. **Data Evaluation:** The data and findings are evaluated for accuracy.
3. **Dissemination of Findings:** Analysis findings should be disseminated appropriately.
4. **Briefing the CEO:** The Chief Executive Officer must be briefed on crime patterns or trends.

This standard emphasizes collecting, evaluating, and analyzing crime data to develop actionable intelligence. It suggests using various analytical tools to identify and interpret criminal activity and trends. The standard also highlights the need to effectively disseminate information to relevant units for operational and tactical planning and strategic development at the agency level.

HPD complies with this standard through district crime trend reports, which track major crime categories month-over-month, year-over-year, and year-to-date. The reports include the number of assaults, closure rate percentages, a timeline of events, crime trend summaries, and recommendations for implementing improvements.

While HPD's compliance with CALEA Standard 40.1.1 through its district crime trend reports is commendable, we conducted an independent analysis to offer insights and identify risks. This beat analysis, distinct from internal evaluations, allows for a different perspective of crime patterns and trends within Hawai'i County.

Beat Analysis

Results were derived through a police beat analysis of the Hawai'i County Police Department, assessing their performance on several variables in a calls-for-service dataset between January 1, 2019, to September 30, 2023, and other relevant data. A police beat is a designated area or patrol route within a jurisdiction that officers regularly monitor and patrol to maintain law and order, respond to incidents, and engage with the community.

To augment visualization of the following datapoints, the Office of the County Auditor has created a dashboard available to the public. The information detailed in this report can be accessed on the dashboard at:

<https://www.hawaiicounty.gov/our-county/legislative/office-of-the-county-auditor/audit-reports>

We determined that the highest volume of calls is the most critical factor to consider when evaluating demand or resource allocation. This is because a higher volume of calls typically reflects an increased need for services in the community. It directly impacts emergency services' operational capacity, response times, and resource management. As the demand for assistance grows, it becomes crucial to understand and address these changing needs to ensure timely and efficient responses.

1. Island-Wide Incident Location

Our review found call volume significantly increased in 2021, with a baseline increase of approximately 13,058 calls after the COVID-19 pandemic. Instead of an expected annual increase, 2022 saw a negligible decrease of 37 calls from 2021. The estimated number of calls by the end of 2023 suggests a moderate increase of approximately 2,854 calls from 2022.

Top 5 Highest Call Volume by Beat		
Beat	Area	Total
834	Hawai'ian Paradise Park	37,569
835	Ainaloa, Hawai'ian Beaches	29,521
133	Hilo, downtown	26,127
833	Keaau/ Kurtistown	23,119
635	Kona, downtown	22,290

Table 1: Top 5 Highest Call Volume by Beat, compiled by the Office of the County Auditor

*Auditor note: Data includes all calls

2. Incident Types

The frequency of Priority 1 calls in a beat is an important indicator of potential danger for officers and victims. A high ratio of Priority 1 calls suggests that officers frequently encounter high-risk situations. Conversely, excessive time spent on lower Priority 2 calls, such as public disturbances, can impede officer readiness for urgent situations. Therefore, connecting high utilizers of public safety services, especially within vulnerable groups, to supportive social services is important to reduce the strain on police resources, focusing on dignity and societal integration for these individuals.



Officer speaks with group of citizens, courtesy County Auditor

Priority 1

- Includes violent crimes such as murder, assault, robbery
- Involves immediate threats to life, safety, and property

Priority 2

- Involves property crimes like theft and burglary
- Generally, less severe or does not involve immediate threats to life, safety, and property

Top 5 Beats Highest Priority 1 Call Volume Over 25%						
Beat	Area	Priority 1	Priority 1%	Priority 2	Priority 2%	Total
834	Hawai'ian Paradise Park	13,351	35.54%	24,217	64.46%	37,568
835	Ainaloa, Hawai'ian Beaches	8,720	29.54%	20,800	70.46%	29,521
632	North Kona, Old Airport	7,217	34.55%	13,672	65.45%	20,889
634	Kona, Downtown-Palani	6,771	31.29%	14,869	68.71%	21,641
635	Kona, Downtown-Ali'i	6,681	29.97%	15,608	70.02%	22,290

Table 2: Call for service data, provided by HPD compiled by the Office of the County Auditor

*Auditor note: Data includes all calls

3. Response Time to Critical Calls

Because of large coverage areas, difficult-to-access geography or roads in some areas, and staffing shortages, HPD deals with long response times for most of its calls. HPD prioritizes Priority 1 calls, and response times reflect this. The following table reflects the highest number of Priority 1 calls with a response time greater than 30 min. This table calculates Response Time as the average time between “When reported” and the “First Arrived Time” on scene.

Top 5 Beats: Highest Priority 1 Calls and Response Time Exceeding 30 Minutes			
Beat	Area	Priority 1	Resp Time
832	Eden Roc	6,445	32:37
731	Ocean View	5,436	37:40
831	Fern Acres	3,887	40:50
837	Leilani & Lower Puna **	2,191	**30:10
735	Pahala	1,978	38:60

Table 3: Call for service data, provided by HPD compiled by the Office of the County Auditor

**See Attachment 1 for Auditor Notes, excludes Officer Initiated calls

Other Notable Response Time Attributes

The average response time between January 2019 to September 2023 is 00:25:59, with single-year ranges from 00:23:45 in 2021 to 00:30:21 in 2020.

Response times vary by Beat from as low as 00:13:26 (138, Hilo, Wong Stadium) to as high as 00:57:07 (838, Kalapana)*.

*Auditor Note - Data outliers omitted from response times analysis.

4. Time-Series

Calls by Hour

Early Morning Rise (5:00 – 9:00 AM): Call volume increases around 5:00 AM, reaching its peak at 9:00 AM. This increase could be attributed to the start of the daily activities of residents and businesses, leading to more incidents requiring police attention.

Daytime Plateau (9:00 – 4:00 PM): From 9:00 AM, the call volume remains relatively consistent until about 4:00 PM. The consistency during these hours might be due to regular daytime activities and traffic, which maintain a steady level of incidents.

Evening Decline (4:00 – 11:00 PM): There is a linear decline in call volume from 4:00 PM until 11:00 PM. This decline could correspond with the end of the typical workday and reduced business activities, leading to fewer incidents.

Late Night Surge (11:00 – 12:30 AM): At 11:00 PM, calls increase until around 12:30 AM. This surge might be related to nightlife activities, such as bars and restaurants closing, which can lead to a temporary spike in incidents.

Overnight Decrease (12:30 – 5:00 AM): After 12:30 AM, there is a steady decline in call volume until it reaches its lowest point at 5:00 AM. The overnight hours are typically quieter, with fewer people and businesses active, resulting in fewer incidents and, thus, fewer calls.

Calls by Day

- On average, there were about 437 police calls for service per day
- The highest number of calls recorded in a day is 635
- The lowest recorded number of calls in a day is 243
- There is a variation of approximately 54 calls around the mean
- 75th Percentile: 75% of the days had 474 or fewer calls
- Median (50th Percentile): Half the days had 440 or fewer calls
- 25% of the days had 401 or fewer calls

Calls by Week

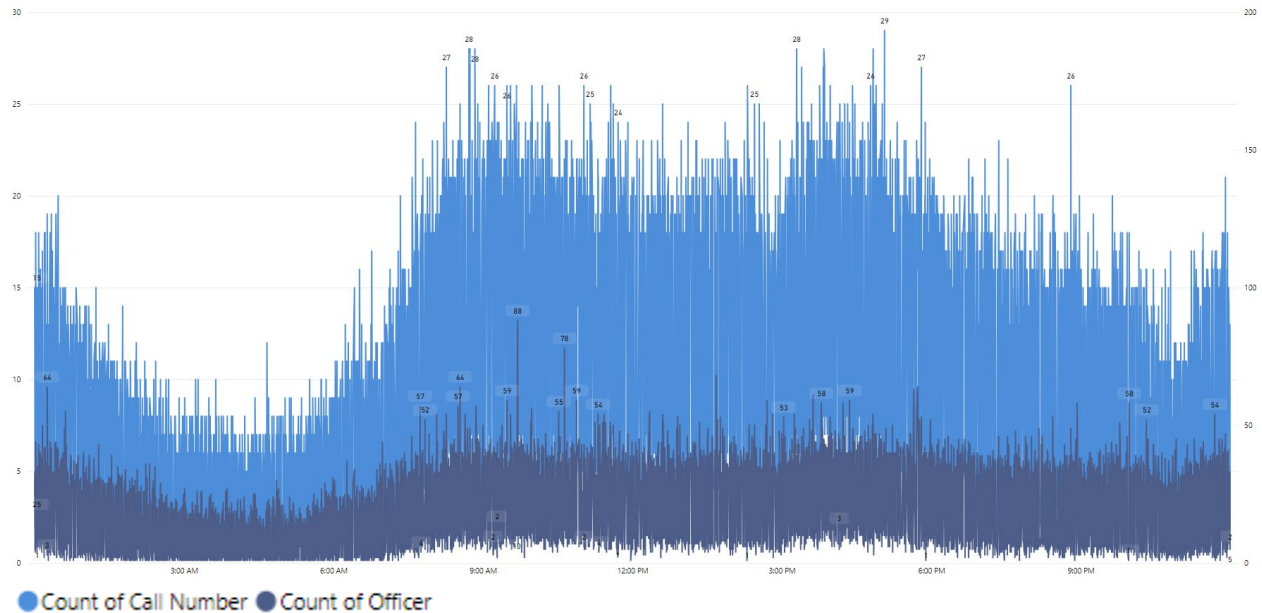
- Highest on Fridays, 117,453
- Dips during the weekends
- Lowest on Sundays, 90,819

Calls by Month

Overall, there is little change in cyclical crime patterns in Hawai'i County. Volumes are lowest in the second quarter of the year (February - April) and typically spike in the fourth quarter (October – December). This lack of change and relative consistency is primarily due to the region's consistent fair weather. This stable climate minimizes significant changes in residents' habits and routines, which can lead to seasonal variations in crime types and rates in many other regions. Consequently, the absence of dramatic weather-related lifestyle changes in Hawai'i contributes to a more uniform crime pattern throughout the year.

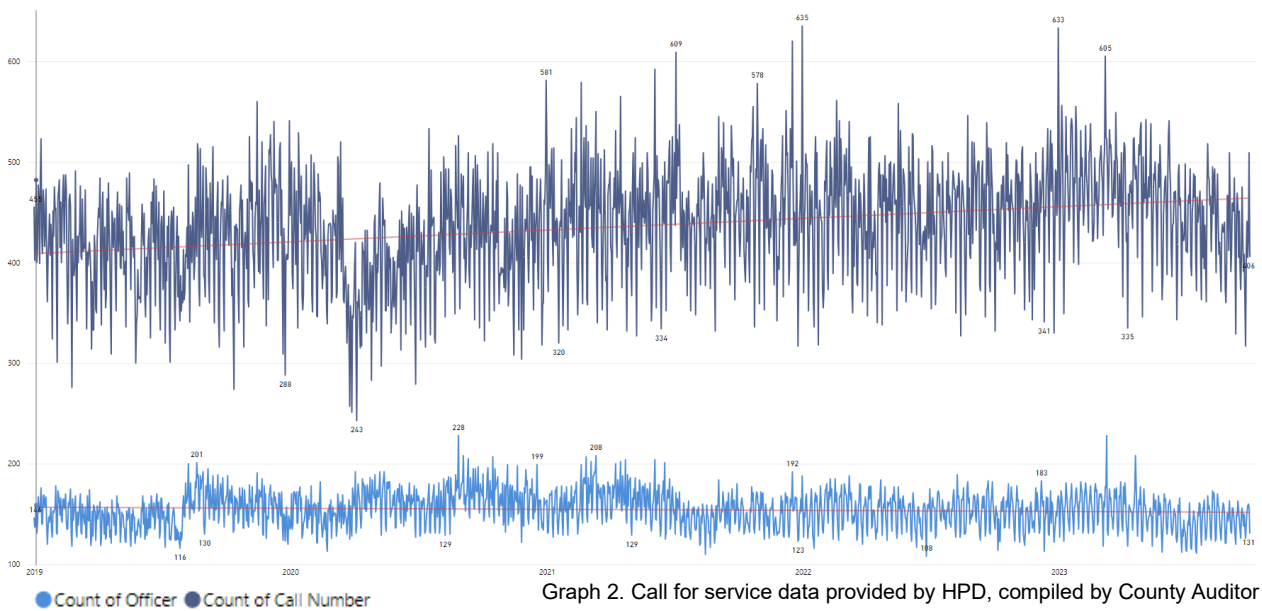
Officer Deployment

The graph below illustrates a 24-hour call-for-service call pattern and officers available to respond for all years (January 2019 – September 2023). HPD staffing is relatively flat over the 24 hours, and on-duty patrols do not strongly correlate to the mid-day spike in demand for services.



Graph 1 Call for service data provided by HPD, compiled by the Office of the County Auditor

The graph below illustrates that over time (January 2019 - September 2023), the call for service demand is outpacing the number of officers available to respond. The trend line for calls for service indicates a slight increase in service demand, while the Officer count trend line is slightly declining, indicating an uncoupling.



Graph 2. Call for service data provided by HPD, compiled by County Auditor

Crime Reporting and Clearance Rates

Nationally, law enforcement's approach to crime reporting has undergone significant changes. Traditionally, departments have submitted crime data to the Federal Bureau of Investigation (FBI) using the Uniform Crime Report (UCR) format. The UCR system focuses on Part I offenses, which are divided into two categories: violent crimes (such as murder, rape, robbery, and aggravated assault) and property crimes (such as burglary, larceny-theft, motor vehicle theft, and arson). This program compiles data on the occurrence of these crimes as reported to law enforcement and the associated arrests. However, the UCR's summary reporting method, which records only the most severe offense in a criminal incident, has faced criticism for potentially underrepresenting the full extent of criminal activity.

In response to these limitations, the National Incident-Based Reporting System (NIBRS) was developed to offer a more detailed and comprehensive perspective on crime in the United States. NIBRS gathers data on each incident and arrest within numerous elements and offense categories (Group A offenses) and also includes Group B offenses, for which only arrest data are reported. NIBRS aims to improve the quality, quantity, and timeliness of the crime data collected by law enforcement, providing a fuller picture of crime incidents.

HPD began NIBRS reporting in 2022. This adoption is significant because, in the short term, crime statistics reported by the FBI may indicate a spike in crime in Hawai'i County. However, this perceived increase reflects a more thorough reporting of the range of crimes associated with particular incidents. Both the UCR and NIBRS systems are managed by the Federal Bureau of Investigation.

The shift from UCR to NIBRS in crime reporting is important when discussing clearance rates, which measure how well police solve crimes. Once mature datasets emerge with NIBRS providing a clearer picture of crime, police can use this information to solve more cases.

Clearance

Although definitions can vary, clearance rates tend to represent the percentage of reported crimes that have been solved or "cleared" by law enforcement agencies. Calls are typically cleared for one of two reasons, either by arrest or by exceptional means.

Arrest

This reason applies if at least one person has met one of the following conditions:

- Arrested
- Charged with a crime
- Turned over to the court for prosecution

Exceptional means

This reason applies only if the following four conditions are met.

- The offender is identified.
- Sufficient and appropriate evidence exists to support an arrest, make a charge, and turn over evidence to the court for prosecution.

- The offender is located and will be taken into custody immediately.
- A circumstance beyond the department's control prevents a successful arrest, charging, and prosecution of the offender. Examples include an inability to extradite, suicide, victim refusal to cooperate, etc.

We utilized data provided by HPD to the Office of the Attorney General and published as Review of Uniform Crime Reports, November 2021. We compared the results to national 2019 UCR data as published by the FBI to compare HPD results against national averages:

Comparison of Crime Clearances to UCR National Averages				
Description	2018	2019	2020	2019 National Average
Total Crime Clearance*	18.1%	15.9%	19.9%	-
Violent Crime Clearance**	40.3%	37.8%	49.4%	45.5%
Murder Clearance	50%	87.5%	69.2%	61.4%
Rape Clearance***	29.6%	34.8%	25.7%	32.9%
Robbery Clearance	44.6%	41.9%	52.5%	30.5%
Aggravated Assault Clearance	45.5%	36.3%	54.4%	52.3%
Property Crime Clearance	15.9%	14.1%	15.4%	17.2%
Burglary Clearance	11.9%	14.8%	17.3%	14.1%
Larceny-Thefts Clearance	16.1%	13.6%	13.9%	18.4%
Motor Vehicle Thefts	20.6%	16.0%	19.8%	13.8%

Table 4: Comparison of Crime Clearance (AG) to UCR (FBI) National Averages, compiled Office of the County Auditor

*See Attachment 1 for Auditor Notes

Separately, in HPD's Operations Bureau Six-Month Progress Report on Program Objectives for FY 2022-23, the department set goals and reported actual clearance for specific crime types, including:

Program Objectives for FY 2022-23		
Description	Goal	Actual
Burglary	30%	29%
Theft/Auto Theft	30%	27%
Robbery	60%	62%
Sexual Assault	80%	60%

Table 5: Source: Six-month Progress Report on Program Objectives for FY 2022-23

Based on what HPD reported, actual performance represents a marked improvement over time compared to prior periods. We commend HPD on their improved clearance rates.

Beat Analysis Conclusions

The Hawai'i County Police Department (HPD) presents a nuanced and evolving picture of law enforcement, balancing proactive measures with notable challenges. HPD's accreditation and subsequent recertifications, adoption of community policing approaches, and aggressive goals indicate a prudently run department.

However, additional opportunities to improve exist. Specifically, response times are a crucial aspect of policing efficiency. While industry standards suggest a swift response within 3 to 15 minutes for priority 1 calls, HPD's average response time is significantly longer, about 21 minutes, and priority 2 calls average about 30 minutes. This challenge reduces HPD's ability to intervene effectively in crimes in progress.

Notably, the increasing calls for service in areas like Hawaiian Paradise Park and Ainaloa and the management of growing homeless populations in areas like downtown Kona continue to strain the department's resources. Despite efforts by community policing units, these escalating demands highlight the need for either more effective or additional resource allocation to address the evolving needs of these communities.

The vast geographic regions create a mismatch between in-service demand and officer availability, indicating insufficient personnel or potential over-resourcing in low-pressure areas and under-resourcing in high-demand zones.

Despite these challenges, clearance rate percentages are competitive with or outperforming national averages for the period reviewed.

While the HPD demonstrates a solid commitment to community-oriented policing and has made significant strides in certain operational areas, it faces challenges in response times and human resource allocation. Addressing these areas is crucial for the department to effectively meet the evolving needs of the Hawai'i County community, thereby enhancing public safety and trust in law enforcement.

Finding 1: Ongoing Evaluation of Beat Distribution Needed at HPD

Cause of the Condition

HPD struggles with extended response times, and a mismatch in service demand versus officer availability suggests imbalances in resource distribution.

Effect of the Condition

The prolonged response times hinder HPD's ability to intervene effectively in crimes, leading to missed opportunities in apprehending offenders during the critical initial stages of incidents.

Recommendation 1: Evaluate Beat Distribution at HPD

We recommend HPD conduct a comprehensive review of officer assignments to address response time, including but not limited to:

- Continually evaluate response time strategies in the highest demand areas.
- Reassign staff in smaller low-demand beats that might be over-resourced to high-demand beats that might be under-resourced, or if no areas can be identified, add new resources to reduce disparities between areas.
- Increase the frequency of social work ride-a-longs, explicitly appealing to individuals who heavily use department resources. This strategy aims to directly connect individuals with appropriate services, thereby reducing the operational burden on the Hawai'i Police Department.

Resource Utilization

Audit Activity

To verify this section, we conducted the following activities:

- Analyzed budget-to-actual figures from FRESH reports.
- Reviewed SHOPO 2021-2025 collective bargaining agreement

Salary and Wages

HPD Salary and Wages (S&W) Actual Expenditures					
Description	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Regular	45,141,181.16	45,908,512.52	46,887,896.16	45,806,057.55	47,742,399.25
Overtime	5,288,048.19	5,721,647.98	6,774,695.21	7,949,612.81	8,944,228.65
Misc	564,228.08	936,806.10	765,284.72	798,468.77	805,363.04

Table 6: HPD Salary and Wages (S&W) Actual Expenditure (EDEN Fresh), compiled by the Office of the County Auditor

Regular Salary and Wages (S&W): HPD consistently over-budgets for regular wages. The actual expenditures were consistently lower than budgeted amounts.

HPD Regular S&W			
Fiscal Year	Budget	Actual	Variance %
FY 2018-19	\$ 48,542,066	\$ 45,141,181.16	- 7.01% ►
FY 2019-20	\$ 52,222,059	\$ 45,908,512.52	-12.09% ▼
FY 2020-21	\$ 52,807,544	\$ 46,887,896.16	-11.21% ▼
FY 2021-22	\$ 52,687,204	\$ 45,806,057.55	-13.06% ▼
FY 2022-23	\$ 52,205,062	\$ 47,742,399.25	- 8.55% ►

Table 7: HPD Regular Salary and Wages (EDEN Fresh) compiled by the Office of the County Auditor

Overtime Wages: A striking under-budgeting trend is observed in overtime wages. The overtime expenses exceeded the budget and did not meet the department's overtime needs. HPD's overtime expenses are primarily driven by operational readiness, not unforeseen circumstances. Collective bargaining agreements also drive categories of guaranteed overtime.

HPD Overtime			
Fiscal Year	Budget	Actual	Variance %
FY 2018-19	\$ 3,023,399	\$ 5,288,048.19	+ 74.90% ▲
FY 2019-20	\$ 688,800	\$ 5,271,647.98	+665.34% ▲
FY 2020-21	\$ 2,806,201	\$ 6,774,695.21	+141.42% ▲
FY 2021-22	\$ 3,002,946	\$ 7,949,612.81	+164.73% ▲
FY 2022-23	\$ 3,336,583	\$ 8,944,228.65	+168.07% ▲

Table 8: HPD Overtime (EDEN Fresh) compiled by the Office of the County Auditor

Miscellaneous Wages: As with overtime wages, HPD has a pattern of under-budgeting for miscellaneous wages. The actual expenses exceeded the budgeted figures significantly.

HPD Miscellaneous Wages			
Fiscal Year	Budget	Actual	Variance %
FY 2018-19	\$ 533,871	\$ 564,228.08	+ 5.69% ►
FY 2019-20	\$ 516,669	\$ 936,806.10	+81.32% ▲
FY 2020-21	\$ 590,249	\$ 765,284.72	+29.65% ▲
FY 2021-22	\$ 592,309	\$ 798,468.77	+34.81% ▲
FY 2022-23	\$ 593,409	\$ 805,363.04	+35.27% ▲

Table 9: HPD Miscellaneous Wages (EDEN Fresh) compiled by the Office of the County Auditor

Other Current Expenses (OCE)

The OCE section exhibited a more aligned trend, with actual figures closely matching the budget projections, with some variances.

HPD OCE			
Fiscal Year	Budget	Actual	Variance %
FY 2018-19	\$ 14,525,382	\$ 14,211,179.21	- 2.16% ►
FY 2019-20	\$ 15,082,281	\$ 13,494,394.10	-10.53% ▼
FY 2020-21	\$ 14,486,325	\$ 14,002,657.78	- 3.34% ►
FY 2021-22	\$ 15,669,325	\$ 13,638,051.02	-12.96% ▼
FY 2022-23	\$ 17,144,845	\$ 14,712,407.74	-14.19% ▼

Table 10: HPD Other Current Expenses (OCE), (EDEN Fresh) compiled by the Office of the County Auditor

A detailed analysis reveals subtle shifts within the budgetary framework, which are normal and should be expected.

Equipment (EQPT)

While a smaller part of the overall budget, equipment expenses showed mixed accuracy in budgeting, with some years seeing significant underestimation and others overestimation.

HPD Equipment			
Fiscal Year	Budget	Actual	Variance %
FY 2018-19	\$ 714,467	\$ 797,329.51	+11.60% ▲
FY 2019-20	\$ 666,100	\$ 1,139,331.00	+71.05% ▲
FY 2020-21	\$ 940,200	\$ 992,135.91	+ 5.52% ►
FY 2021-22	\$ 1,107,034	\$ 926,995.65	-16.26% ▼
FY 2022-23	\$ 3,308,831	\$ 265,624.14	-91.97% ▼

Table 11: HPD Equipment (EDEN Fresh) compiled by the Office of the County Auditor

Conclusion

Not all expenditures can be anticipated, and deviations may represent adapting to meet needs. Still, the audit reveals a need for HPD to refine its budgeting processes and adopt a more data-driven, flexible approach to ensure a more accurate alignment of budget allocations with actual operational needs.

Finding 2: Address Imbalanced Budgeting Practices at HPD

Cause of the Condition

HPD faces challenges due to consistently unfilled funded vacancies, especially in temporary officer positions. This is compounded by collective bargaining agreements that drive overtime expenses and HPD's underestimation of operational demands. Subtle budget shifts in budget-to-actual expenses demonstrate mixed accuracy in forecasting, indicating challenges in predicting financial needs.

Effect of the Condition

The imbalanced budgeting approach leads to insufficient funds in some areas and unnecessary surpluses in others. It also undermines the department's ability to forecast and allocate resources accurately, potentially impacting the overall effectiveness.

Recommendation 2: Implement Balanced Budgeting Practices at HPD

We recommend HPD integrate a data-driven budgeting process to align fixed and variable costs with operations accurately.

Police Commission

Audit Activity

To verify this section, we conducted the following activities:

- Reviewed the 2022 Hawai'i County Charter, Section 7-2.2
- Interviewed Police Commission Chair
- Reviewed applicable Police Commission Annual Reports
- Analyzed Laserfiche materials related to the execution of duties
- Discussed Confidential Report Draft 2 with the Hawai'i Police Commission

The Police Commission is pivotal by serving as an essential oversight body. In a context where distrust in policing might arise from past incidents, perceived lack of transparency, or concerns about accountability, the Commission acts as a conduit for accountability and public trust. Its authority is granted in Hawai'i County Charter §7-2.2(c) Police Commission Power and Duties include:

1. **Adopting Rules:** The Commission is responsible for creating rules necessary for its operations and overseeing the regulations of the police department.
2. **Budget Review:** It reviews the annual budget prepared by the Police Chief, providing recommendations to the Mayor and Managing Director.
3. **Annual Reporting:** An annual report is submitted to the Mayor, Managing Director, and the Council, detailing the Commission's activities and findings.
4. **Public Complaints Handling:** The Commission receives, investigates, and reports on public complaints against the Police Department or its members. A summary of these complaints and their outcomes is included in the annual report.
5. **Advisory Role:** It advises the Police Chief on matters of police-community relations.
6. **Operational Review:** The Commission periodically reviews police department operations to suggest improvements to the Chief and Managing Director.
7. **Performance Evaluation:** The performance of the Police Chief is evaluated annually, with a report submitted to the Mayor, the Managing Director, and the Council.
8. **Staffing:** It has the authority to hire personnel necessary to fulfill its functions.
9. **Non-Interference Clause:** Commission members are prohibited from interfering in the administrative affairs of the police department except for purposes of inquiry.

What we found:

The Rules of Practice and Procedure were last revised and adopted on July 20, 2018.

The Rules of Practice and Procedure does not address:

- How the budget review and recommendations should be conducted
- While the Commission is tasked with receiving, considering, and investigating charges brought by the public against the conduct of the department or its members, the document does not specify the steps or criteria to be used in these investigations.
- What the Annual Report should include
 - The FY 2019-20 Annual Report is missing or was never produced
 - The FY 2021-22 Annual Report is missing or was never produced
 - The FY 2022-23 Annual Report is missing or was never produced
- How will the Chief's performance review process be conducted
 - The Police Commission has not evaluated, at least annually, the performance of the Police Chief, and no associated report is provided to the Mayor, Managing Director, or the Hawai'i County Council as required by Hawai'i County Charter Section 7-2.2(c)(7).

Conclusion

The Police Commission's activities require procedural enhancements. Despite its role in fostering public trust and accountability in policing, the Commission's current practices, last revised in 2018, lack detailed guidelines for key oversight functions.

Finding 3: Procedural Gaps in Police Commission Oversight**Cause of the Condition**

The Police Commission's rules and procedures, last revised in 2018, lack specific guidelines for aspects of its official oversight duties.

Effect of the Condition

Due to the absence of detailed procedures and gaps in the Police Commission's effective oversight, public trust and transparency in police operations may erode over time.

Recommendation 3a. and 3b.: Review and Update Police Commission Rules of Practice and Procedures

- 3a. We recommend the Police Commission revise and regularly update rules and procedures to explicitly include guidelines for budget reviews, annual report content, the Police Chief's performance evaluation, and public complaint handling, ensuring consistent, transparent, accountable oversight and required document production.
- 3b. We recommend the Police Commission establish a review schedule and provide onboard training for new members to implement these procedures effectively.

Mental Health Initiatives

Audit Activity

To verify this section, we conducted the following activities:

- Gained understanding of the Department of Justice, Law Enforcement Mental Health and Wellness Act (LEMHWA)
- Analyzed General Orders (GO) relevant to the subject matter
- Interviewed HPD's Training Division
- Interviewed the HPD Chaplain
- Reviewed materials related to the nonprofit organization "Friends of First Responders"
- Benchmarked active programs administered by other agencies
- Gained understanding of City of Bend Oregon Police Department wellness program

The United States Department of Justice (DOJ) is pivotal in guiding best practices for mental health in public safety. The DOJ implemented the Law Enforcement Mental Health and Wellness Act of 2017 (LEMHWA), recognizing the importance of mental well-being alongside physical health. This act underscores the critical need to maintain the psychological health of law enforcement officers to ensure community protection while being emotionally resilient and adaptable to stress.

Despite the recognized importance, support for officer wellness at a national level is fragmented and hindered by cultural and logistical barriers. Law enforcement officers face significant stressors. Their responsibilities involve vigilance, irregular work hours, and exposure to traumatic and confrontational situations. The added pressure of public scrutiny further intensifies these challenges.

Building on this understanding, a 2017 LEMHWA³ Report to Congress offered 22 recommendations to address these risks and improve law enforcement officers' mental health and wellness. Recommendations from the report are as follows:

1. Support creating a public service campaign around law enforcement officers' mental health and wellness in conjunction with National Mental Health Month.
2. Support the development of resources for community-based clinicians who interact with law enforcement and their families.
3. Support programs to embed mental health professionals in law enforcement agencies.
4. Support programs for law enforcement family readiness at the federal, state, and local levels.
5. Encourage departments to allow retired law enforcement officers to use departmental peer support programs post-retirement.

³ Law Enforcement Mental Health and Wellness Act Report to Congress. Enforcement Mental Health and Wellness Act Report to Congress. <https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-p370-pub.pdf> Date accessed 1-3-2024 (page 43-44).

6. Support the development of model policies and implementation guidance for law enforcement agencies to reduce suicide.
7. Support the creation of a Law Enforcement Suicide Event Report surveillance system.
8. Support rigorous research to evaluate the efficacy of crisis lines.
9. Support the expansion of crisis lines for law enforcement staffed with counselors with a law enforcement background.
10. Consider support for a national crisis line for law enforcement.
11. Support research to determine the efficacy of mental health checks and establish best practices.
12. Consider methods for establishing remote or regional mental health check programs at the state or federal level.
13. Support the expansion of peer support programs for all officers.
14. Support expanding peer programs to include broader health and wellness, not just critical stress incidents.
15. Support alternative models to agency-specific peer programs, such as through regional collaborations or labor organizations.
16. Support training programs for peer mentors for peer support programs.
17. Include all types of agencies, including federal, when supporting peer programs for law enforcement.
18. Improve legislative privacy protections for officers seeking assistance from peer crisis lines and other peer-support programs.
19. Support identifying, developing, and delivering successful resiliency training programs for academy and periodic in-service settings.
20. Support training programs that promote the universal application of preventive interventions, including skills to manage stress.
21. Encourage departments to make support available to nonsworn employees on the same terms as their sworn colleagues.
22. Promote the development of programs that promote whole health and officer resilience.

Furthermore, the DOJ compiled a case study⁴ of 11 organizations to compare the similar and distinct initiatives implemented at the various organizations.

The 11 case studies included the following participants:

1. Bend Police Department
2. Charlotte-Mecklenburg Police Department
3. Cop2Cop
4. Dallas Police Department
5. Indianapolis Metropolitan Police Department
6. Las Vegas Metropolitan Police Department
7. Los Angeles County Sheriff's Department
8. Milwaukee Police Department
9. Metropolitan Nashville Police Department

⁴ Law Enforcement Mental Health and Wellness Programs Eleven Case Studies. <https://portal.cops.usdoj.gov/resourcecenter/RIC/Publications/cops-p371-pub.pdf> Date accessed 1-3-2024 (page 5).

10. San Antonio Police Department

11. Tucson Police Department

The report included overviews, program components, challenges, and key learning lessons for program replication. Below is an extraction of the unique elements in and through the various programs.



Table 1. Continuum of law enforcement mental health and wellness programs

Components	BPD	CMPD	DPD	IMPD	LVMPD	LASD	MNPD	MPD	SAPD	TPD	Cop2Cop
Recruitment, hiring, and screening for mental wellness			X	X			X	X	X	X	
Training academy resiliency and self-care			X	X	X	X	X	X	X	X	
In-service training on mental wellness topics	X	X	X	X	X	X	X	X	X	X	X
• Suicide prevention	X	X	X	X	X	X	X	X	X	X	X
• Resilience and self-care	X	X	X	X	X	X	X	X	X		X
• Supervisor training as front-line mental health first aid				X	X					X	X
Mentorship programs				X							
Early warning systems				X	X	X		X		X	
Critical incident response teams	X	X	X	X	X	X	X	X	X	X	X
• Debriefing protocol	X	X	X	X	X	X	X	X	X		X
Peer support programs	X	X		X	X	X	X	X	X	X	X
Behavioral health and wellness units				X	X	X	X	X	X	X	
• Counseling (finances, family, career)	X	X	X	X	X	X	X	X	X	X	X
• Referrals for services	X	X	X	X	X	X	X	X	X	X	X
• Domestic violence				X	X	X	X	X		X	X
• Substance abuse	X	X	X	X	X	X	X	X	X	X	X
Chaplaincy role	X	X	X		X	X	X	X	X		
Psychological counseling (internal)	X		X		X	X	X	X	X	X	X
Psychological counseling (external)		X	X	X	X	X		X		X	X
• Employee assistance program		X		X	X	X		X		X	X
• Treatment (residential and nonresidential)		X	X		X	X	X	X	X	X	X
• Recurring mental health checks		X	X				X		X		X
• Mandatory counseling following critical incident	X	X	X	X	X	X	X	X	X	X	X
• Eye movement desensitization and reprocessing therapy					X	X				X	X
• Officer crisis care and support (injury, illness, line-of-duty deaths, etc.)	X	X	X	X	X	X	X	X	X	X	X
• Military support—deployment and reintegration		X		X	X	X					X
• Retired officers		X	X	X			X	X	X	X	X
• Spousal support, healthy families, or Family Day	X	X	X	X	X	X	X		X	X	
• Therapy animals (dogs, cats, horses, goats)					X						

Source: LEMHWA Eleven Case Studies Report, 2019

The County of Hawai'i's Mental Health Initiatives

Mental health initiatives in the HPD encompass several programs and services. Many of the mental health initiatives are addressed through the department's General Orders (GO). For example, recruitment, hiring, and screening for mental wellness from the table above are addressed in GO-531 Psychological Evaluations, which states, "It shall be the policy of the Hawai'i Police Department that pre-employment psychological evaluations shall be used to help determine suitability for law enforcement work." Other GOs include Peer Counseling & Critical Incident Support Units GO-533 and Police Chaplain Services GO-419. HPD employs a robust early recognition system, as described in Section 4.7 of its procedures manual, to identify employees experiencing difficulties and employ early intervention strategies to support and avoid escalating behavior patterns. Additionally, Training Personnel GO-400 covers modules such as suicide prevention, crisis intervention, peer-to-peer support training, and others. There is a mandatory debriefing protocol for officers following critical incidents.

The County also offers a COH Employee Assistance Program (EAP), in which State of Hawai'i Organization of Police Officers (SHOPO) Bargaining Unit (BU) members are offered up to four free annual visits and additional visits covered by insurance with a copay.

The Chaplain services GO-419 are a central aspect of HPD's mental health program. Chaplain responsibilities are:

Police Chaplain Coordinator (Lead Chaplain) Responsibilities:

1. Report to the Police Chief the operation of the Chaplains' Program
2. Administer the Chaplains' Program
3. Collaborate with the Administrative Services Section Sergeant on administrative matters
4. Submit statistical reports on the activity of the Chaplains' Program to the Police Chief
5. Provide training to recruit classes on the role of the Police Chaplains' Program
6. Be available to perform the duties of a Police Chaplain when necessary

Police Chaplain Responsibilities:

1. Counseling
2. Hospital and Sick Calls
3. Funerals
4. Weddings
5. Invocation and Benediction
6. Public Relations
7. Reporting
8. Perform services within the County outside of the assigned jurisdiction when the Police Chief authorizes the activity.
9. Make regular visits to the police station within their jurisdiction to build relationships.

Although the Chaplain's role is a volunteer position and has clearly defined responsibilities (GO-419), it does not address all components of a mature program. In response, mental health stakeholders formed a nonprofit organization, Friends of First Responders (FFR)⁵, to address some gaps.

The "Friends of First Responders Hawai'i Island" is dedicated to supporting the health and wellness of active and former first responders and their families on Hawai'i Island. They engage in activities such as supporting peer units and personnel during stress or trauma from critical incidents. They connect trauma-affected first responders to counseling or other psychological services. They make crisis text hotlines and suicide prevention hotlines accessible to first responders and their families safely and confidentially. They host family support events and community-building activities to foster a supportive environment for first responders and their loved ones. These include family fun, an annual family first couples retreat, golf tournaments, first responder flag-waiving, and similar events. During events like the first couples retreat, seminars are administered by subject matter experts on topics such as suicide prevention.

FFR has taken a central role in HPD's mental health wellness program. However, we did not find it typical for a private organization to spearhead an agency's program. FFR is acknowledged as a committed partner in improving mental health efforts, and public-private partnerships can result in effective service delivery. However, HPD does not have a specialist responsible for organizing and enhancing its initiatives and network. Currently, a detective with a full-time workload is handling coordination. As a result, HPD depends on FFR for significant support.

A Program by Comparison

We contacted the City of Bend, Oregon, Police Department (CBPD) as they were one of the eleven agencies in the LEMHWA Congressional Report. We spoke with the Lieutenant in charge of the Training Division, which houses the behavioral unit. The Lieutenant stated that the general training budget is approximately \$ 280,000 and \$ 130,000 in additional programs and activities (\$ 410,000 Total) for its workforce of approximately 310 personnel. By contrast, in FY 2022-23, HPD budgeted \$ 146,000 for a workforce of approximately 650 personnel.

⁵ Friends of First Responders Hawai'i Island. <https://fofrhi.com/> Date accessed 1-3-2024.

Bend Oregon Police Department Wellness Program

Overview:

Bend Oregon Police Department's (BOPD) Wellness Program aims to support their employees' physical and mental well-being. These initiatives include various health, fitness, and stress management activities, emphasizing voluntary participation and confidentiality. The programs collectively contribute to a healthier, more resilient workforce.

Available Programs and Resources:

- Team and Individual Workouts
- Yoga
- Mindfulness
- Mental Health LCSW
- Peer Support/Critical Incident Response Team
- Employee Assistance Program (EAP)
- Chaplaincy Program
- Johnny Law Program
- Restorative Resting Program
- Spouses of Bend Oregon Police Department (BOPD)
- Mentorship Program

Wellness Activities:

- **Team & Individual Workouts:** Officers can substitute their breaks for a one-hour workout during shifts. This encourages teamwork and motivation, with individual workouts also available. Participation is voluntary.
- **Yoga (\$30,000 additional funding):** Officers can replace breaks with a one-hour yoga session. It's offered four times in eight days, with professional instructors to reduce stress and improve flexibility. Participation is voluntary.
- **Mindfulness:** A 15-minute session at the end of day shifts, focusing on breathing and reflection to reduce stress and improve mental well-being. Participation is optional.
- **LCSW (\$60,000 additional funding):** A Licensed Clinical Social Worker available for up to 10 hours weekly, offering support and referrals for mental health concerns, building and networking program connections, and maintaining confidentiality.
- **Peer Support Group/Critical Incident Response Team:** A team providing support and counseling for stress management maintaining confidentiality under Oregon Revised Statute.
- **Employee Assistance Program (EAP):** Offers free and confidential counseling for personal and work-related issues independent of the department.

- **Chaplaincy Program (funding unknown):** A chaplain supports officers in crisis, offering assistance with stress, trauma, and other life stressors.
- **Johnny Law Program (\$40,000 additional funding):** An annual health screening program for first responders focusing on cardiac health, diet, sleep, injury prevention, and mental health.
- **Restorative Resting Program:** Allows graveyard officers to rest during breaks, with specific guidelines for readiness and location.
- **Spouses of Bend PD:** A program for spouses to connect, share resources, and support each other, focusing on positive communication and community.

Conclusion

Prioritizing a comprehensive wellness program requires substantial time, effort, and energy invested in researching, designing, implementing, and enhancing initiatives. The maturity of these programs demonstrates a deep commitment to the holistic well-being of both HPD personnel morale and their families. It underscores the department's dedication to fostering a supportive and resilient work environment.

Finding 4: Insufficient Internal Resources for Mental Health Initiatives at HPD

Cause of the Condition

Historically, HPD has not prioritized the role of a mental health coordinator to identify needs and continually enhance offerings in its workforce.

Effect of the Condition

The absence of a dedicated mental health coordinator for first responders could have significant and far-reaching consequences. Without targeted support, first responders face:

- Heightened stress and burnout
- Reduced effectiveness in emergencies
- Increased absenteeism and turnover
- Decline in morale and job satisfaction
- Strained relationships
- Negative public interactions
- Escalating costs for the county

Recommendation 4: Prioritize Resources for Mental Health Initiatives at HPD

We recommend HPD establish a dedicated role to coordinate mental health and wellness initiatives. The coordinator should develop, manage, and customize comprehensive mental health programs consistent with the LEMHWA recommendations to Congress and other established programs, prioritizing consistency and integrating these initiatives to meet the specific needs and structures of HPD. This approach should reduce dependency on any single external organization and enhance the offering of mental health support for first responders.

Training Initiatives

Audit Activity

To verify this section, we conducted the following activities:

- Reviewed publications applicable to the adoption of Peace Officer Standards and Training (POST)
- Reviewed Law Enforcement Standards Board materials
- Reviewed HRS 139 Law Enforcement Standards and other relevant state laws
- Interviewed HPD's Training Division
- Referenced applicable CALEA standards

In the United States, police training standards are not determined at the national level but are managed by individual states. Each state has its own (POST) board or an equivalent entity that sets the minimum training standards for law enforcement officers. In Hawai'i, the Law Enforcement Standards Board ("Board") was established by Act 220, Session Laws of Hawai'i 2018, adding a new chapter codified as chapter 139 to HRS. As outlined in section 139-3, HRS, the board shall:

- (1) Adopt rules in accordance with chapter 91 to implement this chapter;
- (2) Establish minimum standards for employment as a law enforcement officer and certify persons to be qualified as law enforcement officers;
- (3) Establish criteria and standards in which a person who has been denied certification, whose certification has been revoked by the board, or whose certification has lapsed may reapply for certification;
- (4) Establish minimum criminal justice curriculum requirements for basic, specialized, and in-service courses and programs for schools operated by or for the State or a county for the specific purpose of training law enforcement officers;
- (5) Consult and cooperate with the counties, agencies of the State, other governmental agencies, universities, colleges, and other institutions concerning the development of law enforcement officer training schools and programs of criminal justice instruction;
- (6) Employ, subject to chapter 76, an administrator and other persons necessary to carry out its duties under this chapter;
- (7) Investigate when there is reason to believe that a law enforcement officer does not meet the minimum standards for employment, and in so doing, may:
 - a. Subpoena persons, books, records, or documents;
 - b. Require answers in writing under oath to questions asked by the board and
 - c. Take or cause to be taken depositions as needed in investigations, hearings, and other proceedings related to the investigation;
- (8) Establish and require participation in continuing education programs for law enforcement officers;
- (9) Have the authority to charge and collect fees for applications for certifications as a law enforcement officer;
- (10) Establish procedures and criteria for the revocation of certification issued by the board;

- (11) Have the authority to revoke certifications and
- (12) Review and recommend statewide policies and procedures relating to law enforcement, including the use of force.

The Hawai'i State Attorney General's Office houses the Law Enforcement Standards Board, as provided for by HRS §139-2, comprising various officials and members with relevant experience in law enforcement and public service. This board has faced criticism for not meeting deadlines and making slow progress toward establishing unified state standards for law enforcement. The American Civil Liberties Union (ACLU) has been particularly vocal, emphasizing the necessity of uniform standards for law enforcement.

Historically, throughout the state, there has been a tendency to rely on CALEA accreditation as being sufficient. Current HPD leadership has expressed an appetite for adopting POST. It's important to note that POST does not conflict with CALEA; instead, they complement each other and can facilitate adoption, as CALEA provides a common methodological framework.

Adopting POST ensures consistent training for law enforcement recruits statewide, aligning County police departments more closely with the Hawai'i Revised Statutes. Establishing a uniform statewide framework for training, comprehension, and enforcement of laws reduces ambiguity for law enforcement personnel and the public, enhancing clarity in adhering to legal provisions.

The HPD faces risks without adopting POST, including legal and liability concerns, which are partially mitigated when:

- Initial certification assures that officers have been trained under a uniform standardized framework.
- Maintaining certification ensures officers stay up-to-date on new technologies and techniques. It also provides predictable training patterns for scheduling and budgeting.
- Decertification helps to ensure that agencies aren't hiring employees with unacceptable behavior patterns.

POST reduces liabilities by assuring that departments are prepared for current and evolving community needs and helps insulate the department and its employees.

Other concerns include limited interagency cooperation, particularly during an emergency or joint operations. Variability in training techniques and procedures can impede effective collaboration with other agencies. Additionally, the challenge of attracting and recruiting qualified applicants persists, as potential recruits may favor departments adhering to recognized standards like POST.

While law enforcement agencies in Hawai'i slowly move toward adopting a state standard, National Certification Training such as the International Association of Directors of Law Enforcement Standards and Training (IADLEST) are being adopted, and in some states, such as Idaho and Nevada, are becoming mandatory.

Conclusion

As law enforcement agencies across the country continue to enhance their horizontal integration at the state level and vertical integration through the adoption of national standards, any delay in Hawai'i's full implementation of POST will contribute to a steep learning curve and a more protracted timeline to adopt uniform practices employed by participating industry peers.

Despite these challenges, HPD does have a robust training program administered by five full-time uniform personnel. One captain, one sergeant, three police officers and up to 197 field training officers who teach specialized training modules.

HPD training initiatives

Training takes place under four circumstances:

1. Recruitment
2. Transfers
3. Returning to Duty
4. Remedial (Recall Training)

Training Competency

Field Training Officers (FTO) and Training Coordinators learn how to administer, manage, and supervise FTO programs.

The goal of the training is to:

- Produce highly trained and positively motivated employees
- Produce trainers capable of meeting or exceeding the standards of performance the organization requires
- Improve the agency's selection process through on-the-job observation of each new employee's performance and their response to training
- Build skill and knowledge
- Establish a job-related appraisal system utilizing a standardized and systematic approach to the documented measurement of probationary performance.
- Provide equal and standardized training to all newly hired members and remedial training in those areas with identifiable deficiencies
- Establish a career path within the organization by providing qualified members (FTOs)
- Ultimately, it increases the organization's overall efficiency, effectiveness, and reputation by modeling professional, competent, and ethical behavior

HPD maintains training content that is up-to-date, relevant, and compliant with certification standards through the use of its powerDMS module, a feature offered through CALEA.

Recruitment

Individuals who completed the FTO program train recruits. General Orders govern training. For recruits, timelines include:

- Six months of classroom training
 - 40-hours, prosecutor's training

- Evidence
- Prosecutorial thresholds
- 40-hours Criminal Investigation Division & Juvenile Victim's Unit
- Specialized lessons include:
 - Use of Force
 - Pepper Spray
 - Baton Use
 - 40-hours, Firearm
 - Heart Savers (eight department instructors)
 - Medical Field Aid Kit (MFAK) (Certified by Hilo Medical Center, four instructors)
 - How to Administer Narcan (two department instructors)
 - Tourniquet (Instruction provided by the Hawai'i Fire Department)
 - Emergency Vehicle Response – (Maui "Trained-the-Trainer," initially)
 - Advanced Law Enforcement Rapid Response Training (ALERT) is an active shooter module
 - Riot Training "Field Force"
 - Arrest and Control Techniques
 - Correction Facility Training - Cell Extraction
 - Sobriety Testing
 - Annual Training – Firearm Recertification
 - De-escalation Training (Three-day training)
 - Mental Health for Employees, external physician teaches
 - Suicide Training
- Four additional months of on-the-job training. (10 months total)

During the probationary period, which comprises the first four months of on-the-job training, the trainee's field training officer fills out a daily evaluation worksheet. The form contains about 20 metrics on knowledge, safety, and proper use of code.

 - The trainees rotate officer pairings monthly to incorporate diverse perspectives
 - Trainees struggling are put on Performance Improvement Programs.

Transfers

Transfers receive abbreviated training, lasting two to six months, and contains the same criteria as the recruit training.

Returning to Duty

Return-to-duty employees receive a two month refresher training that focuses heavily on recent changes in law and software to refamiliarize officers with changes that may have occurred during their absence.



Special Response Team operators conducting basic entry tactics, Mauna Kea Cabins.
Courtesy HPD

Recall Training

Historically, remedial training with seasoned officers has not been prioritized. Beyond basics such as annual firearms recertification, many seasoned officers have not been targeted for training in new and emerging techniques. Recently, HPD has begun retraining initiatives. Its first class commenced on November 24, 2023. The class consists of 20 officers at a time and is conducted monthly for four days each month. Upon completion, all sworn staff will be apprised of the latest law enforcement modules. The training division's goal is to ensure all sworn staff receive the latest information in a devoted classroom setting at least every five years.



Active Shooter Drills: HPD and HFD, ALERRT AAIR Joint Training
Courtesy HPD.

Conclusion

We compared the training department ratios between the BOPD and HPD. In BOPD, there are 4.5 full-time equivalent (FTE) staff members and additional contractors specifically assigned to advance training initiatives. In contrast, HPD has one Sergeant, one Captain, and three Police Officers responsible for overseeing training activities for a workforce nearly twice the size of BOPD. To fill the gap, HPD utilizes a diverse pool of approximately 197 department instructors covering a wide array of topics, including Firearms, Use of Force, and CPR/First Aid. HPD is committed to providing comprehensive training. HPD estimates these instructors, dispersed across various departmental units, provide approximately 3,291 hours of training annually to department personnel.

While this practice is noteworthy, frequently borrowing field personnel to supplement gaps in the full-time training staff burdens operations and maintaining full staffing. The necessity to borrow personnel frequently indicates a need to analyze the underlying reasons for this requirement.

HPD's recall training ambitions put additional pressure on its callbacks, holdovers, and working on days off, likely contributing to additional overtime. HPD has no devoted training facility, as illustrated in the photographs above.

Training and drills are conducted at the grace of various facilities willing to accommodate the department's requests. This is a challenge for both police and fire services, as they cannot practice practical life-saving drills routinely.

Finding 5: Enhance Officer Training and Standards for HPD

Cause of the Condition

The core challenge faced by the division stems from Hawai'i's absence of uniform training standards. Additionally, the division's training program is severely hindered by a small management team, limited resources, a lack of dedicated facilities, and a limited budget.

Effect of the Condition

HPD faces increased public scrutiny until the state adopts standardized training. Its small management team limits effective coordination, increasing the likelihood of operational failure. Scarce resources, no dedicated training facilities, and a constrained budget limit officers' exposure to critical scenarios. This lack of preparedness puts officers and the public at risk in life-threatening situations without prior simulation or contingency planning.

Recommendation 5a. and 5b.: Strengthen Training Framework with Standards and Resources Optimization

- 5a. We recommend HPD prioritize the adoption of POST standards promoting standardized law enforcement practices statewide, including flexibility for department-specific adaptations acknowledging unique operational needs.
- 5b. We recommend HPD evaluate the staffing model within its training division. This assessment is an examination of the trainer-to-officer ratio to ensure that it can effectively manage the current training and seamlessly incorporate new and pertinent activities to support HPD's long-term objectives.

Lastly, HPD should consider exploring collaboration opportunities with the Hawai'i County Fire Department and other agencies to formulate a long-term strategy for securing a dedicated training facility. This collaborative effort should focus on resource pooling, shared usage, and potential funding avenues to establish a specialized training center.

Chapter 3

Waste, Fraud, and Abuse

As a practice, we remain mindful and document instances of fraud, waste, and abuse within the scope of the audit objective and not departmentwide or countywide.

Management did not report actual fraud, waste, abuse, although they acknowledged ongoing investigations and pending litigation.

What is the definition of Abuse?

“Abuse” involves deficient or improper behavior compared to behavior that a prudent person would consider reasonable and necessary operational practice given the facts and circumstances. This includes the misuse of authority or position for personal gain or the benefit of another. Abuse does not necessarily involve fraud or illegal acts.

During the audit, we became aware of disciplinary reports taken against multiple current and former employees, as reported through press releases and departmental disciplinary reports⁶. These actions may be considered abusive behavior when the allegations are confirmed to be accurate.

We commend the County’s efforts to provide avenues for the public to lodge complaints with the Police Commission and to hold employees accountable when breakdowns occur. The department needs to remain vigilant and continue nurturing a culture that condemns behaviors detrimental to the public interest and the reputation of both the department and law enforcement, including actions that may constitute abuse.

⁶ Annual Misconduct Report. 4* <https://www.hawaiipolice.com/about-us/annual-misconduct-report> Date accessed 2-14-2024.

HPD Ethics Pledge:

LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality, and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession.....law enforcement.

CIVILIAN EMPLOYEES CODE OF ETHICS

AS A CIVILIAN EMPLOYEE, I will keep my private life unsullied as an example to all; develop self-restraint and be constantly mindful of the welfare of others. Honest in thought and deed in personal and official life, I will be exemplary in obeying the laws of the land and the regulations of the department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty. I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions.

REVIEWED FOR PUBLIC RELEASE

Source: <https://www.hawaiipolice.com/wp-content/uploads/2019/08/Code-of-Ethics.pdf> Date Accessed: 2-15-24

Conclusion

To improve government accountability and ensure audit recommendations are implemented or resolved, we will continuously monitor the status of pending recommendations using our remediation tracker. To view the status, visit us at: <https://www.HawaiiCounty.gov/our-county/legislative/office-of-the-county-auditor>

In closing, the improper use of government resources or positions is often discovered thanks to employees and the public, and we encourage you to report concerns through our fraud and whistleblower hotlines:

Fraud and waste hotline: (808) 480-8213

Whistleblower hotline: (808) 480-8279

Email: concern@HawaiiCounty.gov

Fax: (808) 961-8905

Mail: Office of the County Auditor, 120 Pauahi St., Hilo, HI 96720

To access the complaints directory:

<https://www.HawaiiCounty.gov/our-county/legislative/office-of-the-county-auditor/inquiry-and-complaint>

Submit a claim:

<https://www.HawaiiCounty.gov/our-county/legislative/office-of-the-county-auditor/inquiry-and-complaint/intake-form>

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Chapter 4

HPD Management Response

Mitchell D. Roth
Mayor



Benjamin T. Moszkowicz
Police Chief

Reed K. Mahuna
Deputy Police Chief

County of Hawai'i

POLICE DEPARTMENT

349 Kapi'olani Street • Hilo, Hawai'i 96720-3998
(808) 935-3311 • Fax (808) 961-2389

March 19, 2024

Tyler Benner
County Auditor
County of Hawai'i
25 Aupuni Street
Hilo, Hawai'i 96720

Dear Mr. Benner:

RE: MANAGEMENT RESPONSE TO COUNTY AUDITOR'S REPORT

The Hawai'i Police Department (HPD) acknowledges the audit findings, which identified several areas where internal and operational processes could be strengthened within the department's operational and administrative functions. This includes the management of personnel resources, budgeting, functions of the police commission, mental health initiatives, standardization of law enforcement practices, and training staff assessments. Management is in general agreement of the conclusions and the recommendations contained within and offers the below listed management responses.

Recommendation 1:

- HPD conduct a comprehensive review of officer assignments to address response time.

Management response to Recommendation 1:

HPD concurs with this recommendation.

HPD is facing a staffing shortage, which is currently at an average of 60 sworn law enforcement positions. This shortage negatively impacts patrol operations, reducing officer availability resulting in reduced response times, as revealed in this audit. To combat the officer shortage, HPD has taken measures to increase recruitment methods, to include a monetary incentive and application availability. We've transitioned to a continuous recruitment process, which means applicants no longer have to wait for the recruitment period to open and applications for Police Officer I can be submitted at any time. Written and agility tests are now offered monthly, which has allowed HPD to receive a steady pool of applicants for Police Officer I positions. HPD has also increased the frequency of the police recruit training academy, holding three classes a year. This cycle will continue until the vacancies are filled.

"Hawai'i County is an Equal Opportunity Provider and Employer"

Continuing with the increased recruitment efforts, testing and recruit class frequency, it is expected that sworn vacancies will decrease. A comprehensive review of district beat assignments will be conducted in conjunction with the increased personnel, which will allow for greater flexibility in the distribution of officers and is likely to shorten the response times to calls for services by patrol officers.

Recommendation 2:

- **HPD integrate a data-driven budgeting process that accurately aligns fixed and variable costs with operations.**

Management response to Recommendation 2:

HPD concurs with this recommendation.

The budget for the upcoming fiscal year is currently under review and will consider past spending patterns, and fixed, negotiated, and flexible expenses, while attempting to anticipate needs that are not yet known. Department expenses outside of the allotted fixed budget are accomplished via grants or supplemental budget requests and all department spending is conducted in a manner that is fiscally responsible and ensures fiscal efficiency.

Recommendation 3a and 3b:

- **The Police Commission revise and regularly update rules and procedures to include guidelines for budget reviews, annual report content, the Police Chief's performance evaluation, public complaint handling, ensuring consistent, transparent, accountable oversight, and required document production.**
- **The Police Commission establish a review schedule and provide onboard training for new members to implement these procedures effectively.**

Management response to Recommendation 3a and 3b:

HPD takes no position with this recommendation.

The County of Hawai'i Police Commission's authority is derived from the Hawai'i County Charter. The commission's duties and responsibilities include appointing or removing the Chief of Police, conducting an annual performance review of the Chief of Police, review the annual budget prepared by the Chief of Police, and to receive, consider, and investigate charges brought by the public against the conduct of the Department or any of its members. HPD has no authority over the Police Commission and therefore, recommendations would be best addressed to the Police Commission directly.

Recommendation 4:

- **HPD establish a dedicated role within the department to coordinate mental health and wellness initiatives.**

Management response to Recommendation 4:

HPD concurs with this recommendation.

The mental health and personal wellness of all employees of the HPD are of the utmost importance. As noted in the audit report, the department has several programs already in place to assist employees in need and additional initiatives to address officer wellness are in motion as follows:

- In April 2024, the Blue Courage Officer Wellness Program will be offered to 20 employees, a similar program will be offered to first responder couples, and six employees will be trained as instructors so they can provide instruction to other department members in this particular program;
- Implementation of a mental health wellness mobile phone application, which will be made available to officers (current and retired) and their families by mid-summer. This application offers users a method in which they can anonymously access a plethora of resources that address various situations often encountered by first responders; and
- A Public Safety Counselor position is in the final stages of development. A position has been created and funded by the County Council, and HPD is awaiting finalization of the position by the County Department of Human Resources. We hope to recruit and select a qualified candidate by the end of the current fiscal year. Once hired, the Public Safety Counselor will service first responders and their families as they navigate through various situations that may negatively impact their lives.

Recommendation 5a and 5b:

- **HPD prioritize the adoption of POST promoting standardized law enforcement practices statewide, including flexibility for department-specific adaptations, acknowledging unique operational needs.**
- **HPD evaluate the staffing model within its training division. This assessment is an examination of the trainer-to-officer ratio to ensure that it can effectively manage the current training and seamlessly incorporate new and pertinent activities to support HPD's long-term objectives.**

HPD concurs with these recommendations.

TYLER BENNER
COUNTY AUDITOR
COUNTY OF HAWAI'I
RE: MANAGEMENT RESPONSE TO COUNTY AUDITOR'S REPORT
MARCH 19, 2024
PAGE 4

HPD prioritizes department standardization of nationally recognized law enforcement practices, as evidenced by our Commission on Accreditation for Law Enforcement Agencies (CALEA) certification. Our department achieved initial CALEA certification in 2012 and has been successfully recertified four times, most recently in 2023. The CALEA certification signifies that our department has demonstrated, and continues to demonstrate, a high standard of professional excellence as it relates to our department operations, and utilizes standards that align with nationally recognized best practices for law enforcement.

It is noted that the Hawai'i State mandated Law Enforcement Standards Board (LESB) has been tasked with the duties and responsibilities of implementing a certification and de-certification program of all law enforcement officers within the State of Hawai'i. Part of the LESB's role will be to ensure law enforcement training and certification programs are in alignment with nationally recognized best practices for law enforcement, which is likely to equate to a designation similar to POST.

Our department's training staff is commanded by a Captain and consists of one Sergeant and three officers. Recognizing the need to balance the trainer-to-officer ratio, the training staff was recently increased by adding an additional officer to the cadre. As noted in the audit report, department instructors are not limited to only the training cadre; and officers in various assignments throughout the department serve as instructors in various disciplines, which allows for the decentralization of training efforts and the ability to offer training to department members.

In conclusion, the Hawai'i Police Department is dedicated to continuously improving our operations and implementation of these recommendations will lead to enhanced operational efficiency, better resource management, and improved compliance with regulatory requirements. Additionally, these measures will enhance accountability and transparency within the department, contributing to public trust and greater confidence in our department.

Thank you for allowing the Hawai'i Police Department to provide comments.

Sincerely,


BENJAMIN T. MOSZKOWICZ
POLICE CHIEF

Police Commission Response

Mitchell D. Roth
Mayor



Rick Robinson, Chair
Denby Toci, Vice Chair
John Bertsch, Member
Travis Ing, Member
Pudding Lassiter, Member
Rod Quartararo, Member
Anthony Sur, Member
Eileen Lacerte, Member

County of Hawai'i POLICE COMMISSION

Aupuni Center

101 Pauahi Street, Suite 9 • Hilo, Hawai'i 96720

Phone: (808) 932-2950 • Fax: (808) 932-2949

March 25, 2024

Tyler J. Benner
County Auditor
County of Hawai'i
Office of the County Auditor
Ph 808.961.8386

RE: POLICE DEPARTMENT AUDIT (SEP 23 – MAR 24)

VIA Email

Dear Mr. Benner,

We wish to express our appreciation for your thorough auditing of the Hawaii County Police Department. It has come to our attention that this marks the department's inaugural audit, a significant milestone noted by this commission.

As the sole legal authority entrusted with governance and oversight within the Police department, the Commission remains committed to enhancing departmental performance through recommendations to the police chief, as mandated by its charter.

This Commission acknowledges that the auditing team solely engaged with the police department administration to pinpoint the focus areas of this audit. While any audit is indeed beneficial, the Commission strongly advocates for a leadership role in delineating the areas necessitating future audits. The Commission is mindful of the exclusion of significant historically controversial areas.

Police Chief Review is a requirement of the Police Commission and should be conducted annually to the date of hire. It needs to have measurable standards that the Commission has set for the Chief. Further this review should provide for the staff to forward concerns, in confidence, to the Police Commission for its understanding and consideration in its review process.

While the audit's scope did not specifically identify the Commission as a subject, we acknowledge our inclusion in Chapter 2 Audit Results, where constructive criticism was provided. The audit identified two primary areas for the Commission's consideration:

1. We recommend that the Police Commission revise and regularly update its rules and procedures to explicitly include guidelines for budget reviews, annual report content, the Police Chief's performance evaluation, and the handling of public complaints. This will ensure consistent, transparent, and accountable oversight, as well as the required production of documents.

Hawai'i County is an Equal Opportunity Provider and Employer.

Letter to County Auditor Regarding Police Department Audit (Sep 23 – March 24)

2. We recommend that the Police Commission establish a review schedule and provide onboard training for new members to effectively implement these procedures.

The Commission fully supports these recommendations and wishes to emphasize that both initiatives were already in progress before their identification in this audit.

In addressing certain language contained within the audit, it is important to clarify any misconceptions regarding the Commission's authorities.

The audit states:

"9. Non-Interference Clause: Commission members are prohibited from interfering in the administrative affairs of the police department except for purposes of inquiry."

Contrary to this assertion, the 2022 County Charter explicitly reads:

"(9) *Except for purposes of inquiry*, neither the commission nor its members shall interfere in any way with the administrative affairs of the department."

There is no "*prohibition*" clause within the charter that restricts the Commission's authority as implied in your audit.

Contrarily, it is imperative not to misconstrue the seemingly passive language, as the Commission's authority is fully supported by the law. Furthermore, Hawaii County Police Commission Rule 7 – Commission Inquiries provides the legal framework for initiating inquiries through a motion of its members.

The Commission's power of inquiry is unequivocal, with no legal limits to its right to discovery. This phrase was added to the charter in 1994 to expand the powers of the commission, not diminish. It is the Commission's superpower against the dark forces, should they appear.

Sincerely,



Rick Robinson
Hawai'i Police Commission Chair

Chapter 5

Attachments

Attachment 1: Auditor Notes

Notes about the data in general

We relied on management's representations about information provided and, whenever possible, sought corroboration from other sources and evaluated against our knowledge of operations. We requested supporting documentation and, if available, reviewed this information for reasonableness. Therefore, our reviews are not intended to provide assurance that information provided by management is free from error.

Table 3: Call for service data, provided by HPD compiled by OCA

Top 5 Beats: Highest Priority 1 Calls and Response Time Exceeding 30 Minutes			
Beat	Area	Priority 1	Resp Time
832	Eden Roc	6,445	32:37
731	Ocean View	5,436	37:40
831	Fern Acres	3,887	40:50
434	Waikoloa Village**	2,371	**36:13
837	Leilani & Lower Puna	2,191	30:10

Table 3: Call for service data, provided by HPD compiled by the Office of the County Auditor

**See Attachment 1 for Auditor Notes, excludes Officer Initiated calls

Officer-initiated calls are excluded from response time analysis as officers were presumably on the scene when the call was initiated. **Waikoloa Village had an unusual average in 2022 that spiked the total and generally has response time averages between 26:26 to 29:47 for priority 1 calls. Other distinct times that HPD may consider when calculating response time includes "Dispatched" and "First Enroute Route" times.

Table 4: Comparison of Crime Clearances (AG) to UCR (FBI) National Averages, compiled OCA

Comparison of Crime Clearances to UCR National Averages				
Description	2018	2019	2020	2019 National Average
Total Crime Clearance*	18.1%	15.9%	19.9%	-
Violent Crime Clearance**	40.3%	37.8%	49.4%	45.5%
Murder Clearance	50%	87.5%	69.2%	61.4%
Rape Clearance***	29.6%	34.8%	25.7%	32.9%
Robbery Clearance	44.6%	41.9%	52.5%	30.5%
Aggravated Assault Clearance	45.5%	36.3%	54.4%	52.3%
Property Crime Clearance	15.9%	14.1%	15.4%	17.2%
Burglary Clearance	11.9%	14.8%	17.3%	14.1%
Larceny-Thefts Clearance	16.1%	13.6%	13.9%	18.4%
Motor Vehicle Thefts	20.6%	16.0%	19.8%	13.8%

Table 4: Comparison of Crime Clearance (AG) to UCR (FBI) National Averages, compiled Office of the County Auditor

*See Attachment 1 for Auditor Notes

*** Index Crimes** - Murder, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. However, due to a different method of counting, arson and human trafficking offenses are not included in the totals of reported Index Crimes and Index & Part II Offenses.

**** Violent Crimes** - Murder, rape, robbery, and aggravated assault. Human trafficking - commercial sex acts and human trafficking - involuntary servitude are also violent crimes; however, due to a different method of counting, they are not included in the totals of violent crimes, Index Crimes, and total Index & Part II Offenses.

*****Encompasses two definitions - Rape (legacy)*** - The carnal knowledge of a female forcibly and against her will. Assaults or attempts to commit rape by force or threat of force are included. Rape (revised)* - Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.

Attachment 2: HPD Community Satisfaction Survey

HPD Combined Survey Results						
Q1	1. The island of Hawai'i is a safe place to live.	2013	2016	2019	2021	2023
	Strongly Agree	13.7%	9.33%	7.82%	12.7%	11.90%
	Agree	49.2%	41.11%	42.27%	45.8%	47.14%
	Average ^{AA}	31.5%	25.22%	25.05%	29.3%	29.5%
	Neutral	23.8%	22.97%	19.36%	20.7%	23.03%
	Disagree	11.8%	19.69%	22.02%	16.4%	14.89%
	Strongly Disagree	1.5%	6.91%	8.53%	4.4%	3.05%
Q2	2. The island of Hawai'i is a safe place to work.					
	Strongly Agree	16.2%	10.05%	9.82%	14.6%	15.32%
	Agree	56.4%	48.18%	47.32%	50.7%	49.87%
	Neutral	21.2%	26.86%	26.25%	26.0%	25.83%
	Disagree	5.0%	10.05%	12.32%	7.3%	7.56%
	Strongly Disagree	1.2%	4.85%	4.29%	1.5%	1.41%
Q3	3. The island of Hawai'i is a safe place to visit.					
	Strongly Agree	12.9%	9.01%	10.59%	12.5%	13.38%
	Agree	52.8%	43.15%	44.70%	47.7%	49.39%
	Neutral	22.2%	29.46%	22.08%	22.6%	24.56%
	Disagree	11.0%	13.17%	17.77%	14.0%	10.47%
	Strongly Disagree	1.2%	5.20%	4.85%	3.1%	2.20%
Q4	4. Under what circumstances, if any, did you have contact with the Hawai'i Police Department during the past year? (Please scroll down and check all that apply).					
	911 call	19.7%	21.74%	20.25%	22.41%	18.69%
	Traffic Stop	13.4%	12.52%	11.03%	13.43%	9.77%
	Traffic Accident	6.4%	7.83%	4.52%	5.63%	4.79%
	Made a report	30.8%	30.09%	28.21%	28.53%	22.95%
	Parking ticket	0.5%	0.87%	1.27%	89.00%	1.05%
	Police community program	13.9%	15.65%	13.92%	8.98%	8.33%
	Casual encounter with an officer	28.8%	27.48%	27.49%	24.19%	21.70%
	Requested a record	4.7%	5.74%	4.16%	2.86%	3.80%
	Registered a firearm	6.3%	6.09%	3.62%	3.85%	4.33%
	Got fingerprinted	2.0%	2.09%	1.63%	1.88%	1.57%
	Victim of a crime	12.5%	14.43%	9.40%	9.38%	7.67%
	Witness to a crime	5.8%	7.48%	8.50%	7.50%	5.64%
	Arrested for a crime	0.7%	0.35%	0.72%	0.69%	0.85%
	Spoke with a detective	13.4%	13.74%	10.49%	7.31%	8.26%
	No contact	18.0%	21.74%	22.42%	27.05%	31.28%
	Do not wish to declare	3.1%	3.48%	3.44%	3.36%	2.69%
	Other	15.3%	15.13%	16.09%	11.65%	15.34%

Q5 5. During the past year, did you have contact with a POLICE OFFICER from the Hawai'i Police Department?					
Yes	72.80%	73.91%	70.05%	65.98%	60.53%
No	27.20%	26.09%	29.95%	34.02%	39.47%
Q6 6. The officer(s) I had contact with expressed interest in helping me.					
Strongly Agree	26.0%	20.52%	25.13%	27.61%	28.97%
Agree	28.4%	29.72%	32.12%	25.97%	31.22%
Neutral	15.8%	17.45%	12.95%	17.61%	15.77%
Disagree	10.9%	13.68%	13.21%	11.19%	9.33%
Strongly Disagree	14.2%	14.62%	13.21%	12.09%	9.01%
Does not apply	4.7%	4.01%	3.37%	5.52%	5.69%
Q7 7. The officer(s) I had contact with showed concern for my safety.					
Strongly Agree	19.6%	20.24%	21.56%	24.48%	24.59%
Agree	27.6%	26.67%	30.65%	26.70%	29.47%
Neutral	22.2%	20.00%	16.88%	20.36%	19.07%
Disagree	9.1%	10.71%	9.35%	10.86%	7.26%
Strongly Disagree	11.4%	13.81%	11.95%	10.11%	8.34%
Does not apply	10.0%	8.57%	9.61%	7.69%	11.27%
Q8 8. The officer(s) I had contact with showed compassion.					
Strongly Agree	18.3%	19.62%	20.37%	22.78%	23.69%
Agree	25.8%	25.84%	27.15%	29.05%	29.07%
Neutral	21.8%	21.77%	20.63%	19.57%	21.91%
Disagree	14.1%	11.72%	13.05%	12.69%	8.79%
Strongly Disagree	15.3%	16.51%	13.58%	11.93%	9.65%
Does not apply	4.7%	4.55%	5.22%	3.98%	6.94%
Q9 9. The officer(s) I had contact with demonstrated professionalism.					
Strongly Agree	25.4%	26.01%	27.15%	32.10%	34.74%
Agree	33.6%	33.17%	37.34%	33.79%	33.88%
Neutral	16.2%	15.99%	14.36%	17.05%	14.98%
Disagree	9.4%	8.83%	7.05%	8.76%	6.41%
Strongly Disagree	14.3%	14.08%	13.05%	7.68%	7.82%
Does not apply	1.2%	1.91%	1.04%	0.61%	2.17%
Q10 10. The officer(s) I had contact with demonstrated integrity.					
Strongly Agree	21.6%	24.82%	25.07%	28.48%	31.04%
Agree	31.7%	27.47%	32.38%	28.33%	28.96%
Neutral	19.5%	20.72%	18.02%	21.05%	20.55%
Disagree	8.2%	11.57%	9.66%	8.98%	6.78%
Strongly Disagree	13.8%	12.29%	11.75%	9.44%	8.09%
Does not apply	5.2%	3.13%	3.13%	3.72%	4.59%
Q11 11. The officer(s) I had contact with paid attention to details.					
Strongly Agree	17.5%	19.81%	22.05%	24.49%	27.17%

	Agree	33.3%	29.71%	32.28%	30.27%	31.02%
	Neutral	17.3%	18.84%	16.27%	18.88%	17.71%
	Disagree	13.2%	12.80%	12.07%	10.14%	6.68%
	Strongly Disagree	14.9%	15.46%	13.12%	12.64%	9.13%
	Does not apply	3.8%	3.38%	4.20%	3.59%	5.28%
Q12	12. The officer(s) I had contact with made me feel comfortable.					
	Strongly Agree	22.0%	19.51%	26.26%	26.79%	29.24%
	Agree	28.5%	31.95%	28.12%	31.31%	31.23%
	Neutral	19.9%	21.46%	18.83%	17.76%	16.94%
	Disagree	11.5%	9.02%	11.67%	10.59%	10.08%
	Strongly Disagree	16.0%	15.61%	13.26%	12.15%	10.08%
	Does not apply	2.2%	2.44%	1.86%	1.40%	2.44%
Q13	13. The officer(s) I had contact with helped resolve my situation.					
	Strongly Agree	12.7%	13.51%	15.87%	17.64%	18.87%
	Agree	23.0%	20.39%	19.58%	21.89%	20.09%
	Neutral	17.3%	17.20%	16.14%	16.06%	18.53%
	Disagree	13.7%	14.50%	14.29%	14.40%	13.76%
	Strongly Disagree	20.4%	23.59%	20.63%	19.21%	14.87%
	Does not apply	12.9%	10.81%	13.49%	10.71%	13.87%
Q14	14. The officer(s) I had contact with did an excellent job.					
	Strongly Agree	18.4%	18.47%	15.87%	24.04%	26.28%
	Agree	25.1%	22.41%	19.58%	24.52%	23.16%
	Neutral	21.5%	23.40%	16.14%	20.38%	21.83%
	Disagree	11.7%	12.81%	14.29%	11.62%	10.36%
	Strongly Disagree	18.9%	19.95%	20.63%	15.61%	12.03%
	Does not apply	4.3%	2.96%	13.49%	3.82%	6.35%
Q15	15. The officer(s) I had contact with treated me with aloha and respect.					
	Strongly Agree	26.3%	25.62%	29.60%	32.26%	33.15%
	Agree	31.2%	32.02%	32.27%	31.78%	32.36%
	Neutral	17.1%	16.26%	16.80%	16.85%	17.36%
	Disagree	9.7%	11.08%	7.20%	7.70%	6.61%
	Strongly Disagree	13.8%	14.04%	12.80%	10.75%	9.07%
	Does not apply	1.9%	0.99%	1.33%	0.64%	1.46%
Q16	16. Over the past year, did you have contact with a CIVILIAN EMPLOYEE of the Hawai'i Police Department?					
	Yes	35.5%	34.90%	28.41%	27.66%	29.34%
	No	64.5%	65.10%	71.59%	72.34%	70.66%
Q17	17. The civilian(s) I had contact with expressed interest in helping me.					
	Strongly Agree	31.9%	24.74%	28.10%	29.78%	31.84%
	Agree	43.0%	40.72%	32.03%	29.78%	32.06%
	Neutral	10.1%	11.86%	10.46%	17.28%	11.88%

	Disagree	8.2%	10.82%	14.38%	9.93%	7.40%
	Strongly Disagree	4.8%	8.76%	12.42%	10.29%	9.87%
	Does not apply	1.9%	3.09%	2.61%	2.94%	6.95%
Q18	18. The civilian(s) I had contact with showed concern for my safety.					
	Strongly Agree	19.6%	12.89%	18.54%	16.73%	20.50%
	Agree	29.2%	28.35%	23.18%	24.54%	20.50%
	Neutral	24.0%	23.71%	18.54%	25.65%	20.05%
	Disagree	3.3%	6.19%	10.60%	7.06%	5.63%
	Strongly Disagree	4.3%	8.76%	10.60%	8.18%	7.88%
	Does not apply	18.7%	20.10%	18.54%	17.84%	25.45%
Q19	19. The civilian(s) I had contact with showed compassion.					
	Strongly Agree	23.6%	15.71%	20.67%	21.05%	24.37%
	Agree	30.8%	26.70%	21.33%	24.44%	25.51%
	Neutral	24.0%	23.04%	21.33%	25.19%	18.45%
	Disagree	6.3%	14.14%	11.33%	12.03%	8.43%
	Strongly Disagree	4.8%	7.85%	13.33%	9.40%	8.66%
	Does not apply	10.6%	12.57%	12.00%	7.89%	14.58%
Q20	20. The civilian(s) I had contact with demonstrated professionalism.					
	Strongly Agree	31.1%	19.37%	31.13%	29.70%	31.00%
	Agree	38.8%	42.41%	29.14%	30.83%	33.48%
	Neutral	16.5%	17.28%	10.60%	18.05%	12.90%
	Disagree	4.9%	9.42%	11.92%	9.40%	8.14%
	Strongly Disagree	6.3%	9.42%	14.57%	9.77%	9.05%
	Does not apply	2.4%	2.09%	2.65%	2.26%	5.43%
Q21	21. The civilian(s) I had contact with demonstrated integrity					
	Strongly Agree	27.1%	19.05%	25.17%	26.39%	27.95%
	Agree	36.9%	29.63%	29.14%	24.91%	27.95%
	Neutral	21.7%	26.98%	18.54%	24.91%	20.00%
	Disagree	2.5%	7.94%	11.26%	6.32%	5.23%
	Strongly Disagree	5.4%	8.47%	10.60%	8.55%	7.50%
	Does not apply	6.4%	7.94%	5.30%	8.92%	11.36%
Q22	22. The civilian(s) I had contact with paid attention to details.					
	Strongly Agree	29.3%	19.27%	29.14%	26.32%	29.52%
	Agree	40.0%	38.54%	29.80%	32.71%	32.27%
	Neutral	13.7%	18.23%	11.26%	16.17%	12.59%
	Disagree	6.8%	10.42%	17.22%	12.03%	10.30%
	Strongly Disagree	6.8%	9.90%	9.93%	9.40%	7.09%
	Does not apply	3.4%	3.65%	2.65%	3.38%	8.24%
Q23	23. The civilian(s) I had contact with made me feel comfortable.					
	Strongly Agree	27.4%	18.23%	24.16%	27.00%	28.25%

	Agree	38.8%	33.33%	24.16%	25.48%	31.21%
	Neutral	15.9%	18.75%	20.13%	21.67%	14.12%
	Disagree	6.0%	14.58%	11.41%	11.79%	10.25%
	Strongly Disagree	7.0%	10.42%	15.44%	10.27%	9.11%
	Does not apply	5.0%	4.69%	4.70%	3.80%	7.08%
Q24	24. The civilian(s) I had contact with helped resolve my situation.					
	Strongly Agree	23.6%	15.26%	24.67%	25.28%	27.56%
	Agree	36.5%	35.79%	26.67%	29.06%	27.11%
	Neutral	14.8%	13.68%	13.33%	16.60%	15.72%
	Disagree	7.4%	11.05%	11.33%	9.43%	9.79%
	Strongly Disagree	8.9%	13.16%	15.33%	12.83%	8.88%
	Does not apply	8.9%	11.05%	8.67%	6.79%	10.93%
Q25	25. The civilian(s) I had contact with did an excellent job.					
	Strongly Agree	31.3%	21.47%	26.49%	27.17%	29.52%
	Agree	30.3%	26.18%	25.17%	21.89%	25.63%
	Neutral	17.9%	25.13%	17.88%	22.64%	17.16%
	Disagree	7.0%	10.47%	11.92%	13.58%	10.98%
	Strongly Disagree	9.0%	12.57%	15.89%	11.32%	9.84%
	Does not apply	4.5%	4.19%	2.65%	3.40%	6.86%
Q26	26. The civilian(s) I had contact with treated me with aloha and respect.					
	Strongly Agree	34.5%	21.58%	27.15%	31.84%	33.03%
	Agree	40.0%	36.84%	27.15%	25.84%	29.59%
	Neutral	15.0%	17.89%	18.54%	22.47%	13.07%
	Disagree	3.0%	9.47%	9.27%	8.61%	9.40%
	Strongly Disagree	7.0%	12.63%	15.23%	9.36%	9.40%
	Does not apply	0.5%	1.58%	2.65%	1.87%	5.50%
Q27	27. If I need assistance, I am comfortable calling the Hawai'i Police Department					
	Strongly Agree	30.5%	31.08%	31.20%	34.27%	37.31%
	Agree	33.3%	32.72%	33.46%	33.33%	33.04%
	Neutral	19.5%	17.73%	13.16%	14.90%	15.06%
	Disagree	10.5%	11.33%	12.59%	11.25%	9.70%
	Strongly Disagree	6.1%	7.13%	9.59%	6.25%	4.88%
Q28	28. I am comfortable contacting the Hawai'i Police Department to report a crime.					
	Strongly Agree	34.0%	33.21%	34.22%	37.07%	39.46%
	Agree	36.5%	35.77%	33.65%	35.50%	36.26%
	Neutral	14.0%	15.69%	12.10%	13.51%	12.45%
	Disagree	10.2%	8.94%	13.04%	8.48%	7.76%
	Strongly Disagree	5.3%	6.39%	6.99%	5.45%	4.08%
Q29	29. I am comfortable contacting the Hawai'i Police Department to share information about a crime.					
	Strongly Agree	31.3%	30.40%	31.95%	34.38%	36.56%

	Agree	33.6%	36.08%	33.65%	33.75%	35.95%
	Neutral	19.1%	16.67%	14.66%	16.51%	15.42%
	Disagree	10.3%	9.15%	12.03%	9.15%	8.05%
	Strongly Disagree	5.6%	7.69%	7.71%	6.20%	4.02%
Q30	30. I am confident in the ability of the Hawai'i Police Department to serve my needs.					
	Strongly Agree	16.4%	13.37%	12.81%	19.37%	19.51%
	Agree	25.5%	26.74%	24.48%	29.11%	29.81%
	Neutral	23.0%	26.19%	25.24%	22.30%	27.29%
	Disagree	20.9%	19.78%	22.03%	16.65%	13.51%
	Strongly Disagree	14.1%	13.92%	15.44%	12.57%	9.89%
Q31	31. I believe the Hawai'i Police Department does a good job in keeping the island of Hawai'i safe.					
	Strongly Agree	15.5%	12.52%	12.59%	18.34%	16.98%
	Agree	28.4%	33.70%	26.13%	30.82%	36.55%
	Neutral	26.1%	26.52%	28.76%	25.79%	24.86%
	Disagree	19.6%	15.10%	18.23%	14.57%	13.79%
	Strongly Disagree	10.2%	12.15%	14.29%	10.48%	7.81%
Q32	32. I am satisfied in the way the Hawai'i Police Department responds to crime in my community.					
	Strongly Agree	13.8%	11.76%	10.25%	14.57%	14.64%
	Agree	20.6%	23.53%	19.54%	25.87%	28.93%
	Neutral	24.0%	24.45%	25.05%	23.55%	25.85%
	Disagree	24.0%	23.53%	25.81%	19.43%	18.81%
	Strongly Disagree	17.6%	16.73%	19.35%	16.58%	11.76%
Q33	33. Please provide information about your residency status by checking the appropriate box below.					
	I am a resident of the island of Hawaii	96.8%	98.17%	96.98%	97.79%	97.27%
	I am not a resident of the island of Hawaii	3.2%	1.83%	3.02%	2.21%	2.73%
Q34	34. Have you been a resident of the island of Hawai'i all your life?					
	Yes	36.6%	30.02%	27.11%	36.92%	32.63%
	No	63.4%	69.98%	72.89%	63.08%	67.37%
Q35	35. How long have you been a resident of the island of Hawai'i?					
	Less than one year	2.3%	2.41%	1.34%	1.69%	1.98%
	1-2 years	4.3%	4.28%	5.61%	3.55%	5.09%
	2-5 years	10.3%	10.96%	15.51%	13.03%	11.54%
	5-10 years	22.9%	15.51%	18.98%	19.29%	19.44%
	10-15 years	16.9%	20.05%	14.71%	14.38%	12.68%
	15-20 years	6.6%	14.17%	10.16%	12.01%	10.91%
	20-25 years	12.0%	8.56%	6.68%	12.18%	9.98%
	More than 25 years	24.1%	22.19%	26.47%	23.35%	26.92%
	I do not wish to declare	0.6%	1.87%	53.00%	0.51%	1.46%
Q36	36. What is your zip code?					
	96704	3.1%	3.56%	3.72%	3.55%	2.54%

	96710	0.2%	0.19%	0.00%	0.32%	42.00%
	96718	0.4%	0.38%	0.20%	0.00%	0.14%
	96719	0.4%	0.38%	3.91%	0.97%	0.78%
	96720	24.5%	25.70%	17.22%	25.27%	20.31%
	96721	0.9%	1.31%	0.39%	0.22%	0.42%
	96725	1.3%	0.75%	1.37%	1.40%	0.78%
	96726	0.2%	0.56%	0.00%	0.11%	0.14%
	96727	1.5%	0.75%	2.15%	2.80%	2.26%
	96728	0.2%	0.00%	0.39%	0.32%	0.35%
	96737	1.3%	1.31%	2.74%	4.95%	4.23%
	96738	4.0%	2.81%	2.94%	3.23%	11.28%
	96739	0.4%	0.00%	0.39%	0.11%	0.00%
	96740	15.2%	13.32%	23.68%	16.67%	16.72%
	96743	2.6%	1.88%	5.09%	5.38%	4.51%
	96745	0.4%	0.00%	0.59%	0.43%	0.63%
	96749	9.9%	14.26%	5.48%	10.32%	7.55%
	96750	2.7%	1.50%	1.17%	0.97%	1.41%
	96755	0.9%	0.56%	3.33%	1.18%	1.34%
	96760	0.9%	0.94%	0.59%	1.18%	1.56%
	96764	0.5%	0.00%	0.20%	0.00%	28.50%
	96771	3.1%	3.38%	4.31%	3.76%	3.95%
	96772	1.8%	1.13%	0.78%	0.86%	1.06%
	96773	0.5%	0.00%	0.00%	0.00%	0.35%
	96774	0.2%	0.19%	0.00%	0.11%	0.14%
	96776	0.7%	0.38%	0.20%	0.22%	0.21%
	96777	0.7%	0.94%	0.78%	0.32%	0.71%
	96778	7.9%	14.07%	9.59%	9.03%	8.04%
	96780	0.2%	0.19%	0.20%	0.22%	0.35%
	96781	1.1%	0.94%	0.98%	0.43%	0.71%
	96783	0.4%	0.94%	0.78%	0.86%	1.20%
	96785	6.9%	3.00%	2.94%	2.15%	2.68%
	I do not wish to declare	5.1%	4.69%	3.91%	2.69%	2.96%
Q37	37. What is your age?					
	Under 15	0.0%	0.00%	0.00%	0.00%	0.00%
	15-17	0.4%	0.18%	0.19%	0.00%	0.21%
	18-21	0.9%	0.74%	0.38%	0.53%	0.48%
	22-34	8.5%	10.72%	6.25%	8.44%	5.95%
	35-44	15.7%	13.86%	13.26%	17.09%	13.13%
	45-54	21.9%	17.93%	18.37%	16.35%	15.87%
	55-64	31.0%	27.73%	29.55%	23.73%	22.57%

	65-74	16.0%	22.00%	19.89%	23.31%	28.04%
	75-84	1.8%	2.77%	6.82%	5.70%	9.17%
	85-94	0.2%	0.18%	0.57%	63.00%	0.48%
	Over 94	0.0%	0.00%	0.00%	0.00%	0.00%
	I do not wish to declare	3.7%	3.88%	4.73%	4.22%	4.10%
HPD Survey Participation						
Q1	Participation By Survey Year	<u>2013</u>	<u>2016</u>	<u>2019</u>	<u>2021</u>	<u>2023</u>
		600	579	563	1034	1572

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County Auditor

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The Office of the County Auditor is tasked with promoting accountability, fiscal integrity, and openness in local government. Our work is intended to assist County government in its management of public resources, delivery of public services, and stewardship of public trust. Copies of this audit report can be obtained by contacting the Office of the County Auditor or visiting our website: <https://www.HawaiiCounty.gov/our-county/legislative/office-of-the-county-auditor/audit-reports>