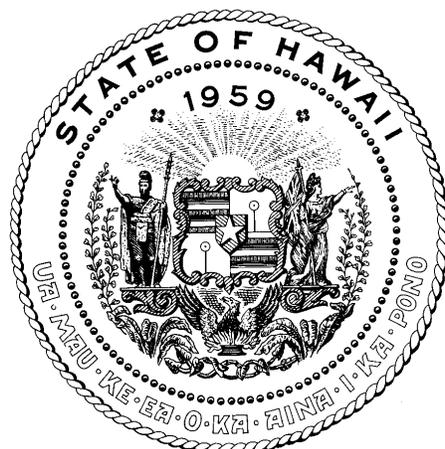


REPORT TO THE TWENTY-FIFTH LEGISLATURE  
REGULAR SESSION OF 2009

RELATING TO ACTIVITIES OF THE DIVISION OF CONSERVATION AND RESOURCES  
ENFORCEMENT AND IMPROVEMENTS MADE DUE TO INCREASED FUNDING FOR  
EQUIPMENT UPGRADES, ADDITIONAL DOCARE OFFICERS, CLERICAL STAFF AND  
DATA COLLECTION



PREPARED BY:  
STATE OF HAWAII  
DEPARTMENT OF LAND AND NATURAL RESOURCES

in response to:  
SECTION 30 of ACT 213, SESSION LAWS OF HAWAII, 2007  
and  
SECTION 30.1 OF ACT 158 SESSION LAWS OF HAWAII 2008

DECEMBER 2008

RELATING TO ACTIVITIES OF THE DIVISION OF CONSERVATION AND  
RESOURCES ENFORCEMENT AND IMPROVEMENTS MADE DUE TO  
INCREASED FUNDING FOR EQUIPMENT UPGRADES, ADDITIONAL DOCARE  
OFFICERS, CLERICAL STAFF AND DATA COLLECTION

Section 30 of Act 213, Session Laws of Hawaii (SLH) 2007, and Section 30.1 of Act 158, SLH 2008, calls for the Department of Land and Natural Resources' (DLNR), Division of Conservation and Resources Enforcement (DOCARE) to submit progress reports to the Legislature on December 31, 2008 relating to all conservation and resources enforcement officers that denotes general locations, dates, outcomes; and improvements made due to increased funding for strategic planning, equipment upgrades, additional enforcement officers, clerical staff and data collection.

I. STRATEGIC PLANNING

With increased funding from the Legislature and in partnership with internal and external partners, DOCARE completed an initial assessment and an action planning phase of a statewide DOCARE Strategic Planning initiative. A strategic planning process steering committee comprised of the DOCARE Division Administrator, Assistant Administrator, each of DOCARE's four County Branch Managers, and DLNR Chairperson with assistance of the contracted facilitator was established.

The strategic planning process was designed to focus on a review of DOCARE's long standing mission statement, core values and key objectives. In an effort to ensure quality results, the scope of the planning process was designed to maximize stakeholder input while keeping survey and discussion points on track.

The first major step in the DLNR DOCARE strategic planning process was to identify and circulate an oral interview survey to a narrow group of stakeholders that was designed to identify the primary direction of this first ever, comprehensive, statewide, DOCARE strategic planning process.

This initial stakeholder group made up of fifteen individuals, narrowed the focus of the strategic planning process and set the foundation for this planning initiative. The participants included external stakeholders, DLNR and DOCARE colleagues from within DLNR. Neighbor Island participants were included in the survey group and all had knowledge of both DLNR and DOCARE's long standing duties and responsibilities. Each participant was also invited to share any additional thoughts or to raise any additional ideas they wanted to have added to the strategic planning initiative.

Results of this first survey were analyzed and a second more detailed survey was circulated to a greater number of internal and external stakeholders including each state Legislator and each Conservation and Resources Enforcement Officer. Analysis of the second more widely distributed survey lead to the first two day DLNR DOCARE Strategic planning retreat.

DLNR Administrators, Branch Managers, DOCARE Supervisory and Management staff met to discuss the survey results and the future direction of the DOCARE. Core values and guiding principles for DOCARE's future direction were discussed. On the second day of the retreat, DOCARE staff from throughout the state met to review the Division's current status and to begin to redefine DOCARE for the future. This group made up of DOCARE Administrators, Branch Managers, Supervisors and Field Officers moved forward with proposals to rewrite the DOCARE mission statement, identify core values, and rewrite program objectives and to establish a practical action plan. Once these tasks were identified DLNR, DOCARE and the consultant agreed upon a second two day retreat made up of DOCARE Administrators, Branch Managers, Supervisors and Field Officers from various districts statewide to finalize and move forward with tasks that were identified during the first retreat.

To date this effort has resulted in DOCARE's unanimous statewide agreement to accept a new, more fitting mission statement, clearly identifiable core values, guiding principals and key objectives. In addition, DOCARE was able to articulate and define an action planning phase and action steps for immediate and long term follow-up.

The Strategic Planning process has resulted in the following work products:

1. New Mission Statement

DOCARE effectively upholds the laws that serve to protect, conserve and manage Hawaii's unique and limited natural, cultural and historic resources held in public trust for current and future generations of visitors and the people of Hawaii nei.

2. Values and Guiding Principles:

DOCARE is committed to excellence through the following identifiable values and guiding principals:

A. Kuleana:

DOCARE dedicates itself to the enhancement, perpetuation and protection of Hawaii's natural, cultural and historic resources by recognizing our Kuleana to serve Hawaii, the general public and our local communities with a profound sense of responsibility and in the spirit of Aloha.

B. Integrity and Professionalism:

DOCARE adheres to the highest ethical and moral standards in serving Hawaii and maintaining the public trust in the performance of our duties.

3. Health and Safety:

DOCARE acknowledges that our citizens have a right to utilize the resources that define Hawaii's uniqueness in an atmosphere that promotes safety. Therefore, we will endeavor to enforce laws established to provide for public health and safety.

4. Service:

DOCARE recognizes that sustaining our quality of life is connected to the integrity of Hawaii's natural and cultural environment and is a shared responsibility of all citizens, government agencies and private organizations. DOCARE pledges to commit to unite our communities, public agencies and private organizations to assist in attaining its mission through education, outreach and the establishment of meaningful partnerships that promote the principles of *malama aina* through increased awareness and collaboration.

Proposed Objectives and Initial Action Plan

The Strategic Planning initiative established the following six objectives:

Objective 1 (Priority #1)

Develop and implement staffing structure to improve efficiency, effectiveness, accountability and officer safety.

Objective 2 (Priority #2)

Identify, develop and initiate a plan for operational infrastructure to improve efficiency, effectiveness, accountability and officer safety.

Objective 3 (Priority #4)

Improve recruitment and retention by creating incentive standards and providing continuing education for officer professional development.

Objective 4 (Priority #1)

Formally redefine relationships with all partners to rationalize DOCARE's responsibilities in these jurisdictions.

Objective 5 (Priority #5)

Identify, develop and initiate successful data collection model for use by DLNR for effective resource protection and management.

Objective 6 (Priority #3)

Engage, educate and empower local communities to share in the responsibility with DOCARE of protecting Hawaii's natural, cultural and historic resources

Each Branch agreed upon assigned responsibilities to implement the objectives. As the Strategic Planning initiative moves forward, more work products will be identified and completed in order to redefine DOCARE in an effort to better protect and sustain Hawaii's unique precious natural, historic and cultural resources.

## II. RELATING TO ACTIVITIES OF DOCARE

DOCARE has compiled Daily Narrative Reports that are prepared by each Conservation and Resources Enforcement Officer and contains the following information:

- A. Enforcement categories;
- B. Position number of enforcement officer involved;
- C. Type of enforcement activities conducted;
- D. Date that enforcement activities were conducted;
- E. Location of activities;
- F. Number of hours spent for each enforcement activity; and
- G. A brief description of outcomes or status of enforcement activities.

A listing of DOCARE's BRANCH LEVEL – ACTIVITY CODES is attached. These Activity Codes are used for each activity engaged in. Enforcement activities that include time spent on waterborne patrols for example, are designated with the letter "B", after the appropriate activity code. Additionally, enforcement activities that include time spent with their assigned canine are designated with the letter "C" after the appropriate activity code.

Copies of statewide DOCARE officers' daily activity can be viewed electronically at [www.state.hi.us/dlnr/Reports.html](http://www.state.hi.us/dlnr/Reports.html).

## III. IMPROVEMENTS MADE DUE TO INCREASED FUNDING FOR EQUIPMENT UPGRADES, ADDITIONAL DOCARE OFFICERS, CLERICAL STAFF AND DATA COLLECTION

### New Positions

DOCARE established and began recruitment to fill all new legislative approved positions. Due to statewide fiscal shortfalls, however, DOCARE, along with all other divisions and agencies, needed to reduce expenditures and place a freeze on hiring. Economic uncertainty makes it difficult to identify when recruitment and hiring will resume. Fiscal uncertainty has also impacted recruitment whereby

potential candidates are reluctant to leave established positions during this state of financial crisis.

### Equipment Purchases

DOCARE purchased a new fully equipped 26 foot patrol boat for deployment throughout Kauai County. The patrol vessel has been delivered and placed into service for patrol duties off Kauai. Necessary training for the vessels operation has been completed and crews are conduction routine offshore patrols.

Specifications for a second patrol that was appropriated by the Legislature has been identified and the purchasing process has begun in order to purchase and deploy this vessel to Oahu.

A limited number of new patrol vehicles and red/blue emergency lights have been purchased and deployed statewide for use by DOCARE's various branches. An internal emergency vehicle policy has been consulted with the Hawaii Government Employees Association and the policy designed to manage the use of emergency vehicles and red/blue lights has been incorporated in to the DOCARE Policy manual.

Equipment and training for newly hired Conservation and Resources Enforcement Officers has been completed and new hires have been scheduled for field patrol.

### Field Data Collection

DOCARE purchased, configured and issued semi-rugged laptops for each Conservation and Resources Enforcement Officer state-wide. In addition, DOCARE has hired consultants to identify and write compatible software, which would meet DOCARE's field data collection and information retrieval requirements. Slated to be completed in June 2009, review, analysis and discussions statewide have already begun.

Emphasis is placed on collecting, storing and reproducing data and information for improved resource protection and division response. This information will be used for timely consolidation of data into branch and division wide reports.

Each officer has been issued and now carries a portable ruggedized Global Positioning System (GPS) unit. This unit records the officers' position and keeps track of the officers' movements. In addition, the GPS devise can be used as cell-phone to the 911 emergency operators in an effort to establish emergency communications with other first responders and to help increase officer safety.