

GM 516

**Submitting for consideration and confirmation to
the Director of the Department of Public Safety;
Gubernatorial Nominee, NOLAN ESPINDA, for a
term to expire 12-3-2018.**

PSM



EXECUTIVE CHAMBERS
HONOLULU, HAWAII

David Y. Ige
Governor

Testimony on GM 516
Confirmation of Nolan Espinda
Director, Department of Public Safety

Governor David Y. Ige

SENATE COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY
AFFAIRS

March 5, 2015

1:15 p.m., Room 229

Chair Espero, Vice Chair Baker and committee members:

I respectfully request your support in confirming the appointment of Nolan Espinda as the Director of the Department of Public Safety. Nolan Espinda has worked for the Department of Public Safety for 32 years, starting his career in 1983, as a recreation specialist at the Hawaii Youth Correctional Facility.

Espinda has served as warden at the Waiawa Correctional Facility, Oahu Community Correctional Facility, and most recently, at the Halawa Correctional Facility since 2009.

In 1994, Espinda was the recipient of the Department of Public Safety's "Manager of the Year" award. He is a graduate of Iolani School and holds a BA in political science from California State University at Chico.

This administration is committed to reshaping the culture of government by embracing and accelerating change. I'm confident that Nolan Espinda will support our employees in the Department of Public Safety in this effort. Together, we can build a better home for our keiki, kupuna, and all the residents of Hawaii.

Mahalo for your consideration.

STATE OF HAWAII
DEPARTMENT OF DEFENSE

TESTIMONY ON GOVERNOR MESSAGE 516
SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO
THE DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY,
GUBERNATORIAL NOMINEE, NOLAN ESPINDA
FOR A TERM TO EXPIRE 12/3/2018

PRESENTATION TO THE
SENATE COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL
AND MILITARY AFFAIRS

BY
BRIGADIER GENERAL ARTHUR J. LOGAN
ADJUTANT GENERAL
AND DIRECTOR OF THE HAWAII EMERGENCY MANAGEMENT AGENCY
March 5, 2015

Chair Espero, Vice Chair Baker, and Members of the Senate Committee on Public Safety,
Intergovernmental and Military Affairs:

I am Brigadier General Arthur J. Logan, State Adjutant General and the Director of the Hawaii
Emergency Management Agency (HI-EMA). I am providing written testimony in support of
Governor Message 516, which considers and confirms Mr. Nolan Espinda to the Director of the
Department of Public Safety.

Mr. Espinda has more than 32 years in corrections, serving in several positions in the
Department of Public Safety. Most recently, he served the last six years as the warden at the
Halawa Correctional Facility.

In a recent interview with Denby Fawcett, Mr. Espinda stated he would like to create a strong
and proud department. He went on to say, "I want the department to be more streamlined,
more consistent, more accountable."

I have had many conversations with Mr. Espinda regarding his department. I believe he is well
versed in the morale and welfare of the department and has concrete goals and objectives for
its future.

I urge your committee to recommend Senate confirmation on the nomination of Mr. Nolan
Espinda to serve as the Director of the Department of Public Safety.

Thank you for the opportunity to provide written testimony in support of Governor Message 516.

DAVID Y. IGE
GOVERNOR



STATE OF HAWAII
HAWAII PAROLING AUTHORITY
1177 Alakea Street, First Floor
Honolulu, Hawaii 96813

BERT Y. MATSUOKA
CHAIR

JOYCE K. MATSUMORI-HOSHIJO
MICHAEL A. TOWN
ANNELLE C. AMARAL
FITUINA F. TUA
MEMBERS

TOMMY JOHNSON
ADMINISTRATOR

No. _____

TESTIMONY ON GOVERNOR'S MESSAGE 516
Consideration and Confirmation of Nolan Espinda
as Director of the Department of Public Safety

By Bert Y. Matsuoka
Chairman, Hawaii Paroling Authority

Senate Committee on Public Safety, Intergovernmental and
Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

Thursday, March 5, 2015; 1:15p.m.
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am providing testimony in support of the nomination and confirmation of Mr. Nolan Espinda as the Director of the Department of Public Safety.

Mr. Espinda has consistently throughout his career in corrections displayed integrity, diligence, and a commitment to public service. He clearly possesses the knowledge, abilities, professional experience, vision, and strong leadership skills required of the position of Director of the Department of Public Safety.

At this critical time for the Department of Public Safety, Mr. Espinda's knowledge of the Department and his leadership skills will be instrumental in moving the Department forward. It is, therefore, without reservation that I strongly recommend the nomination of this qualified, and dedicated public servant as Director of the Department of Public Safety.

Thank you for the opportunity to provide testimony in support of Mr. Espinda's nomination and confirmation.

TESTIMONY BY WESLEY K. MACHIDA
DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

AND BY RODERICK K. BECKER
DEPUTY DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

STATE OF HAWAII

TO THE SENATE COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND
MILITARY AFFAIRS

ON
GOVERNOR'S MESSAGE NO. 516

March 5, 2015
1:15 P.M.

SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE
DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY,
GUBERNATORIAL NOMINEE, NOLAN ESPINDA

Dear Chair Espero, Vice Chair Baker, and Members of the Committee:

We support the confirmation of Nolan Espinda to the position of Director of the Department of Public Safety.

Governor Ige's administration is committed to addressing the many issues facing our state in a direct and forthright manner. We will strive to do the right thing, the right way to achieve our shared goal of a healthy, sustainable economy to support our kupuna, ourselves, and our children.

Mr. Espinda is an integral part of a team that is committed to achieving the goals of this administration in an honest, transparent, accountable, and responsive manner. Therefore, we support his confirmation as the Director of the Department of Public Safety.

Thank you for the opportunity to provide testimony.

From: mailinglist@capitol.hawaii.gov
Sent: Wednesday, March 04, 2015 12:16 PM
To: PSMTestimony
Cc: Pamela.Ferguson-Brey@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: CVCC testimony Nolan Espinda.pdf

GM516

Submitted on: 3/4/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Pamela Ferguson-Brey	Crime Victim Compensation Commission	Support	Yes

Comments:

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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DAVID Y. IGE
GOVERNOR



STATE OF HAWAII
**CRIME VICTIM COMPENSATION
COMMISSION**

1136 Union Mall, Suite 600
Honolulu, Hawai'i 96813
Telephone: 808 587-1143
FAX 808 587-1146

MARI MCCAIG
Chair

ABELINA SHAW
Commissioner

MARTHA ROSS
Interim Commissioner

PAMELA FERGUSON-BREY
Executive Director

TESTIMONY ON GOVERNOR'S MESSAGE 516

Consideration and Confirmation of NOLAN ESPINDA
Director of the Department of Public Safety

Pamela Ferguson-Brey, Executive Director
Crime Victim Compensation Commission

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn Baker, Vice Chair

Thursday, March 5, 2015; 1:15 PM
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Senate Committee on Public Safety,
Intergovernmental and Military Affairs:

Thank you for providing the Crime Victim Compensation Commission ("Commission") with the opportunity to testify before you today. The Commission strongly supports the confirmation of Nolan Espinda as Director of the Department of Public Safety.

The Commission is administratively attached to the Department of Public Safety. The Commission was established in 1967 to mitigate the suffering and financial impact experienced by victims of violent crime by providing compensation to pay un-reimbursed crime-related expenses. In 2003, the Commission initiated the Restitution Recovery Program to serve as the clearinghouse for restitution payments collected from inmates and parolees.

Nolan Espinda has been a strong supporter of the Justice Reinvestment Initiative (JRI). When it was passed in 2012, JRI became landmark legislation in that it is not only designed to increase

public safety while reducing spending on corrections, but also created the first comprehensive victim component that has since become a national model. Hawai'i's JRI model included increasing inmate restitution payment rates to 25% of all earnings, deposits, and credits; creating, within the Department of Public Safety, the Correction Based Victim Service Program which included two funded positions; and creating the self-funded, sustainable, victim-centered Statewide Automated Victim Notification (SAVIN) Program. According to the Council of State Governments, Hawai'i's JRI efforts represent the highest number of substantive policy inclusions for crime victims to date in any state's justice reinvestment project.

In 2011, the Commission was appointed to serve as a member of the JRI Working Group that developed the policy framework that became the basis for JRI. In 2012, the Commission was appointed and continues to serve as a member to the JRI Implementation Working Group and serves as the lead co-chair of two JRI Implementation Working Group subcommittees – the JRI Restitution Workgroup and the JRI Victim Services Workgroup.

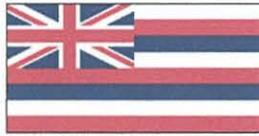
The JRI Restitution Workgroup is tasked with the following three goals:

1. Facilitate the implementation of victim restitution collection pursuant to Hawai'i Revised Statutes (HRS) §353-22.6, which was amended by Act 139 on July 1, 2012, to increase the amount of restitution payable by inmates from 10% of inmates wages to 25% of all funds deposited into an inmate's account.
2. Address issues that impact the timely and accurate collection of restitution by improving interagency collaboration and establishing policies and procedures to ensure consistent restitution collection.
3. Develop a statewide restitution database within the Commission to provide policy makers with comprehensive data about court-ordered restitution.

Since 2012, the workgroup has been working with the Department of Public Safety on the first two goals. While progress has been made, not all of the goals have been achieved. Two special areas of concern are the failure to identify all inmate restitution cases and the failure to establish the Correction Based Victim Service unit within the department. Mr. Espinda has committed to a plan of action to address the first area of concern and the Commission is hopeful that he will establish the Correction Based Victim Services unit. The workgroup has developed a strategic plan and believes that Nolan Espinda will work with the workgroup to continue implement JRI.

Nolan Espinda has demonstrated a leadership style that is straight forward and promotes positive changes. He believes in accountability and that offenders must fulfill their restitution obligations. The Commission is confident that Mr. Espinda will continue to support JRI and the Commission's core mission.

Thank you for providing the Commission with the opportunity to testify in strong support of the confirmation of Nolan Espinda as Director of the Department of Public Safety.



CAPITOL CONSULTANTS OF HAWAII, LLP
222 South Vineyard Street Suite 401, Honolulu, Hawaii 96813
Office: (808) 531-4551 Fax: (808) 533-4601 Website: www.808cch.com

February 27, 2015

Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair
Committee on Economic Development and Technology
State Capitol, Room 016
415 South Beretania Street
Honolulu, HI 96813

RE: GM516 Submitting for consideration and confirmation as the Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-3-2018.

Dear Chair Espero, Vice Chair Baker and Members of the Committee:

I have known Nolan Espinda professionally for at least 15 years. He has been a mainstay in the Department of Public Safety and his career there has always been solid. No matter how you look at it, he has been a perennial candidate for the job that the Governor is seeking to place him in, whether Mr. Espinda has sought it or not. He is knowledgeable, always a leader, and epitomizes the idea of enlightened corrections official. In short, he is humane, yet fair, able to empathize with those within his client population, yet tough enough not to be hoodwinked by them. He has stood the hard test of time in what is a hard business.

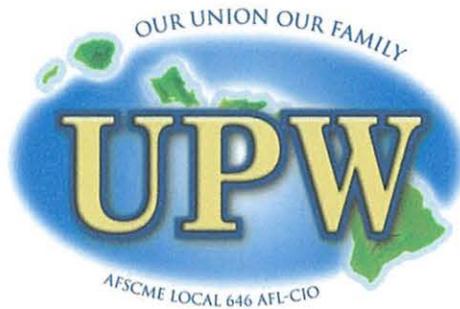
And he understands that incarcerating Hawaii's prisoners on foreign soil in Arizona and elsewhere is not a solution that is ideal. He knows, that all things being equal, this is not a solution that can stand. It would be better if Hawaii could bring those prisoners home and house them in modern, better, facilities manned by better trained staff, and Mr. Espinda has been, is, an advocate for that. That is just good public policy and it is his ambition and desire, as it would be for any truly well informed corrections executive.

Nolan Espinda has labored hard and long, for thirty years, in the very difficult vineyard of the Public Safety and he has proven his worth over and over again.

It is time to put this professional in charge.

Respectfully Submitted,

John H. Radcliffe
President



THE HAWAII STATE SENATE
The Twenty-Seventh Legislature
Regular Session of 2015

COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY AFFAIRS

The Honorable Senator Will Espero, Chair
The Honorable Senator, Rosalyn H. Baker, Vice Chair

DATE OF HEARING: Thursday, March 5, 2015
TIME OF HEARING: 1:15PM
PLACE OF HEARING: Conference room 229
State Capitol
415 South Beretania Street

**TESTIMONY ON GM516 FOR THE NOMINATION OF MR. NOLAND ESPINDA FOR
PUBLIC SAFETY DIRECTOR**

By DAYTON M. NAKANELUA,
State Director of the United Public Workers,
AFSCME Local 646, AFL-CIO ("UPW")

My name is Dayton M. Nakanelua and I am the State Director of the United Public Workers, AFSCME, Local 646, AFL-CIO (UPW). The UPW is the exclusive representative for approximately 14,000 public employees, which include blue collar, non-supervisory employees in Bargaining Unit 1 and institutional, health and correctional employees in Bargaining Unit 10, in the State of Hawaii and various counties. The UPW also represents about 1,500 members of the private sector.

The UPW supports GM516 for the gubernatorial nomination of Mr. Noland Espinda as Director of Public Safety. Mr. Espinda has been serving in the Public Safety Department for over 32 years. The UPW looks forward to working with Mr. Espinda in improving the incarceration and rehabilitation conditions for the inmates as well as improving the working conditions for the employees of the department.

We ask the consideration of the Senate Judiciary and Labor Committee in confirming Mr. Noland Espinda as the Director of the Department of Public Safety.

Thank you for the opportunity to testify on this measure.

Testimony of Brooke Wilson
Pacific Resource Partnership

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

GM 516 Submitting for consideration and confirmation as the Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA
Thursday, March 5, 2015
1:15 PM
State Capitol – Room 229

Aloha Chair Espero, Vice Chair Baker and members of the Committee:

PRP is a not-for-profit organization that represents the Hawaii Regional Council of Carpenters, the largest construction union in the state, and more than 240 of Hawaii's top contractors. Through this unique partnership, PRP has become an influential voice for responsible construction and an advocate for creating a stronger, more sustainable Hawaii in a way that promotes a vibrant economy, creates jobs and enhances the quality of life for all residents.

We **support** the confirmation of Nolan Espinda as the Director of the Department of Public Safety.

Mr. Espinda began his career at the Hawaii Youth Correctional Facility in 1983 and worked his way up through the ranks to supervisory positions in Department of Public Safety. Most recently, Mr. Espinda has served as the Warden at Waiawa Correctional Facility, Oahu Correctional Facility and now his current position as Warden of the Halawa Correctional Facility.

During his tenure, Mr. Espinda was named the Public Safety Department Manager of the year in 1994. His proven track record of hands-on management puts him at an advantage for tackling some of the biggest challenges faced by the department, including staffing, capacity issues, and maintaining facilities. We believe Mr. Espinda has the right experience and skills, professionalism, fairness and compassion to move the Department of Public Safety forward into the 21st Century. Therefore, we request your committee's favorable consideration to confirm Mr. Espinda as Director of Public Safety.



From: mailinglist@capitol.hawaii.gov
Sent: Monday, March 02, 2015 3:15 PM
To: PSMTestimony
Cc: wkmun@hawaii.rr.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: TESTIMONY ON THE CONFIRMATION OF NESPINDA.doc

GM516

Submitted on: 3/2/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Wesley Mun	Individual	Support	Yes

Comments:

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TESTIMONY ON THE CONFIRMATION OF THE
DEPARTMENT OF PUBLIC SAFETY,
GUBERNATORIAL NOMINEE, NOLAN ESPINDA

By

Wesley Mun, Corrections Health Care Administrator
Department of Public Safety

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

Tuesday, March 5, 2015, 1:15 p.m.
State Capitol, Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I would like to take this opportunity to testify in support of Mr. Espinda's confirmation as the Director of the Department of Public Safety (PSD). I have worked with Nolan for many years in his capacity of Warden.

Nolan's leadership focuses on providing humane and rehabilitative correctional services, keeping the best interests of the inmate and staff in mind. He has always held the staff and their work in high esteem and has consistently set everyone's accountability at a professional level. He is one of the foremost correctional experts in the State, whose knowledge and foresight will provide the Department with a vision and clear path for everyone to follow.

Thank you for the opportunity to testify on Mr. Espinda's behalf.

TESTIMONY ON GM 516

Consideration and confirmation as the Director of the Department of Public Safety,
Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-3-2018.

By

Keith Kamita

Senate Committee on Public Safety, Intergovernmental and Military Affairs

Senator Will Espero, Chair

Senator Rosalyn H. Baker, Vice Chair

Thursday, March 5, 2015, 1:15 PM

State Capitol, Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I have personally known and worked with Mr. Nolan Espinda for over twenty-two years of my law enforcement career. As the Chief Special Agent of the State's Narcotics Enforcement Division I had the pleasure of working with Mr. Espinda at OCCC then Halawa Correctional Facility. Mr. Espinda has consistently demonstrated his ability to communicate and work effectively with state law enforcement agencies. Mr. Espinda is an individual of high moral character and conviction, he has the ability to listen and address the needs of his peers as well as her willingness to be a team player. Mr. Espinda's, administrative and interpersonal skills, combined with his dedication to duty have yielded outstanding results while he was the Warden at Halawa Correctional Facility. Mr. Espinda's no nonsense management style has resulted in huge reductions in overtime cost at HCF. Mr. Espinda has always been a supporter of working with the Narcotics Enforcement Division to investigate any and all drug smuggling cases in prison facilities as well as supporting drug education and investigative techniques training for his adult correctional officers

For these reasons I would like to give my highest recommendation for Mr. Espinda to be confirmed as the Director of the Department of Public Safety.

Thank you for allowing me to testify on this important matter.

Sincerely,

Keith Kamita
Chief Special Agent
Narcotics Enforcement Division

From: mailinglist@capitol.hawaii.gov
Sent: Tuesday, March 03, 2015 11:24 PM
To: PSMTestimony
Cc: cathy.y.ross@gmail.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: GM516_C.Ross.pdf

GM516

Submitted on: 3/3/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Cathy Ross	Individual	Support	No

Comments:

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TESTIMONY BY CATHY ROSS
DEPUTY DIRECTOR, DEPARTMENT OF PUBLIC SAFETY
STATE OF HAWAII

TO THE SENATE COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY
AFFAIRS

Re: GM 516 – FOR CONSIDERATION AND CONFIRMATION AS THE DIRECTOR OF THE
DEPARTMENT OF PUBLIC SAFETY, GUBERNATORIAL NOMINEE, NOLAN ESPINDA,
FOR A TERM TO EXPIRE 12-3-2018

Dear Chair Espero, Vice Chair Baker and committee members:

I strongly support the nomination of Mr. Nolan Espinda as Director of the Department of Public Safety.

I met Mr. Espinda when I joined the Department of Public Safety (PSD) in 2012 as the Performance-Based Management Coordinator. A large part of my job was to facilitate the redeployment and enhancement of the department-wide performance management system. This performance management system allowed the Department to see how each jail, prison, and key division managed their operations and budget, as well as how they addressed numerous challenges across our systems. It is through this work that I observed Mr. Espinda's keen ability to lead and manage our largest prison by setting clear objectives and empowering staff to be accountable for their decisions and actions. And, whenever asked, he was always willing to share his knowledge and insight with me to help improve the performance management system.

I have been fortunate to work along side Mr. Espinda on other projects, including strategic planning for the Department. It was clear to me that he possessed a strong understanding of Department needs beyond corrections, including law enforcement, labor relations, training, procurement, and budgeting.

Since assuming the position of the Director of Public Safety, Mr. Espinda continues to demonstrate his ability to lead PSD and address the numerous issues plaguing the Department. In the short time I have worked with Mr. Espinda in my current role as Deputy Director for Administration, I have seen him bring his firm but fair approach to leading PSD and am confident in his ability to continue moving the Department forward. He has been doing, and will continue to do, an outstanding job as Director and I ask for your favorable consideration of him.

Thank you for the opportunity to provide testimony.

To: Senate Committee on Public Safety, Intergovernmental and Military Affairs
From: Ted Sakai
Subject: Governor's Message 516 (Submitting for consideration and confirmation as the Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-3-2018)

Chair Espero, Vice Chair Baker, and Members of the Committee:

I strongly support the nomination of Nolan Espinda as Director of the Department of Public Safety, and urge your favorable consideration. As the former Director of the Department of Public Safety, I am in a unique position to comment on the challenges and opportunities facing the nominee for the position of Director of the Department of Public Safety. I believe that Nolan Espinda is eminently qualified for this position, and that he will serve the people of Hawaii well.

I have known Interim Director Espinda for about thirty years. Since he started his corrections career as a Recreation Specialist at the Hawaii Youth Correctional Facility, I have been impressed by his professional commitment and his willingness to expand his horizons. In the past twenty years, he has been the most effective Warden in Hawaii's correctional system. The personal qualities that made him our best Warden will help him become an effective Director for the Department.

Mr. Espinda is a principled professional who understands contemporary corrections; a creative and incisive manager who can be counted on to find innovative (and always legal and ethical) ways to approach tough problems; and a decisive leader who does not shy away from difficult situations. Always clearly aware that he represents an often controversial and misunderstood agency, Mr. Espinda has been able to establish sound working relationships with outside partners because they know where he stands and why.

Mr. Espinda has a sound grasp of operations of the Department, in such areas as budgeting, administrative procedures, collective bargaining requirements, labor relations, facility operations, and correctional programming. During my two tenures as Director of the Department, I never hesitated to ask him to take on a tough assignment even while I expected him to keep his facility running smoothly. He never failed me. He always managed within his budget, even in years when the budget was tight and overcrowding continued unabated. Of course, he frequently was confronted with problems – all correctional facilities have problems – but Mr. Espinda was always willing to confront them head on, and he never brought a problem to me unless he had a proposed solution.

I did not hesitate to use Mr. Espinda as an internal consultant to help other facilities with complex management issues. As such, he has a working understanding of the needs of all the facilities in the state. For example, I asked him to develop plans for new scheduling procedures dictated by the collective bargaining agreement; to implement procedures for consistent drug testing of employees; and identify program and space requirements for proposed new correctional facilities. In the 1990s, I asked him to help the Department assess mainland facilities to determine if they were suitable to hold

Hawaii inmates. I then asked him to help start the unit that would eventually monitor the performance of these facilities.

In 1999, during my first term as Director, we were troubled by persistent reports of brutality by correctional officers at the Halawa Correctional Facility. These reports were credible and resulted in an inquiry by the Senate Judiciary Committee. I charged Mr. Espinda with forming a team to manage Halawa. I called on him because of his managerial expertise, his leadership qualities, and, most of all, because of his personal and professional values. He performed admirably, and the violence at Halawa was curtailed. In fact, except for a time when Mr. Espinda was assigned away from Halawa, I do not recall that brutality was again an issue at Halawa.

Mr. Espinda did all of this and more. He did them well and without complaint. He did them while maintaining sound operations at the facility he was responsible for. He did them because he is a professional.

It is my understanding that there have been anonymous correspondence containing allegations – some going back more than twenty years - against him. I am not surprised. I am very familiar with such cowardly attacks, which I believe come from unprofessional employees who simply do not want to change with the times. I further understand that my name is included in these allegations. I stand ready to respond to any allegations to which I supposedly knew about or was party to. I ask that you disregard any anonymous allegations. Any credence you give them will only encourage their continuation.

Instead, I urge you to confirm Mr. Espinda expeditiously, so that he and the Department can move forward with its important work.

March 4, 2015

TESTIMONY IN SUPPORT OF THE NOMINATION OF NOLAN ESPINDA
DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY
GM 516

The Honorable Will Espero, Chair
The Honorable Rosalyn H. Baker, Vice-Chair
Committee on Public Safety, Government Operations, and Military Affairs
State Capitol, Room 206
Honolulu, HI 96813

Dear Chair Espero, Vice Chair Baker and members of the committee:

I strongly support the confirmation of Mr. Nolan P. Espinda as Director of the Department of Public Safety.

I have known Warden Espinda since starting at the Public Safety Department back in 1991. Even then, Nolan represented what a professional Corrections Leader should be. He is a man of integrity and compassion and has worked his way up the chain of command and responsibility. No matter what facility he worked at, he was always part of the team that was trying to resolve problems and reach solutions regarding the issues facing corrections management.

I know Mr. Espinda is the right choice to move the Department of Public Safety forward and to set the conditions for the eventual modernization and expansion that's needed to address long standing over capacity and safety issues. I strongly recommend his nomination as Director of the Department. Thank you for this opportunity to comment.

Very Respectfully Yours,



Shawn H. Tsuha
Deputy Director for Law Enforcement
Department of Public Safety

Martha Torney
2535 Makaulii Place, Honolulu, HI 96816
Email: martha.t.torney@gmail.com

February 28, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety, Intergovernmental and Military Affairs
State Capitol, Room 229
Honolulu, Hawaii 96813

RE: Governor's Message 516 - Consideration and Confirmation of Mr. Nolan
Espinda as the Director of the Department of Public Safety

Dear Chair Espero, Vice Chair Baker, and Members of the Committee:

It is my pleasure to submit this testimony in strong support of Nolan Espinda's nomination to the position of Director of Public Safety. I have known Mr. Espinda since he was first hired in 1983 as a Recreation Specialist at the Hawaii Youth Correctional Facility and have witnessed his growth from a line worker to, in my experience, a most effective warden of the Department's two largest facilities--Oahu Community Correction Center (OCCC) and Halawa Correctional Facility (HCF). What Mr. Espinda brings to the job, with 30 years of experience in corrections, is order, accountability and fiscal control.

A warden is responsible for maintaining order and discipline among the reluctant and involuntary clients who make up the inmate population. Wardens must achieve this with a workforce that is most definitely unappreciated by that population and, all too often, the community in general. A well run prison depends upon intelligent and competent leadership with a broad base of knowledge organizational management, including expertise in human resources, labor relations, budgeting, correctional law, building maintenance, and daily operations.

Mr. Espinda clearly exhibited these skills during his tenure as warden of OCCC when the Spear Consent Decree was in effect. Instead of resisting the external intervention of the federal courts, he was willing and able to carry out the court mandates and saw it as an opportunity to improve the physical plant and administration of the facility. Court monitors assigned to oversee improvements to OCCC were impressed with the significant progress made while Mr. Espinda was running the facility.

Over the past 20 or so years, Mr. Espinda has been the warden of three facilities (OCCC, HCF, and Waiawa Correctional facility). Wherever he is assigned, the facility is clean, staff is held accountable for maintaining professional standards, overtime is under control, and expenditures are in line with funds appropriated. Mr. Espinda achieves this through effectively communicating his expectations to staff and not tolerating violations of the

Department's Code of Conduct. He knows what is happening in his facility and does not shy away from taking action to correct unacceptable behavior from inmates or staff. This may not make him popular but does result in a well ordered operation.

I urge your favorable consideration of Mr. Espinda's nomination.

Respectfully Submitted,

Martha Torney
Retired Deputy Director for Administration
Department of Public Safety

March 4, 2015

TESTIMONY IN SUPPORT OF THE NOMINATION OF NOLAN ESPINDA
DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY
GM 516

The Honorable Will Espero, Chair
The Honorable Rosalyn H. Baker, Vice-Chair
Committee on Public Safety, Government Operations, and Military Affairs
State Capitol, Room 206
Honolulu, HI 96813

Dear Chair Espero, Vice Chair Baker and members of the committee:

I strongly support the confirmation of Mr. Nolan P. Espinda as Director of the Department of Public Safety.

I have worked with Mr. Espinda for nearly 4 years. In that time, he served as the Warden at Halawa Correctional Facility. Mr. Espinda has worked for the Department of Public Safety for nearly 33 years in various roles from Corrections Supervisor to Warden. I was advised early on by my peers, whenever I needed information having to do with the Corrections and the Criminal Justice System to go to Mr. Espinda. They said he has the most institutional knowledge of anyone in the department and he can guide me to what has worked and not worked in the past 33 years. Those peers were right.

Mr. Espinda has always demonstrated amazing analytical perspective, professionalism and expertise on a wide range of issues that PSD deals with in the prison system. He obtained the dismissal of the 1985 Federal Consent Decree (Spear vs. Ariyoshi, 1999). During his time in leadership as warden at OCC and Halawa he found innovative ways of working with staff to reduce overtime and make sure family visits were conducted every weekend. Since he was appointed Public Safety Director in January, visits have been held every weekend at every facility. He is working with staff to find ways to minimize overtime department-wide and reduce staffing shortages. Under his guidance, management and line staff have been able to streamline operations while maintaining a safe and controlled environment. As a leader he instills order and makes the tough decisions every day that some may like and some may not, but his heart and his decisions are always based on best practices for the corrections division and the department.

Great strides are already being made with plans and proposals to build new prisons and jails. With the help of the Legislature and community partners, I believe Mr. Espinda will move the department forward on initiatives to replace the old, outdated and deteriorated prisons and jails with new, modern and efficient facilities.

March 3, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety, Government Operations, and Military Affairs
State Capital Room 224
Honolulu, HI 9813

Re: Confirmation of Mr. Nolan Espinda to be the Director for Public Safety

Dear Senator Espero and Members of the Committee

My name is Wendell Murakawa, a recent retiree from the Public Safety Department. I have approximately 42 years of experience in the field of Corrections, beginning as a correctional officer in the State of California and later as a social worker and division administrator with the State of Hawaii.

I have known and worked with Mr. Espinda for over 30 years. Within that time period, I have witness his career progress from social worker to program administrator to warden at two for the State's largest facilities, the Oahu Community Correctional Center and the Halawa Correctional Facility. His experience at OCCC and HCF demonstrates his knowledge to operate both a jail and a prison, which I believe has similarities but fulfills different functions in the criminal justice system.

The Public Safety Department currently needs a strong leader to resolve some of its issues such as abuse of sick leave and high cost for overtime. Since assuming the position as Interim Director, Mr. Espinda has displayed his "no nonsense" approach to management by immediately restoring inmate visit, which is critical and fundamental in operating any correctional facility. He also made some hard and unpopular administrative decisions to address major problems in the best interest for both inmates and staff.

In summary, I believe Mr. Espinda has the ability and skills to move this *dysfunctional* department, as some people referred to as being, forward or I prefer to say, lead one of the most difficult departments to manage to the next level. I therefore strongly support his candidacy to be the Director whose ultimate responsibility is to safeguard not jeopardizes public safety.

Respectfully submitted,



Wendell Murakawa
3222 Martha Street
Honolulu, HI 96815

Senate Committee on Public Safety
Inter-Government & Military Affairs
State Capital RM229
Honolulu, HI 96813

26th February, 2015

Dear Chair Espero, Vice Chair Baker, and members of the committee,

This is a letter of recommendation supporting the nomination of Warden Noland Espinda to the position of Director of Public Safety.

I have known Warden Espinda for nearly three decades as a fellow manager of correctional facilities. During that period he has demonstrated exceptional traits. That would make him an ideal choice for Directorship of Public Safety. Much of his leadership abilities are derived from his administration of Oahu Community Correctional Center and Halawa Correctional Facility, the largest and most complex of correctional facilities in the state. Over the course of his experiences Warden Espinda has gained a reputation for exercising a firm but fair approach to management. As a result, he is highly respected by his associates, inmates, and by union officials.

Measurable evidence of Warden Espinda's administrative talents can be best exemplified by his control of his budget. To my knowledge he is the only warden in the state to work within his initial budget allocation; in addition, he has also managed to reduce overtime an achievement surely appreciated by the tax payer.

In closing, for the reasons detailed above, I emphatically support Warden Espinda's assumption of the Directorship of Public Safety. He has set a high standard that should support the causes of good government and fiscal responsibility during the course of his leadership.

Sincerely,


Peter MacDonald
Retired Warden
KCF, MCCC, HCCC

WILLIAM S. GONSALVES
Contact No.: (808) 489-1337

February 18, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety,
Intergovernmental and Military Affairs
State Capitol, Rm. 206
Honolulu, Hawaii 96813

Dear Senator Espero and Committee Members:

I am writing you this letter **in support** of confirming Nolan P. Espinda as the Director of the Department of Public Safety.

I am an Adult Corrections Officer (Sergeant) with over 20 years of line experience. I was hired as an Adult Corrections Officer in October of 1994. After I completed basic recruit training, I was assigned to work at the Oahu Community Correctional Center where Director Espinda was the Warden. In 1999, I accepted a position as a Sergeant at the Halawa Correctional Facility (HCF) where Director Espinda was the Warden.

Director Espinda worked his way up the chain. He was first hired as a Recreation Specialist and through hard work and dedication he became the Warden of the biggest most dangerous prison in the State of Hawaii. Director Espinda is a leader who leads by example. He holds himself and all correctional staff to a high standard. He is a no-nonsense manager that gets results.

In 1995, Director Espinda was given the task to move the very first group of inmates to Texas. The Director of Public Safety at that time gave Director Espinda the authority to temporarily take over control of Halawa prison and move approximately 300 inmates to Texas. The move was complete without any incident thanks to Director Espinda's leadership skills.

In 1998, Director Espinda accepted a position as the Warden of Halawa Correctional Facility. He was task with the job of cleaning up a facility that was plagued with corruption (overtime abuse, inmates' civil right being violated, etc.) The decisions and choices that Director Espinda had to make in order to clean up the corruption at Halawa prison made him very unpopular with both security and non-security staff. He cut overtime by at least 75% compared to how it was before 1998. All staff is now held accountable for their actions. There is no favoritism with Director Espinda; right is right and wrong is wrong, no matter who you are. If you do a good job, he would be the first to thank you or congratulate you for a job well done. If you did wrong, then he would have you disciplined and ensure that the same mistake wasn't made twice.

The Honorable Will Espero, Chair
February 18, 2015
Page 2

I can honestly tell you that Halawa prison is a whole lot better facility than it were 16 years ago. The morale is still not where it should be, Officers are still abusing their leaves but instead of calling in sick, they are taking Family Leave which Director Espinda is trying his best to address. Being a Corrections Officer is not an easy job. Some in the general public, including possibly a few state senators, perceives us as drug smuggling, overtime abusing, out of shape, inmate abusing workers. The media crucify us every time there is an incident involving a Corrections Officer. I am a proud Corrections Officer that is willing to give my life in the line of duty because I choose this profession and I believe in the people I work for like Director Espinda.

In closing, as a committee, you will have to make a decision whether to confirm or deny Nolan P. Espinda as Director of Department of Public Safety. I am sure you will hear a lot of good things as well as bad things about Director Espinda. I ask you to look at all of the accomplishments that Director Espinda made throughout his career and take to heart what I have shared with you because all that I have stated is factual and from my heart.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "William S. Gonsalves". The signature is fluid and cursive, with a prominent initial "W" and a long, sweeping underline.

William S. Gonsalves

GM516

Submitted on: 2/24/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Deborah Taylor	Individual	Support	No

February 19, 2015

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Deborah M Taylor

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

March 05, 2015 at 1:15pm
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am in strong support of the Governor's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My name is Deborah Taylor; I am employed as the Chief of Security at Maui Community Correctional Center with PSD. I have a total of 18 years of state service and have been with PSD since June 1997.

As a retired military veteran, fitting in with an organization whose ideology was Para-military coupled with the goal of rehabilitation was and is the place to be. Through my years with PSD some standards have blurred as we struggle through different styles of leadership. As our department heads towards the future we require a strong and steady leader with the knowledge and understanding of what goes on in the trenches, one that garners the respect of his peers and one who is willing to get us to the level of excellence.

Mr. Espinda has shared guiding principles of manning our facility to assist in the reduction of overtime. For example, staff requesting unscheduled vacation leave which would leave a shift short staffed and requiring overtime. By allowing staff to change shift with another staff member for their shift reduces the need to hire overtime, creating a win-win solution.

Where some guidelines were blurred and ever changing with regard to family leave, Mr. Espinda's voice when addressing the family leave dilemma created guidelines for us to follow and track with greater accuracy.

Mr. Espinda's short time as Director has successfully increased inmate visitations at facilities that were prone to shutdowns of visits on a weekly basis. How does this happen in two months when it couldn't be accomplished in two years? This leads me to believe that Governor Ige made the correct choice.

Thank you for allowing me the opportunity to provide written testimony. I urge that your Committee confirm the appointment of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.

Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair
Committee on Public Safety, Intergovernmental and Military Affairs

Robert "Bob" Mielke, Private Citizen
(808) 732-2107
2847 Waialae Ave.
Honolulu, HI 96826

Thursday, March 05, 2015

Testimony in support of confirmation of the Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-3-2018.

I have known Nolan since he was a social worker at OCCC. We were close friends and worked well together. I have been with the department now for 33 years. I am currently the Chief Shop Steward at the Halawa Correctional Facility and have been for the past 28 years. I am in support of the confirmation of Nolan Espinda to the position of the Director of the Department of Public Safety. I believe that Nolan has the experience and knowledge to move this department forward. I also believe that Nolan will restore the integrity of this department. Again, I am in strong support of the confirmation of Nolan Espinda to the position of the Director of the Department of Public Safety. Thank you for this opportunity to testify.

From: mailinglist@capitol.hawaii.gov
Sent: Tuesday, February 24, 2015 9:22 AM
To: PSMTestimony
Cc: calvin.r.mock@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/24/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Calvin R. Mock jr.	Individual	Support	No

Comments: Dear Honorable Senators, My name is Calvin R. Mock Jr., I have been an employee for the Public Safety Dept. for 27 years. I am submitting my testimony in support of Director Nolan E. Espinda. Mr. Espinda is the right person for this position, he is hard working, smart, & fair. He is very budget concious which has resulted in saving the tax payer & the state millions of dollors that have been used in other areas in our state system. Mr. Espinda, while at Halawa reshape & reformed a facility that was once considered out of control, with his plan to hold people accountable for their actions & making necessary improvements has made Halawa a well managed facility with costs for maintaining its operation very successful. Mr. Espinda can do the same for this Department. I beleive like so many others, we as a Department need a change, a new leader, a new direction, to move forward, & I truly beleive Mr. Nolan E. Espinda is the person to lead PSD into this next chapter. Thank you for your time & hope you confirm Mr. Espinda as the next Director for the Department of Public Safety.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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GM516

Submitted on: 2/24/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Jo-Anne Aiwohi	Individual	Support	No

February 19, 2015

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By

Jo-Anne Aiwohi

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

March 05, 2015 at 1:15pm
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am in strong support of the Governor's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My name is Jo-Anne Aiwohi and I am employed as Business Service Supervisor II at the Maui Community Correctional Center with PSD. I have a total of Twenty Two (22) YEARS of state service and I have been with PSD since August 1992.

I have been through at least ten(10) different Directors in the time here at PSD. Mr. Espinda has the experience and respect to straighten out the Department of Public Safety.

In the short time since his appointment he has addressed the overtime and other issues that are costing the department and state money therefore saving the taxpayers money.

Mr. Espinda has managed the Halawa Correctional Facility for years, this facility being one of the toughest to manage; he has done tremendous despite funding and staffing conditions.

Public Safety is a very hard Department to work for and it is crying out for a leader that can resolve problems as it arises. There are many problems that has been ignored and put on the back burner for many years. It is time we get someone like Mr.

Espinda that has the experience, knowledge and drive to help us resolve it. He has passion in what he does and his heart is in Corrections.

Thank you for allowing me the opportunity to provide written testimony. I urge that your Committee confirm the appointment of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.

Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair
Committee on Public Safety, Intergovernmental and Military Affairs

Shawn Colotario, Private Citizen
(808)235-6898
45-664 Kamehameha Hwy.
Kaneohe, HI. 96744

Thursday, March 05, 2015

Testimony in support of confirmation of the Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-3-2018.

Honorable Senators,

I am currently a Sergeant at the Halawa Correctional Facility (HCF) and have been there for the past 20 years. I also serve as a union steward to HCF and have been serving as a steward for the past 12 years. I strongly support the confirmation of Nolan Espinda as the Director of the Department of Public Safety. Nolan has shown himself to be a firm and fair administrator who is very knowledgeable in both the collective bargaining contracts and departmental policies and procedures. Nolan supports an open door policy and is always willing to hear staff concerns.

Although Nolan does not wear his heart on his sleeve, he is human, and I know of many instances where Nolan has shown compassion in the decisions he has made. His nomination as Public Safety Director comes to no surprise to me, as Nolan has a history of being a fiscally sound manager. I urge the committee to confirm the Gubernatorial Nominee Nolan Espinda as the Director of the Department of Public Safety. Thank you for this opportunity to testify.

Lyle Antonio
Contact No.: (808) 371-0227

The Honorable Will Espero, Chair
Senate Committee on Public Safety,
Intergovernmental and Military Affairs
State Capitol, Room 206
Honolulu, Hawaii 96813

Dear Senator Espero and Committee Members:

I am writing in support of Director Nolan Espinda's appointment as the Director of Department of Public Safety.

I have worked with Director, Nolan Espinda for approximately 17 years. Through the years I have worked with Mr. Espinda, I find him to be firm, direct and very assertive. First impression of him may have seemed intimidating and demanding but as I got to know him I was fortunate to learn and work with him directly as the Chief of Security for HCF from 2011 to present. He has shared his style and secrets of management. It is not intimidation but suspense dates that need to be enforced and be firm and assertive when giving directions. Always remember that anytime you are in-charge the first impression is and will set a long impression on how you manage your facility.

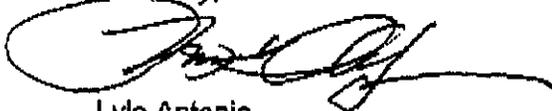
He will be a great asset as the Director for the Department of Public Safety. He will set standards that will not be so difficult that we as employees of the Department of Public Safety will fail but when accomplished everyone will be satisfied that we provided the public the best service from this Department and Division.

Mr. Espinda has made an impression because he made difficult decisions and was not afraid to step up and lead where other Wardens waited until the discussion was brought to the venue. This type of management can most certainly make you a not so popular amongst your peers and subordinates. There were times when I did not agree with his decisions; however, he would explain to me that if you follow policy and bargaining unit contract agreement then you will be in the right and to trust in him.

In closing, Director Nolan Espinda is an excellent selection and should be confirmed. He will never direct you to do anything that he will not step up and do it himself and or lead from the front.

Thank you for the opportunity to testify.

Sincerely,



Lyle Antonio

From: mailinglist@capitol.hawaii.gov
Sent: Monday, February 23, 2015 2:55 PM
To: PSMTestimony
Cc: Lon Paresa
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/23/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Lon	Individual	Support	No

Comments: I support Nolan Espinda as the Director of the Department of Public Safety

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From: mailinglist@capitol.hawaii.gov
Sent: Monday, February 23, 2015 10:58 AM
To: PSMTestimony
Cc: elena.chanceck@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/23/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Elena Chanceck	Individual	Support	No

Comments: I would like to support the nomination of Nolan Espinda as the Director of the Department of Public Safety. I have worked at Halawa Correctional Facility since July of 2011 as a Lieutenant and have seen the amazing job he has done with the budget. As one of the biggest facility he has managed to keep overtime at an all time low. I believe that he will be able to manage the budget of the Department overall by putting the right people in the right places. The Department is need of tough changes which I believe he will be able to implement. I have witnessed first hand how he is able to help those who asked and believe that he treats his staff fairly and with respect. Mahalo

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Jodie Maesaka-Hirata
1680 Hooehulu Street
Pearl City, Hawaii 96782
(808)223-4044

February 26, 2015

Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn Baker, Vice Chair
Committee Members

GM 516 Nolan P. Espinda

Dear Chair Espero, Vice Chair Baker and Committee Members:

I am writing to you in full support of confirmation of Nolan P. Espinda, as the Director of the Department of Public Safety.

I have known, Nolan Espinda for over two decades and have worked directly with him or for him for more than 15 years. I come forth not only as a subordinate of his, superior but as a colleague and peer of his. I have been waiting many years to write a letter of full support of Nolan Espinda as the Director the Department of Public Safety. The words have played over and over in my mind as to what I would say.

I will be the first one to admit, when I first met him, I was quite intimidated by his stature, barrel of a voice and his stoic demeanor. However, after working for him as the Community Based Administrator at the Oahu Community Correctional Center's Laumaka Work Furlough Center, I found him to be more than amenable to hearing suggestions and recommendations, more than approachable and very supportive in my professional career as well as my person life. Nolan played a large role in my mentorship, professional development and my growth as a person. Working with him, I learned that I no longer had to fear large men with bellowing voices that I had in years past. He took the time to teach me the intricacies of running a prison, its programs and modeled a wealth of management skills that provided me with a sound foundation as a manager. He taught me what it was to be intelligently bold and to get my point across without tears. There was no handholding or babying the cry baby, just straight talk to do the best job that you could.

As a female working in a male dominated environment, you are told to put on thick skin if you are going to work in Corrections. With Nolan, I did not have to thick skin. I had to utilize my, intelligence creativity, ingenuity and resources to provide him with information that made sense to him as well as anyone receiving it. In short, I had to know what I was talking about and provide the up data necessary to back up my hypothesis, statements and finding.

Nolan P. Espinda, GM 516

February 26, 2015

Page 2

I like to describe working with Nolan as a scientist trying to insure that ticking time bombs that Public Safety is always faced with never goes off. The bombs that I speak of are: the critical public, inmates and disgruntled staff. In my professional opinion, having Nolan as a Mentor and Supervisor, makes one visually aware of their surroundings and with ears and body to the ground to know the heart beat and pulse of whatever is going on in the Department.

Nolan's support, wisdom and knowledge was a key factor in moving the Department of Public Safety forward when I served as the Director. I could count on his honesty, creativity and more importantly I could trust that I was getting correct, accurate and up to date information. Nolan is a man of integrity, honor and professionalism. He is true to his word and does not make decision based on emotions. I have witnessed first-hand, this man growing as an individual and professional. As many of have, most of his adult life has been dedicated to the Department of Public Safety and has grown in the system. We all make mistakes, learn from it and these errors make us better professionals and strong leaders.

In the last few weeks, I have seen the shameless UGLY rise out of the Department of Public's staff who refuse to stand by their written words and refused to sign their names to complaints. Many of who are the same that caused my demise as the former Director. Anonymity in letter writing can be fierce and are of concern; however, it should not be given any credence if the individuals cannot provide specific events, dates and established information to back themselves by standing in front of those they accuse. Even in a court of law, one can depose those who accuse them of wrong-doing. I strongly believe if you are going to writing, report or say something about someone or anything for that matter, you should stand-up and be counted for in that realm. Don't hide behind someone else's coat tails to lay your words down. Unfortunately, jealousy is the 800 pound beast in this case. Everyone wants the nice guy or gal to be the Director or wants to be the Director themselves. As I learned, you must be a very strong individual with the ability to make difficult decisions for the right reasons to be the Director of the Department of Public Safety. You must be proud of those who you work with and work for. Most importantly, you must be willing to get your hands dirty to do the job that needs to be done.

With that said, I soundly believe that Nolan P. Espinda is the right person to lead the Department of Public of Safety and I proudly stand by my full support of him as the Director.

Please let me know if you have any questions or concerns.

Standing Proudly In Favor of A Sound Individual,

Jodie Maesaka-Hirata. BSW; MSCJA

Former Director of the Department of Public Safety

From: mailinglist@capitol.hawaii.gov
Sent: Thursday, February 26, 2015 10:31 AM
To: PSMTestimony
Cc: Patrick.W.Lee@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/26/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Patrick Lee	Individual	Support	No

Comments: Nolan has proven himself as a strong leader, which is what the Department of Public Safety needs. He has made hard decisions that had to be made to improve the efficiency of the department. I look forward to his leadership as Director of Public Safety.

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Walter Zaharevitz
94-1064 Lumihoahu St.
Waipahu, Hawaii 96797

February 26, 2015

RE: Governor's Message #516, Hrg. 3/5/15 at 1:15 p.m.
Nolan Espinda, Appointment as PSD Director

TO: Senate Committee on Public Safety, Intergovernmental and Military Affairs
Sen. Will Espero, Chair
Sen. Rosalyn H. Baker, Vice Chair

I am the Business Services Supervisor at the Waiawa Correctional Facility (WCF) and have worked all but three of my twenty-nine years of State service with corrections. In my current capacity, and while working in the Capital Improvement Projects office, I have worked with Mr. Nolan Espinda.

He has displayed intelligence, an ability to grasp complex problems and an inquisitive nature. If something isn't clear, or doesn't make sense, he asks questions. He also is not shy in expressing his opinion if he believes he has an alternative that is better than what is proposed. He listens to others and is willing to form a consensus, where appropriate, while his concern is always to do what is best, no matter who comes up with the most beneficial way. There is nothing that Mr. Espinda does not know about managing a state prison facility and little he does not know about the entire State of Hawaii prison system.

During his extensive experience with the department he has worked with many people in PSD, knows who to call to get any job done, and his co-workers respond to him when called upon. His knowing how to maneuver through the bureaucracy will be an immediate asset as he assumes the responsibilities of Director. Those who have worked with him know he has the ability to lead the department's staff

Seeing some of Mr. Espinda's decision-making ability while he was at HCF and OCCC makes me confident that he will make a successful transition to the position of Director of the Department of Public Safety. He can make tough decisions and stick by them through opposition, when that is what is called for, for the good of the department. I am also confident that he will look at the problems facing this department in new ways, which will benefit all the citizens of Hawaii.

Nolan Espinda is a very good choice for Director of Public Safety. His experience, knowledge, relationships, ability and leadership, will be great assets for all the employees in the department. I ask that you vote to confirm his appointment so that he can begin the job that the Governor has entrusted to him.

GM516

Submitted on: 2/27/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
dallen k paleka	Individual	Support	No

Comments: I will be on the mainland during this hearing or would testify in person.

**Inter-Office
MEMORANDUM**

DEPARTMENT OF PUBLIC SAFETY

No. _____

Suspense: _____

February 22, 2015

TO: The Committee on Public Safety, Intergovernmental and Military Affairs.

FROM: Dallen Paleka. Captain, Halawa Correctional Facility (HCF).

SUBJECT: GM 516-The consideration of NOLAN ESPINDA as the director of Public Safety.

My name is Dallen Paleka and I am submitting this testimony to recommend NOLAN ESPINDA as the Director of Public Safety for the State of Hawaii.

I have known Nolan for 27 years, worked under him for 12 years as a Captain at (HCF), and recently worked the last 3 years directly with him as the Administrative Captain of (HCF).

On many occasions over the years I personally have witnessed Nolan “do the right thing” even at the extent of negative feedback or publicity. This includes personnel, policy, discipline, budget and the most important- Ethics and Morals. Many that have worked with him have found him to be hard working, setting high standards, and trying to hold people accountable. This can be unpopular with those who do not want to strive for excellence. I am a better corrections professional because of the time I have spent working with Nolan.

With only 1 ½ years left till I am eligible to retire, I have no motive except wanting the best person become the director. I have seen elected officials, previous directors, deputy directors and other Public Safety officials consistently seek Nolan’s advice and input because of his knowledge and well-thought out approach to corrections. Nolan may appear to those who don’t know him as gruff and aloof but he is truly a caring person who has dedicated his life to making corrections an honorable calling.

I will be on the mainland during his hearing or I would personally give testimony. I am hoping the Committee receives objective and knowledgeable feedback to make the right decision. The Department of Public Safety is in need of the leadership that Nolan will bring. If needed I can be reached at 808-485-5227 for any questions or follow-up.

Submitted for your information.

DP:dp

Judy Yamada

P.O. Box 61033, Honolulu, Hawaii 96839 (808) 744-0050

March 1, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety, Intergovernmental, and Military Affairs
State Capitol, Rm. 229
Honolulu, Hawaii 96813

Re: GM 516 for the consideration and confirmation of Nolan Espinda for
the Director, Department of Public Safety

Dear Chair Espero, Vice-Chair Baker and Committee Members:

I am submitting this testimony in strong support of Mr. Nolan Espinda's
appointment as Director of Public Safety.

I am currently an employee at the Department of Public Safety, working as
the Information Technology Manager. I have been employed with the State of
Hawaii for the last 26 years and have worked with Mr. Nolan Espinda. I have always
found Mr. Espinda to make decisions that are beneficial for the department.

I sincerely believe Mr. Espinda's background and vision will strongly lift this
department and make a difference. He is a dedicated worker and with his strong
commitment and leadership skills our department will benefit greatly. These are
values that will truly lead the department, someone who knows the workings of the
Department of Public Safety.

Thank you for this opportunity to support my department and I ask that you
confirm Mr. Espinda's nomination as Director for the Department of Public Safety.

Respectfully,



Judy Yamada

March 1, 2015

The Honorable Will Espero
The Honorable Roz Baker
The Senate Committee on Public Safety, Intergovernmental and Military Affairs

Re: GM 516 - Testimony in support of the confirmation of Nolan Espinda
1:15 PM, Thursday, March 5, 2015
State Capitol Room 229

Dear Chair Espero, Vice Chair Baker, and Members of the Committee,

My name is Rachael Wong, and I currently serve as the Director Nominee of the Department of Human Services (DHS). I am writing in **strong support** of the confirmation of Mr. Nolan Espinda as Director of the Department of Public Safety (DPS).

I recently met Nolan through our shared work. At weekly Cabinet meetings, it quickly became clear that he is not the most talkative or outgoing member. However, when Nolan speaks, it is equally clear that the insights he shares are both well-crafted and thoughtful, that he is experienced and very knowledgeable in his field, and his approach is fair and balanced. I enjoy working with Nolan and appreciate his willingness to collaborate across departments.

Thank you for this opportunity to provide testimony in support of the confirmation of Nolan Espinda as DPS Director. Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Rachael Wong', written in a cursive style.

Rachael Wong, DrPH

February 27, 2015

Senators,

I give my full support to Nolan Espinda to be confirmed as the Director of Public Safety.

I have been an employee of the Department of Public Safety since 1997, first as an Adult Correctional Officer then as a Deputy Sheriff. I have worked for Nolan Espinda as my warden at the Oahu Correctional Community Center (OCCC), and remember that he was stern but fair, and was an excellent leader in such a fluid working and complex atmosphere. Since then, I have only heard great things coming from my comrades in the Corrections Division about Nolan in the years after I had transferred to the Sheriff Division.

I firmly believe that the leadership that is needed to not only fix the flaws and move our department forward is correctly placed in the capable hands of Nolan Espinda. As a Sergeant in State Sheriff Division I look forward to his vision and leadership.

Mahalo so much for your time and support.

Sgt. Edward Stankos

Department of Public Safety
Sheriff Division
Honolulu Airport Section

From: mailinglist@capitol.hawaii.gov
Sent: Friday, February 27, 2015 7:44 PM
To: PSMTestimony
Cc: occccba@yahoo.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/27/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Robert Maesaka	Individual	Support	Yes

Comments: Robert S. Maesaka 44-235 Mikiola Drive Kaneohe, Hawaii 96744 808-721-7033
February 27, 2015 Public Safety, Intergovernmental and Military Affairs Senator Will Espero, Chair
Senator Rosalyn Baker, Vice Chair Committee Members GM 516 Nolan P. Espinda Dear Chair
Espero, Vice Chair Baker and Committee Members: I am writing to you in full support of confirmation
of Nolan P. Espinda, as the Director of the Department of Public Safety. I have known, Nolan Espinda
since 1989 he was the Warden at OCCC. I work for him in the capacity as an Adult Corrections
Officer. I come forth not only as a subordinate of his, my superior but as a colleague and peer. As a
Warden, Nolan frequently inspects the modules and to check on the needs of the officers, gave me
directions on how to operate the module by the policies and procedures. Nolan would support me and
he had an open door policy to see him with any concerns that I may have had. Nolan was very firm
but fair Warden. Nolan gave his full support all the Adult Corrections Officers at OCCC and Nolan is
true to his word. Nolan has shown the intricacies of running a prison as the Warden at Waiawa
Correctional Facility, Oahu Community Correctional Center and Halawa Correctional Facility; this is an
important key factor in his success as a great Administrator & leader. Flagshipping one facility is
good; however, bringing three very different ones under control and staying within the allotted
budgets is impeccable. Nolan dedicated his life to the Department of Public Safety and has grown in
the system. He maybe a man of few words, but Nolan has the integrity, honor and professionalism
that is needed by Public Safety Department. I soundly believe that Nolan P. Espinda is the right
person to direct the Department of Public of Safety and I proudly stand by my full support of him as
the Director. Please let me know if you have any questions or concerns. I Am Standing Proudly In
Favor of A Sound Individual, Robert S. Maesaka Retired Sergeant (ACO IV)

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directed to the incorrect office, may not be posted online or distributed to the committee prior to the
convening of the public hearing.

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webmaster@capitol.hawaii.gov

February 27, 2015

**RE: Testimony in SUPPORT of GM516 Supporting Appointment of Nolan Espinda as
Director of Public Safety**

Aloha Chair Will Espero and Members of the Committee on Public Safety,

My name is Lisa Cates and I am submitting testimony as an individual. I strongly support GM516 which seeks to confirm Nolan Espinda as the Director of Public Safety.

Mr. Espinda's professional background makes him eminently qualified to serve as the Director of Public Safety. His experience and achievements as a warden throughout various State facilities has proven that he can successfully manage our correctional facilities. During his short time in the Director's position, OCCC has consistently held family weekend visitation and the infamous SuperBowl weekend did not face issues of overtime or employees calling in sick. This illustrates a true leader that has the respect of his staff, and the knowledge of running a tight operation. He also has consistently proven his ability to manage and advocate for inmates.

Nolan Espinda is the perfect fit to be our new Director of Public Safety.

Mahalo for considering my testimony.

Lisa Cates

From: An.N.Uedoi@hawaii.gov [mailto:An.N.Uedoi@hawaii.gov]

Sent: Friday, February 27, 2015 9:40 AM

To: Sen. Will Espero

Cc: Sen. Roz Baker

Subject: Hearing Notice: Consideration and Confirmation for PSD Director, Gubernatorial Nominee, Nolan Espinda

Subject: Hearing Notice: Consideration and Confirmation for PSD Director, Gubernatorial Nominee, Nolan Espinda

Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn Baker.

This is to testify on behalf of the confirmation of The Director for The Public Safety, Gubernatorial Nominee, Nolan Espinda for a term to expire 12/3/2018.

I have known Mr. Nolan Espinda since November 1986 when he became Unit manager for Oahu Community Correctional Center. Mr Espinda is a hard working person, he is passionate about Correction, he is very sharp, he is a good writer, he follows Policy and Procedures, he is fair, and he is a fiscally responsible person. Mr. Nolan Espinda is a team player and we value his leadership. His vision will be a valuable asset for public safety.

I wholeheartedly endorse Mr Nolan Espinda for this confirmation.

An Nguyen Uedoi
Unit manager
Oahu Community Correctional Center

From: mailinglist@capitol.hawaii.gov
Sent: Tuesday, March 03, 2015 5:53 PM
To: PSMTestimony
Cc: aliinui10@gmail.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: March 3rd 2015.docx

GM516

Submitted on: 3/3/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
wyatt lee	Individual	Support	No

Comments:

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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March 3rd 2015

To: Whom it may concern.

From: Wyatt Lee, PSD/HCF Adult Corrections Officer, UPW State Executive Board Member. HCF Shop Steward.

Subject: Confirmation Hearing for Nolan P. Espinda.

Dear Honorable Committee,

I am writing this letter to you to express my support for Mr. Espinda's confirmation in becoming the Director of Public Safety.

Mr. Espinda has been my superior for approximately 13 plus years. He has since had to make hard choices for our facility that has not been popular. He at times has made decisions that I personally didn't agree with.

For lack of better words he at times has had to put foot to ass. The result is that he has tremendously cut the overtime and equivocally save our tax payers money!

As far as collective Bargaining agreements Mr. Espinda Has been reasonably forth coming and has always kept open lines of communication with Union representatives.

Mr. Espinda has always seem to appear to be hard on correctional officers, but I have seen first hand Mr. Espinda's Leniency at times when employees were given so many chances to get their act straight.

Mr. Espinda Championed getting these "Dirty Employees" out of the facility, as he continues that quest still today.

There is more I could write about Mr. Espinda, as I hope to have illustrated enough to show you why we need him as Public Safety Director. So Implore you see what he has accomplished rather than all the negative unfounded rhetoric.

Sincerely Wyatt Lee

Testimony for Senate Committee on Public Safety, Inter-governmental and Military Affairs for consideration and confirmation as the Director of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA, for a term to expire 12-03-2018.

March 5, 2015

Eric R. Daido
P. O. Box 50205
Honolulu, Hawaii 96850

GM 516 (Committee) – Concerning Confirmation of NOLAN ESPINDA as Public Safety Director.

Good Afternoon Public Safety Committee Members.

My name is Eric Daido, I am here to give my testimony in favor of Mr. Nolan Espinda as Director of the Department of Public Safety for the State of Hawaii.

Mr. Espinda distinguished himself in the performance of outstanding service to the State of Hawaii for the past 32 years while assigned to various positions and most recently as Warden of Halawa Correctional Facility.

I've had the privilege of knowing Nolan Espinda since working alongside and directly for him at Oahu Community Correctional Center. After a decade of service, I left Corrections, but have followed his career throughout the years. Since working for Mr. Espinda, I can tell you that he is a firm but fair person. He holds employees as well as himself to a high standard. A standard that exceeds the minimum. Nolan Espinda epitomizes those values that we look for and honor in others. Having been given nothing but the opportunity to strive, he has succeeded in the public sector, and we are all fortunate that he has dedicated so much of his life, to public service.

Previous Public Safety Directors recognized that he is a capable, steady, diligent, hardworking, conscientious, and especially dedicated public servant. He has

demonstrated that he possesses the requisite knowledge, leadership skills, and temperament needed to perform duties as the Director of Public Safety. With his impressive and valuable 32 years of effective leadership in his role as Warden at Oahu Community Correctional Center, Waiawa Correctional Facility, and Halawa Correctional Facility, proves he has the necessary experience and skill to address the operational needs of the department. Mr. Espinda has brought great credit to those positions that he has held. He is eminently qualified and well-prepared to lead the Department of Public Safety.

I commend him for his vision for the future of the department which is to be more streamlined, more consistent, and more accountable.

The distinctive accomplishments of Mr. Espinda culminate a long and distinguished career in the service of his community and reflect credit upon himself and the State of Hawaii.

I respectfully request your committee's **favorable** consideration for this highly qualified public servant as Director of the Department of Public Safety.

Mahalo for the opportunity to testify in support of Nolan Espinda.

Very Respectfully Submitted,

//Signed//

Eric. R. Daido

U'ilani E. Young

Aiea, HI 96701-3717

Cell Phone 354-1392* 832-1240 Work

E-mail: uyoung_1999@yahoo.com

March 2, 2015

Dear Senator Will Espero & Committee Members:

I am 100 percent in full support of Mr. Nolan P. Espinda being our next Public Safety Department Director. Currently, I have been working for PSD at Oahu Community Correctional Center for the past 12 years in Time & Attendance and presently in Personnel. I have had the privilege to work closely with Mr. Espinda when he was our Warden for several years. Honestly, he is a very intimidating male figure. Also, he is a man of very few words but he really knows what he's doing when it comes to running our jail. He's coming from years of on-the-job experience and I think that makes him very qualified to be our PSD Director. He's had to deal with Adult Corrections Officers recruit's up to the Chief-of-Security when it came to addressing issues such as attendance, lack of attendance, overtime, inappropriate behavior, etc. He's one person I've seen that is not afraid to change policies and procedures. Please give him the opportunity to be an effective, positive, encouraging, honest, and fair Public Safety Director. He really deserves this chance to prove himself. Thank you for your cooperation and time.

Respectfully submitted by,

U'ilani E. Young

From: Sen. Will Espero
Sent: Monday, March 02, 2015 10:33 AM
To: Marlene Uesugi
Subject: FW: Consideration and Confirmation for Nolan Espinda as the new Director for the Dept. of Public Safety

From: pampalz1000@aol.com [mailto:pampalz1000@aol.com]
Sent: Sunday, March 01, 2015 4:53 PM
To: Sen. Will Espero
Subject: Consideration and Confirmation for Nolan Espinda as the new Director for the Dept. of Public Safety

Dear Mr. Espero,

My name is Deborah (Debbie) Salas and I am a Sgt. at OCCC working in the housing units. I have been employed at OCCC for 28 years. Sen. Espiro, I'm 62 yrs. old and will soon be retiring hopefully at the age of 65 and would like to see changes done in Corrections for the better. Yes, for the better and I know deep in my heart that Nolan Espinda is that person who can get the job done. He has built himself up in Corrections and has the experience, knowledge and background to be the Director of the Department of Public Safety.

Mr. Espinda knows how to address the mainland prison issues as to avoid Public Safety from any liability. Espinda had cut the overtime at Halawa tremendously and saved the department a lot of money that could be used elsewhere as needed.

Mr. Espinda I believe will make changes for the better, changes that staff won't like. The news reported that former and current employees will testify against Espinda saying he has shown unprofessional behaviors and has an intimidating management style that creates a hostile work environment. This Sir, is so false. These are the people who has issues against him for doing his job. These people feel threatened by Espinda and know he will make a change in Corrections.

In my opinion, to bring up Espinda's personal family life is the mentality of those who are trying to crush him and stop the on coming changes that is much needed in Corrections.

I Sir, have been through a lot while employed at OCCC, I have seen the good and bad of corrections while employed at OCCC. I had a Lt. who had harassed me so bad that I felt so much pain from his allegations. Espinda had him moved to Waiawa for 6 months and I had a time to heal. This is not about me but for the consideration and confirmation for Nolan Espinda as the Director of Public Safety.

Thank you for your time and ask that the committee keeps an open mind on Mr. Espinda's experience, knowledge and accomplishments.

From: mailinglist@capitol.hawaii.gov
Sent: Monday, March 02, 2015 10:45 AM
To: PSMTestimony
Cc: hugh.r.jones@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 3/2/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Hugh Jones	Individual	Support	No

Comments: Please confirm Mr. Espinda's appointment. He has 37 years of experience working in Corrections and many of them as a warden. He is perhaps the most highly qualified nominee for Public Safety Director in many many years.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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Nathalie A. Kodama
98-554-1 Kaonohi Street
Aiea, Hawaii 96701

February 26, 2015

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Nathalie A. Kodama

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

Hearing DATE: March 5, 2015 Time: 1:15 p.m.
Place: State Capitol Conference Room 229
415 South Beretania Street

Dear Chair Espero, Vice Chair Baker, and Members of the Committee:

As a private citizen, I strongly support the Governor's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

I retired from State Government as a Program Manager at the Central Office for the Department of Public Safety, (PSD) and worked closely with Mr. Espinda for over 15 years. As a colleague, I first worked with Nolan Espinda when he was Warden at the Oahu Community Correctional Center (OCCC), and later when he was Warden at the Halawa Correctional Facility (HCF). I respected Nolan Espinda due to his sincerity and concern that programs ran efficiently for the entire inmate population at the correctional facilities. I also witnessed that Nolan Espinda has always been a dedicated administrator, very knowledgeable in the penal system, and always very supportive with staff. Mr. Nolan Espinda ran a "Tight Ship", but always a professional who practiced fairness.

Sincerely,



Nathalie Kodama, Private Citizen

Luz E. Gonzalez-Mills
1615 Wilder Avenue
Honolulu, HI 96822

February 24, 2015

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Luz E. Gonzalez-Mills

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Vice Chair
Senator Rosalyn H. Baker, Vice Chair

Hearing DATE: March 5, 2015 Time: 1:15 p.m.
Place: State Capitol Conference Room 229
415 South Beretania Street

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am in strong support of the Governor's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My Name is Luz E. Gonzalez-Mills and I am employed as Secretary for Department of Public Safety, Corrections Program Services. I have a total of fifteen (15) years of state service and have been with the Department of Public Safety, Corrections Program Services, Central Office since 12/21/2001. Prior to this date I worked for PSD/CPS at the Oahu Community Correctional Center for 2 years, where I was under Warden Nolan Espinda's Administration.

During My two years working at the OCCC facility I found Mr. Espinda to be a very strong leader who is not only experienced and knowledgeable but also a caring and supportive individual toward staff as well as the inmate population. In my own experience, when I needed his support he conducted himself in a professional and supportive way.

Upon returning to employment with PSD, I encountered Mr. Espinda on occasions and he always displayed the same professionalism, endurance and supportive behavior.

As stated previously, Mr. Espinda has maximal expertise in the administration of the PSD Correctional Institutions, as he has been Warden not only for one but almost all of the facilities within the PSD in Oahu. Therefore, not only is he a most definitely a qualified candidate for the position but also a fair and impartial individual.

Thank you for allowing me the opportunity to provide a written testimony. I urge that your Committee confirm the appointment of Mr. Nolan Espinda as the Director of the Department of Public Safety.

Sincerely,

A handwritten signature in blue ink, appearing to read "Luz Gonzalez-Mills". The signature is written in a cursive, flowing style.

Luz Gonzalez-Mills

State of Hawaii will be lucky to have Nolan Espinda in this vital but often thankless position. He has worked diligently his entire life and has the rare combination of skill sets, experience and temperament to be an excellent Director of the Department of Public Safety.

Thank you for the opportunity to testify today.

Sincerely,

Chris Lee

Lisa M. Echevary
344C Kawainui Street
Kailua, Hawaii 96734

March 2, 2015

Re: GM 516 Nominee Nolan P. Espinda to be Director of the Department of Public Safety

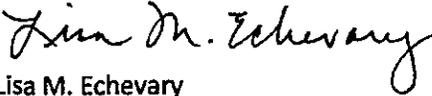
Chair Espero, Vice Chair Baker and Members of the Committee,

I am respectfully submitting testimony in strong support of Nolan Espinda, gubernatorial nominee for the Director position of the Department of Public Safety.

I believe that he is the most appropriate and capable person to lead this department which he has proven from his past three (3) decades of dedication and work ethics. His knowledge of what the department needs are, and how to achieve them is steadfast. His understanding of the big picture is even more advantageous for the department.

Thank you for the opportunity to provide testimony.

Respectfully,


Lisa M. Echevary

From: mailinglist@capitol.hawaii.gov
Sent: Monday, March 02, 2015 12:41 PM
To: PSMTestimony
Cc: robin.m.nagamine@hawaii.gov
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: GM516 Testimony.pdf

GM516

Submitted on: 3/2/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Robin Nagamine	Individual	Support	Yes

Comments:

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TESTIMONY ON THE DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY,
GUBERNATORIAL NOMINEE, NOLAN ESPINDA - GM516

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn Baker, Vice Chair

Thursday, March 5, 2015; 1:15 PM
State Capitol, Conference Room 229

Senator Espero and Members of the Committee:

I would like to take this opportunity to request for your strong support in the confirmation of Nolan Espinda as the Director of the Department of Public Safety.

I have been with the Sheriff Division for the past 29 years. I've had the opportunity at various times during those years to interact and work with Mr. Espinda. He has the experience and institutional knowledge to head a complex organization as the Department of Public Safety. He is well aware of the challenges in finding solutions to long standing issues within the corrections system. I believe that his strong leadership is vital in identifying and implementing these solutions. I look forward to working with Director Espinda.

Robin Nagamine, Sheriff
Sheriff Division
Department of Public Safety

March 2, 2015

Senator Will Espero
Chair, Senate Committee on Public Safety
Hawaii State Capitol, Room 229
Honolulu, Hawaii 96813

**Re: Testimony in Support of GM – 516 Consideration and Confirmation of
Nolan Espinda for the Director, Department of Public Safety**

Dear Senator Espero,

I support the confirmation of Nolan Espinda for the position of Director, Department of Public Safety. I have known Nolan for over 45 years since we were kids running around the Farrington High School campus when his father was the head football coach and my uncle Harry Pacarro was his assistant coach. Al "Eki" Espinda and my uncle Harry were also teachers at Farrington, where we spent many years playing in the gymnasium and on the football field. Later, in high school I played football against Nolan when he attended Iolani and I attended St. Louis. Nolan was a fierce competitor.

I had the opportunity to work with Nolan in his various capacities when he was the warden at different facilities and I was a Deputy Prosecuting Attorney for the City and County of Honolulu. I have found that he was always professional and fair in handling matters regarding issues involving the Prosecutor's Office and his department. When I was the Trials Division Chief at the Prosecutor's Office, we communicated often regarding the placement of inmates on the Work Furlough Program. We did not agree on all matters but he provided our office the opportunity to be heard and he addressed our concerns in making his decision.

I am confident that Nolan will be an excellent Director for the Department of Public Safety as he has proven himself when he was Warden of the Waiawa Correctional Facility, Oahu Community Correctional Facility and Halawa Correctional Facility. His moral courage is unquestioned and his integrity is impeccable. He will make an excellent Director because he is also trustworthy, fair and compassionate. If you have any questions, please feel free to contact me at fdpacarro@gmail.com or my cell at 255-9944.

Thank you for allowing me the opportunity to comment on his confirmation.

Sincerely,



Franklin Don Pacarro, Jr.

From: mailinglist@capitol.hawaii.gov
Sent: Monday, March 02, 2015 3:37 PM
To: PSMTestimony
Cc: ireneviernes@gmail.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: espinda.docx

GM516

Submitted on: 3/2/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Irene R. Viernes	Individual	Support	Yes

Comments:

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When I first heard that Nolan Espinda was being appointed as the next Director of Public Safety, my reaction was EUWWWWW.

That was then. I have put my feelings aside and changed my way of thinking due to his actions and changes that he has made for the good of the Department. I have been an employee of Public Safety for 15 years and have seen many things that I thought were not appropriate. Some of these things involve employees who are receiving high salaries and still claim for overtime pay, or those not doing their jobs and passing it off to others. But nothing has ever been done to correct these situations which have been ongoing for years, until now. One word to describe his actions is amazing.

Most people tend to shy away from confrontational situations or close their eyes and not face up to a problem. Mr. Espinda is not one of those people. He is valiant and gets things done and will not tolerate inappropriate actions by staff.

Then why would anyone speak up against his appointment? It is because they are afraid. Afraid to have him become the next Director of Public Safety because they will not be able to hide anything as long as he is the Director.

The media is keeping an accounting of which facilities cancel their visitations due to staff shortages. Did you know that this past Super bowl Sunday all of the facilities were opened for visitations? Amazing huh? Why? It is because Mr. Espinda is the Director. The time for change is here and so is Mr. Espinda. It just shows what a powerful figure he can be and this is what the Department of Public Safety needs the most, someone who will step up to the plate and hit the ball running. He will make a great leader and clean up what needs fixing. Public trust is very important. Allow him to correct what has been plaguing the Department for years to make the Department one that we can all be proud of.

One last thing to remember when you are reading or listening to those in opposition of Mr. Espinda's appointment ask yourself this.....what are they trying to hide??

THE SENATE
THE TWENTY-EIGHTH LEGISLATURE
REGULAR SESSION OF 2015
COMMITTEE ON PUBLIC SAFETY,
INTERGOVERNMENTAL AND MILITARY AFFAIRS
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

From
Laureen Kaneta

Notice of Hearing
Thursday, March 5, 2015
State Capitol
415 South Beretania Street

GM 516 – Submitting for consideration and confirmation as the PSM
Director of the Department of Public Safety,
Gubernatorial Nominee, NOLAN ESPINDA,
For a term to expire 12-3-2018.

Dear Senator Will Espero, Chair, Senator Rosalyn H. Baker, Vice Chair, and the
Committee on Public Safety, Intergovernmental and Military Affairs:

In response to the consideration and confirmation of Nolan Espinda for Director of the
Department of Public Safety, GM 516, please consider this as my whole-hearted support
for the confirmation of Mr. Espinda.

Although I have not worked personally with Mr. Espinda, I do manage the Personnel
functions at Maui Community Correctional Center (MCCC), and have done so for the
past three years. Previous to this, I have had a global business career spanning 30 years
in the private sector.

What I see as needed for the Department of Public Safety is to have someone at the helm
who has been “in the trenches” so to speak—someone who has been on the front line and
knows the problems and issues that affect the people doing most of the work for Public
Safety—at the institutions level. So often, I have seen edicts come down from Oahu that
largely affect (read “improve”) the work lives of administrative personnel on Oahu.
When it filters down to us on the front lines, it has a tendency to come down as additional
work/tasks to add to our already over-burdened and under-paid work lives. I am referring
to the non-uniform staff here that are grossly underpaid, especially since we are all
working in the same environment as ACOs or uniformed staff.

But also, separately from that, Mr. Espinda, in the short time he has already been
ensconced in his new position, **has already shaved an incredible 58% off the**

ACO/uniformed staff Over-Time expenses for MCCC. I am referring to the February 2015 Over-Time expenses posted at approximately \$47,000 from January 2015 Over-Time expenses posted at approximately \$110,000. This is awe-inspiring, and a true tribute to Hawaii taxpayers. Although it is my hope that this type of savings can be utilized to equalize some other non-uniform position salaries at PSD institutions, I am also hopeful that these savings are just the beginning of some really effective changes for all of us in the Department of Public Safety.

PACITA L. AQUINO
91-1137 KAMA'AHA LP., #2F
KAPOLEI, HAWAII 96707

February 24, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety,
Intergovernmental and Military Affairs
State Capitol, Room 206
Honolulu, Hawaii 96813

Dear Senator Espero and Committee Members:

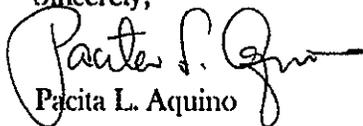
I am writing in support of Director Nolan Espinda's appointment as the Director of Department of Public Safety.

I am presently employed with the Department of Public Safety (DPS) and working as Secretary at the Halawa Correctional Facility. I had the privileged of working with Mr. Espinda since he started with DPS in 1988. I find him as firm and fair in his decision-making.

Mr. Espinda has worked with the DPS for many years in various capacities. His knowledge and extensive experience as well as his dedication and compassion about his work and this department make Mr. Espinda a valued asset to the State of Hawaii.

Thank you for this opportunity to testify.

Sincerely,


Pacita L. Aquino

Faye T. Yap
94-1096 Lelehu Street
Waipahu, Hawaii 96797

March 3, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety
Intergovernmental and Military Affairs
State Capitol, Room 206
Honolulu, Hawaii 96813

Dear Senator Espero and Committee Members:

Aloha! I am writing in support of Director Nolan Espinda's appointment as the Director of the Department of Public Safety.

My name is Faye Yap and I have been employed with the Department of Public Safety (PSD) since 1986, where I started as a Clerk Steno at the Oahu Community Correctional Center (OCCC). In 1999, I was transferred to the Halawa Correctional Center (HCF), as a Secretary, where I am presently employed.

I met Mr. Espinda in 1988, as he started his Corrections' career as a Corrections Supervisor I with PSD/OCCC. I was part of the clerical staff, so my interaction with Mr. Espinda was frequent. From 1988 to 2009, I did not work directly with Mr. Espinda, however, I was able to witness his growth within PSD. From a Corrections Supervisor I to the various Warden positions at the Waiawa Correctional Facility (WCF), OCCC and HCF, his progression within PSD speaks for itself. Wherever assigned, Mr. Espinda left his mark in a very positive way. Staff who were receptive to changes and direction always appreciated his commitment of making things better.

In 2009, I had the privilege of directly serving under Mr. Espinda's leadership as I became the HCF Branch Secretary. In no time, my thoughts of Mr. Espinda's work ethics and style became apparent to me; a man of few words, but through his actions, a man of Integrity.

While the Warden at OCCC and HCF (respectively), he managed to keep the overtime cost under control, in which his methodology and strategies were passed onto his supervisors to carry out. He also spearheaded the non-contact visits at HCF, which cut down the introduction of contraband. He was and continues to be a big supporter of inmate's weekend visits, by insuring visits are conducted on a weekly basis, which he felt was an important part of an inmate's rehabilitation. He had an open-door policy, in which those who sought his advice, benefited from his suggestions.

The Honorable Will Espero, Chair

March 3, 2015

Page 2

Mr. Espinda may be portrayed by some as a little rough around the edges, but it's only because of the frustration and challenges he faces dealing with management problem inmates, correcting any wrong-doing by staff and holding them accountable for their actions. He stands by his decisions, knowing he may be faced with opposition. I applaud his diligence of not sweeping anything under the rug. He is also a stickler for detail, which ultimately protects not only his staff, but the Department as well from possible litigation. Mr. Espinda is an intelligent person, who is always thinking of ways to improve not only the cosmetic parts of the facility, but the numerous areas that operate the facility. He is often consulted by others regarding Union and Labor relation issues.

I would describe Mr. Espinda as a work horse, who may give off a "guff" impression at times, but inside, he holds a good, kind heart. His mind is always thinking and strategizing and his heart is always in the best interest of his staff, inmates in his care and the Hawaii tax payers.

It is my pleasure to submit this testimony on behalf of Mr. Espinda. I know he will continue to bring a wealth of knowledge and experience to our Department, as well as striving to bring integrity to our Department, with the best interest of all that he serves.

Sincerely,



Faye Yap

MEYLENE MURASHIGE
96-212 Waiawa Road, #103
Pearl City, Hawaii 96782

March 3, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety,
Intergovernmental and Military Affairs
State Capitol, Room 206
Honolulu, Hawaii 96813

Dear Senator Espero and Committee Members:

I am writing in support of Director Nolan Espinda's appointment as the Director of the Department of Public Safety.

My name is Meylene Murashige and I am a Secretary at the Halawa Correctional Facility. I met Nolan Espinda in 1988 at OCCC and he became my supervisor (Unit Manager) until 1990. He was then transferred to the WCF as the Acting Warden. In 1993, Mr. Espinda came back to OCCC as the Acting Warden. He formed a Time and Attendance Unit to centralize payroll for all facility staff. I was assigned to supervise this unit. In May of 1999, Mr. Espinda was transferred to head HCF, along with several supervisors and secretaries including myself. From 1999-2003 I was in charge of the Time and Attendance Unit and Personnel Section. In 2003 I was promoted to Secretary and to present I've been working in the Administration Office which includes the Administrative Captain, COS, DW and Warden.

During my 28 years in working in the Department of Public Safety and working with Mr. Espinda I've got to know his style of management as a Manager/Warden of a facility.

In my opinion I believe that Mr. Espinda is a fair but firm person who doesn't show favoritism. I also feel that he handles all problems and concerns whether it's from staff, inmates, or inmate's family as important no matter how small or big the problem might be.

He has an open door policy and I've seen many different people come and go for different reasons whether it was for union business, family emergencies, work related questions or just to talk story.

Time after time I hear people tell me he's so unfriendly, he doesn't smile but that's just how he looks. Again, in my opinion Mr. Espinda is really a thoughtful person and his mind is always thinking and maybe sometimes people just caught him in a thinking mold.

In closing I believe that Mr. Nolan Espinda would make an excellent Director for the Department of Public Safety.

Meylene Murashige 3/3/15

Natalie Wagatsuma

95-1034 Hakala Street • Mililani, Hawaii 96789
Mobile: (808) 223-7446 • Email: nakeliw@gmail.com

February 28, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety, Intergovernmental and Military Affairs
State Capitol, Room 229
Honolulu, Hawaii 96813

RE: Governor's Message 516 - Consideration and Confirmation of Mr. Nolan Espinda as the Director of the Department of Public Safety

Dear Chair Espero, Vice Chair Baker, and Members of the Committee:

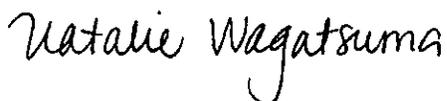
I would like to express my strong support for Mr. Nolan Espinda's appointment as the Director for the Department of Public Safety.

I am presently a Private Secretary for the Deputy Director for Administration of the Department of Public Safety. I have been employed with the department for the past 30+ years.

I truly believe Mr. Espinda's background, knowledge, and experience as warden at the Waiawa Correctional Facility, Oahu Community Correctional Center, and Halawa Correctional Facility, make him well qualified to lead the Department as the Director. As Halawa's warden, his successful managerial skills were apparent—a well-run facility and overtime under control. Mr. Espinda's vision for the Department has motivated and encouraged all of us to work together for the benefit of the Department. His dedication, integrity, and compassion make him a valued asset to the State of Hawaii.

Thank you for this opportunity to testify, and I humbly ask that you confirm Mr. Nolan Espinda's nomination as Director for the Department of Public Safety.

Respectfully Submitted,



Natalie Wagatsuma

From: mailinglist@capitol.hawaii.gov
Sent: Tuesday, March 03, 2015 6:36 PM
To: PSMTestimony
Cc: coqm@hotmail.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 3/3/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Colleen Miyasato	Individual	Support	No

Comments: I support the consideration and confirmation of Gubernatorial Nominee, Nolan P. Espinda to serve as Director for the Department of Public Safety, for a term to expire on December 3, 2018. I have come to know Nolan in my daily dealings and find him to be aggressive in achieving results to accomplish a task. With Nolan, we will have continuity based on his vast history and knowledge of the department. Most recently, he displayed the ability to utilize manpower effectively and drastically reduce the overtime costs at the Halawa Correctional Facility. He has in my opinion performed exceptionally throughout his career and is committed to the betterment of the Department of Public Safety, the community, public service, and to the State of Hawaii. I believe he possess the vision necessary to move the Department of Public Safety forward. Thank you for allowing me the opportunity to provide written testimony. I urge you to confirm the appointment of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

Do not reply to this email. This inbox is not monitored. For assistance please email webmaster@capitol.hawaii.gov

THE SENATE
THE TWENTY-EIGHTH LEGISLATURE
REGULAR SESSION OF 2015

COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY AFFAIRS

Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

GM516 Submitting for consideration and confirmation as the Director of the Department of Public Safety, Gubernatorial Nominee, **NOLAN P. ESPINDA**, for a term to expire 12-3-2018.

TESTIMONY IN SUPPORT:

I, Theodora L. Leatumauga, fully support the confirmation of **NOLAN P. ESPINDA** as the Director of the Department of Public Safety.

My career in State government began at the Department of Public Safety, Oahu Community Correctional Center (OCCC), on November 1990. The position I held was established in response to recommendations from court-appointed monitors who supervised a court-approved consent decree, which was directed at improving confinement conditions in the areas of medical, dental and mental health services; environmental health and safety conditions and practices; and population management, classification, security and other correctional policies, at both the OCCC and the Women's Community Correctional Center (WCCC) [*Agnes Spear, ET AL., Plaintiffs v. Benjamin J. Cayetano, ET AL., Defendants, D.C. Civil No. 84-1104*]. The consent decree was an extensive, arduous and costly process, which took immeasurable man hours and an exacting management style to ensure compliance with court directives. **NOLAN P. ESPINDA** guided the staff of the OCCC, developed and implemented plans to modify existing conditions, and personally evaluated required documents, processes and recordkeeping systems for accuracy. Housing of inmates out-of-state was a means to lessen the overcrowding and in direct response to this consent decree and is still necessary until the completion of new construction. **NOLAN P. ESPINDA** oversaw the initial out-of-state inmate transfer, which was conducted jointly with State and City law enforcement entities and was accomplished flawlessly. Stipulation of Substantial Compliance and Dismissal was agreed upon by the parties on December 1996 – under the direction, command and leadership of **NOLAN P. ESPINDA**.

I currently hold the position of Business Manager V at the Department of Public Safety, Halawa Correctional Facility (HCF) since February 2001. As the Business Manager V of HCF, I am responsible for the requisition and procurement of personal services and goods/services. **NOLAN P. ESPINDA** reiterates on a regular basis, "We work for the taxpayers; and we must

TESTIMONY IN SUPPORT:

guarantee that monies or work hours are not wasted". **NOLAN P. ESPINDA** holds himself and staff responsible and accountable to the taxpayer. This belief is deeply imbedded and because of it, **NOLAN P. ESPINDA** seems inflexible and unmovable, which is so far from the truth. **NOLAN P. ESPINDA** is an excellent teacher and is willing to share knowledge with those that are inclined to learn. **NOLAN P. ESPINDA** desires a department of professional and accomplished personnel. Working directly under the supervision of the Warden, I've personally witnessed the tactics employed by **NOLAN P. ESPINDA** to operate a large facility with hundreds of staff members and approximately 1,000 inmates in a safe and secure manner. A thorough knowledge base is required to manage the inmate population inclusive of ensuring fulfillment of inmates' constitutional rights and providing humane living conditions; filling and maintaining appropriate staffing levels; ensuring authorized staffing levels and work schedules are unified; managing legislative appropriations and supplemental funding; applying collective bargaining stipulations; preserving the physical plant and various equipment; safeguarding of security related equipment and components, etc. **NOLAN P. ESPINDA** is well versed in all these aspects and corroborates the fact that he has the education, skills, abilities, practical experience, qualifications and willingness to head the department.

NOLAN P. ESPINDA planned and developed an attendance program in conjunction with the United Public Workers' Union to combat abuse of sick leave amongst correctional uniformed staff. This attendance program has been implemented department wide and has proven to be successful with less sick leave calls and subsequent posts coverage at overtime costs. This attendance program also provides job protection for employees who need time off to care for self or family under the Federal and/or State Family and Medical Leave Acts.

NOLAN P. ESPINDA mandates facility section administrators to submit operational and management reports at regular intervals as a measure of efficiency within each section. Reports are thoroughly reviewed and examined. If necessary, questions are probed and answers sought. **NOLAN P. ESPINDA** expects completion of work tasks in a timely and complete fashion. Taxpayers should also have the same expectation.

Thank you for allowing me to submit this testimony in support of **NOLAN P. ESPINDA** as the Director of the Department of Public Safety. I greatly urge this committee to look favorably upon this confirmation.

Sincerely,
Theodora L. Leatumauga
Business Manager V, Position Number 32207
Department of Public Safety
Halawa Correctional Facility

COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY AFFAIRS

Senator Will Espero, Chair

Senator Rosalyn H. Baker, Vice Chair

DATE: Thursday, March 5, 2015

TIME: 1:15 p.m.

PLACE: Conference Room 229

State Capitol

415 South Beretania Street

Senators Espero, Baker, and Members of the Committee,

My name is Alan Asato, Administrator, Inspections and Investigations Office, Department of Public Safety, State of Hawaii. In my 25 years of public service, I have been fortunate to have worked with many highly skilled and committed individuals in the social service, corrections, and law enforcement professions. From my earliest experiences as a Youth Intake Center Worker at the Susannah Wesley Community Center in Kalihi through various positions of increasing responsibility while in service to the State of Hawaii, these individuals helped to shaped my professional growth with their breath of knowledge, keen skills set, savvy "hands-on" style of leadership, and self-less commitment to professional core values of honesty, truth, fairness, and diligence. Among these influential practitioners, managers, and leaders, I am truly fortunate to be able to consider Nolan Espinda, a principled colleague and friend.

I have no doubt the Committee has already received many testimonials and letters that speak to their high regard for the Candidate and detail how they and many others feel he is eminently qualified and ready to take-on the challenges and responsibilities of Director. Having worked with him since 1988, I can attest to his disciplined core values, tested leadership ability, and consensus building style of management. Indeed, he is a savvy manager and administrator with a proven track record of accomplishments. I am wholeheartedly in support of his confirmation as Director of the Department of Public Safety.

Thank you for allowing me the opportunity to share my views.

Sincerely,



Alan M. Asato

Limahana Street

Waipahu, Hawaii 96797

March 3, 2015

Submitting for consideration and confirmation as the
Director of the Department of Public Safety, Gubernatorial Nominee, NOLAN ESPINDA,
For a term to expire 12-3-2018.

The Honorary Senator Will Espero, Chair
The Honorary senator Rosalyn H. Baker, Vice Chair
and the members of the committee:

I would like to introduce myself, my name is Kuuleipulama Dyer, I have been employed by the Department of Public Safety for 19 years and have worked at six different facilities statewide working in multiple positions; I am now a mental health recreation specialist at the Oahu Community Correctional Center (OCCC). I am very confident in expressing my full support for Mr. Espinda. I firmly believe that he is well qualified for this job. Mr. Espinda has been working for corrections for over 30 years in several positions including serving at our two largest facilities, the OCCC and the Halawa Correctional Facility (HCF). In his decision making, I've noticed that Mr. Espinda was always looking out for the best interests of the community, staff and inmates. All he asks from every staff member is to come to work and dedicate 8 hours of work for 8 hours of pay.

Mr. Espinda was the "Mr. Fix It" in our department. When there was a problem he was the "Go to" person who would always come up with a solution. Many colleagues within the department would contact him to ask for advice when they had concerns in their section. They trusted his advice and valued his opinion. Mr. Espinda welcomed the input of staff and encouraged our ideas as he looked for ways to improve our working environment.

In June of 1999 Mr. Espinda was assigned to the HCF by Director Ted Sakai. He was tasked with curbing excessive overtime, sick leave abuse and staff covering up for wrong-doings, such as drug abuse and contraband. Staff members were held accountable for their actions. Personally, it made me feel safe knowing my working environment was free of these kinds of workers that were no longer employed there and committing their unlawful and illegal activities. Everyone at HCF realized how quickly Mr. Espinda had gone into action and cleaned up the problems. While Mr. Espinda was at OCCC, he found ways to improve the conditions for the mentally ill female inmates by moving them to a separate housing module. Previously, these special needs female inmates were housed with the general population females. The mixing of these two different populations was a difficult challenge for our staff to manage. This created extreme tension between the mentally ill and general population inmates.

Mr. Espinda also suggested installing security cameras in the cells in Module 1 for the safety of the staff and mentally ill male inmates. This illustrates how he was creative and a problem solver. Prior to the cameras being installed, many staff members were assaulted and inmates were getting injured. Once the cameras were installed the number of staff assaults and inmate injuries were drastically reduced.

During my career with corrections I have worked under several directors and I have respected and supported each of them. Now that Mr. Espinda has been appointed to the job I know he will be able to make improvements to this difficult and unique department. He is a straight forward individual, very intelligent, and a hard worker. He is a person with a great deal of integrity, loyalty and honesty. He is not afraid to admit when he has made a mistake. Mr. Espinda has the talent to get it done and is willing to work with staff.

The decision to confirm Mr. Espinda is very simple as many of us are excited for new leadership and the opportunity to work with Mr. Espinda.

Mr. Espinda was appointed to the position of Director of Public Safety on December 31, 2014 and he "hit the road running" with agility and skill. He is not starting from "Square One." He's familiar with the Department and has a solid background in corrections as demonstrated by the fact that he is not afraid to make tough decisions. He is responsible and holds the staff accountable. Mr. Espinda does not seek any personal recognition for the many positive changes he has initiated throughout his career. In fact, he absolutely possesses the highest level of humility.

In summary my testimony shows that I whole heartedly believe Governor Ige has shown great insight and judgment by choosing Mr. Espinda to serve as the Director of Public Safety for your constituency, the people of Hawaii.

Thank you for this opportunity to submit testimony in support of Mr. Nolan Espinda.

Kuuleipulama Dyer
2349 Ainaola Drive
Hilo, Hi 96720

From: Rev Bu <808bulla@gmail.com>
Sent: Wednesday, March 04, 2015 10:15 AM
To: PSMTestimony; Sen. Will Espero; Sen. Roz Baker; Sen. Brickwood Galuteria; Sen. Sam Slom; Sen. Gilbert Keith-Agaran
Subject: GM 516 NOMINATION OF NOLAN ESPINDA FOR DIRECTOR OF PUBLIC SAFETY

Chair Espero, Vice Chair Baker, and committee members,

I am submitting testimony in strong support of Mr. Nolan Espinda as Director of Public Safety.

I have been blessed to co-lead Free Inside Prison Ministry of First Assembly of God Red Hill for the past 4 years. Our team of 12 volunteers ministers to the incarcerated in all of the adult facilities on Oahu and Saguaro Correctional Center in AZ.

In 2012:

- we held 345 services
- 13,790 inmates attended services
- 3,854 Salvations

We have been blessed to hold weekly chapel services at Halawa on Fridays for the past few years. Every other month we are able to go into Halawa on the 1st Saturday to do a Praise and Worship Concert for the men. The ACO staff have always been very accommodating and cooperative with our team. Warden Espinda has always provided us the opportunity to reach out to the broken and the lost in the facility. There have been times where the staffing had to be adjusted to allow us to minister to the men. During those times, the facility was not compromised, but resources were reallocated for the duration of our visit to accommodate us as we ministered to the men.

I have personally been to Saguaro Correctional Center 14 times and will be returning in May 2015 with our Free Inside Team to water baptize over 200+ men. Last year we baptized 121 men and coordinated everything with the staff and Wardens there in AZ.

I personally have been in every facility and currently minister in OCCC every week. There are many challenges to the Department of Public Safety. I feel that Mr. Espinda has already made a difference by the reduction of cancelled family visits since the beginning of 2015. Prior to his assignment, at one point at OCCC family visits were being cancelled

more than 50% of the time due to staff shortages. I believe that since January, OCCC has only cancelled 1 family visit day.

We work directly with many inmates as they leave the system. One of the common remarks from those that have served time at Halawa have shared that there was no favoritism and the Warden was strict but fair while they were there.

We have a nightly radio program on 99.5fm The Word called Free Inside that was created for the broken, the lost and the incarcerated. Hundreds of letters and testimonies from men and women who listen faithfully every night. In mid-March we will be broadcasting in AZ also to the Hawaii men that are incarcerated their currently.

I fully support Mr. Nolan Espinda's nomination because of his years of experience and his 'resolution-oriented' attitude.

My life is my message

,

E pili mau na pomaika`i ia `oe / May Blessings Ever Be With You

Free Inside Prison Ministry
PO 89253, Honolulu, HI 96830

Rev Bu
Salem Media Hawaii
On-Air Personality
95.5 The Fish, Hawaii
99.5 The Word, Hawaii
91.1 Grace 91.1 Eloy, AZ
808.222.2822

✕	✕
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From: mailinglist@capitol.hawaii.gov
Sent: Wednesday, March 04, 2015 11:31 AM
To: PSMTestimony
Cc: carpenterd@hawaiiantel.net
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 3/4/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Dante K. Carpenter	Individual	Support	No

Comments: Chair Sen. Will Espero, VC Sen. Rosalyn Baker and members of the PSM Committee: I write in support of the appointment of Gubernatorial Nominee, Nolan Espinda, for the position of Director of the Department of Safety for a term to expire 12-3-2018. Mr. Espinda's experience and performance over many years as the Superintendent of the Halawa High Security Facilities has proven him to be competent and experienced in the operations of Prison and Security Facilities in the State of Hawai'i. Thank You for your consideration for this important function. Dante Carpenter Former Chair, Senate Judiciary Committee

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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TESTIMONY SUBMITTED TO COMMITTEE ON PUBLIC SAFETY,
INTERGOVERNMENTAL AND MILITARY AFFAIRS

CONFIRMATION OF NOLAN ESPINDA, DIRECTOR DEPARTMENT OF
PUBLIC SAFETY

HEARING: MARCH 5, 2015

TO: Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

RE: GM 516 Status & Testimony
IN SUPPORT of Nolan Espinda Appointment to Director of the
Department of Public Safety

Good Afternoon Senators:

I have been employed by the Department of Public Safety for thirty or so years; located for the last twelve years at Oahu Community Correctional Center (OCCC). Nolan Espinda was the OCCC warden for a couple years when the Department of Justice (DOJ) turned its investigation from the Hawaii State Hospital to OCCC to determine whether the civil rights of institutionalized persons were being violated. My testimony is based on observations and opinions I formed from work interactions through department meetings, initiatives over the years, and for a couple years working with Mr. Espinda. I am submitting testimony as a private citizen and it represents my view.

I respect Mr. Espinda's ability to find the crux of issues. He listens, and seeks all of the facts. After analyzing the information he makes decisions in the interest of safe, lawful correctional facilities. Mr. Espinda is an effective communicator, and tested leader of a diverse staff that he is able to bring together to complete what is started, and accomplish planned outcomes.

In my opinion, Mr. Espinda has been committed to changing offenders always aware that they become our neighbors. His 'no come back' to prison message to offenders is what moves him to make decisions on what is important to invest department time and money on. His boldness to face problems comes from competence and confidence earned through years of work with offenders, Correctional Officers, and diverse civilian employees in a complex environment governed by statutes, case law and union contracts. Mr. Espinda's perspectives on workable solutions to longstanding problems in Public Safety are invaluable. The department will best serve the public's safety, and the interest of offenders who seek to change their lives for the better if led by Mr. Espinda.

Respectfully,
Sandra Labuguen

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Shelley Nobriga

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

March 5, 2015
at 1:15 p.m.
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

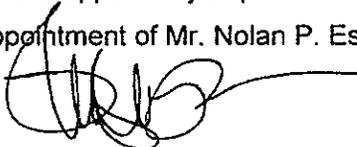
I am in strong support of Governor Ige's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My name is Shelley Nobriga, I am employed by the State of Hawaii, Department of Public Safety in the position of Litigation Coordination Officer. I have worked for the Department of Public Safety for about twenty-six (26) years as a Social Worker, Corrections Supervisor, Employee Disciplinary Hearings Officer, and now in my current position as the department's Litigation Coordination Officer. I have served with at least eleven (11) Directors through my years of service and I am very familiar with the mission and goals of the department, as it relates to the divisions for Corrections, Law Enforcement, and Administration.

Director Nolan Espinda has a lengthy professional career in Corrections and has participated in Strategic Planning Groups for the Law Enforcement Division. This role has provided him with additional exposure to the Law Enforcement Division, which makes him the best and well-rounded person for the Directorship of PSD. He possesses a wealth of experience and a strong knowledge base to lead the Department of Public Safety in a professional, fiscally efficient, and non-controversial manner.

Director Espinda has been regarded by prior Directors as the "Mr. Fix It" Warden for PSD based on his exceeds performance ratings. He has been asked to assist at various facilities to address their deficiencies and he has successfully managed these facilities. Director Espinda will ensure accountability for all administrators and staff, the days of hidden agendas, favoritism, and overtime abuses are in the past. In his two month term, he has taken a hands on approach to prioritizing key deficiencies of the department and provided direction to assist with a positive output. The department will clearly continue to benefit from his leadership as the Director.

Thank you for allowing me the opportunity to provide written testimony. I urge your Committee to confirm the appointment of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.



TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Scott Harrington

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

March 5, 2015
at 1:15 p.m.
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am in strong support of Governor Ige's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My name is Scott Harrington, I am employed by the State of Hawaii, Department of Public Safety, Waiawa Correctional Facility as the Warden. I have worked for the Department of Public Safety for about twenty-eight (28) years as an Adult Correctional Officer, Sergeant, Lieutenant, Chief of Security, and now in my current position as the Warden at the Waiawa Correctional Facility.

I strongly believe based on my direct interaction with Director Espinda in his current role, as a peer Senior Warden, and as my prior supervisor at Waiawa Correctional Facility that he is the best person to manage the Department of Public Safety. Director Espinda is a knowledgeable, fair and objective person, who knows all of the positive and negative issues currently impacting our department. This equates to a person who can "hit the ground running" and he does not require an intense learning curve to manage our department. Director Espinda is a person from our department and this is one of the key factors for a successful Director in combination with the knowledge, skills, and abilities (KSA) to perform the job. It is evident and obvious that Director Espinda has the KSAs to manage the Department of Public Safety, as there is ample documentation available for your review to support this conclusion. In short, he is the best person to be our Director.

Thank you for allowing me the opportunity to provide written testimony. I urge your Committee to recommend the confirmation of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.

Scott Harrington 3/4/15

TESTIMONY ON
CONSIDERATION AND CONFIRMATION OF NOLAN P. ESPINDA
AS DIRECTOR OF THE DEPARTMENT OF PUBLIC SAFETY

By
Sean Ornellas

Senate Committee on Public Safety, Intergovernmental and Military Affairs
Senator Will Espero, Chair
Senator Rosalyn H. Baker, Vice Chair

March 5, 2015
at 1:15 p.m.
State Capitol, Conference Room 229

Chair Espero, Vice Chair Baker, and Members of the Committee:

I am in strong support of Governor Ige's nomination of Mr. Nolan P. Espinda as the Director of the Department of Public Safety (PSD).

My name is Sean Ornellas, I am employed by the State of Hawaii, Department of Public Safety, Waiawa Correctional Facility as the Chief of Security. I have worked for the Department of Public Safety for about twenty-two (22) years as an Adult Correctional Officer, Sergeant, Lieutenant, and now in my current position as the Chief of Security at the Waiawa Correctional Facility.

I have interacted with Director Nolan Espinda as a subordinate under his supervision and have personally observed his commanding demeanor, while at departmental meetings and functions. He is indeed a person who inspires loyalty and dedication, because of his actions to make the department a better place. He has always been a leader for all of the facilities without the actual duties and responsibilities, but now he has the opportunity to expand his direction and management style to the whole department. He may be characterized by some individuals as unapproachable, which is a false branding of his character and management style. I have always found him willing to assist with my concerns and career growth. He is the best person to lead our department as he has clear goals and objectives, which he verbalized in a recent meeting with the Warden and the Chiefs of Security.

Thank you for allowing me the opportunity to provide written testimony. I urge your Committee to confirm the appointment of Mr. Nolan P. Espinda as the Director of the Department of Public Safety.



From: mailinglist@capitol.hawaii.gov
Sent: Wednesday, March 04, 2015 12:52 PM
To: PSMTestimony
Cc: rapanui27@aol.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 3/4/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Doveline Borges	Individual	Support	No

Comments: Because of the 24 hour deadline for submission, my written testimony will be hand carried to the hearing by Mr. Keone Morreira.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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From: mailinglist@capitol.hawaii.gov
Sent: Wednesday, March 04, 2015 8:46 AM
To: PSMTestimony
Cc: kkelli4u@aol.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 3/4/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
kelli keawe	Individual	Comments Only	No

Comments: I Ms. Kelli L. Keawe, Office Assistant for Hawaii Paroling Authority under the Department of Public Safety submit my written testimony; as a and on the behalf of LGBT Advocates and Supports informing and assuring the Department of Public Safety Director, Affiliates and Attached Departments enforce all written department Policy and Procedure, relating to discrimination, harassment and retaliation against the LGBT which violates any Protected Class and laws set fourth by Federal, State and County. Thank you Kelli Keawe

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From: Sen. Will Espero
Sent: Wednesday, March 04, 2015 10:44 AM
To: Marlene Uesugi
Subject: FW: Per our telephone conversation;
Attachments: Director.pdf; incident22.pdf; incident21.pdf

From: Kelli.L.Keawe@Hawaii.gov [mailto:Kelli.L.Keawe@Hawaii.gov]
Sent: Wednesday, March 04, 2015 9:21 AM
To: Sen. Will Espero
Cc: senchunoaland@capitol.hawaii.gov; Rep. Karl Rhoads
Subject: Per our telephone conversation;

Senator Will Espero,

I submitted my written testimony, today my name is Ms. Kelli Keawe Office Assistant for Hawaii Paroling Authority under the Department of Public Safety, I ask the new Director Nolan Espinda appointed by Honorable Governor David Ige; to be confirmed on Thursday March 5, 2015 in support of the LGBT, as a transgender I endured (one decade) of discrimination, harassment followed by retaliation on going; you welcome to read more via my facebook and some examples.

Thank you, for your time, you welcome to call me if you have questions (808) 782-5777

Aloha Kelli Keawe

DAVID Y. IGE
GOVERNOR



STATE OF HAWAII
HAWAII PAROLING AUTHORITY
919 Ala Moana Boulevard No. 100
Honolulu, Hawaii 96814

BERT Y. MATSUOKA
CHAIR

JOYCE K. MATSUMORI-HOSHIJO
MICHAEL A. TOWN
ANNELLE C. AMARAL
FITUINA F. TUA
MEMBERS

TOMMY JOHNSON
ADMINISTRATOR

No. _____

March 2, 2015

TO: Director Nolan Espinda

FR: Kelli Keawe, Office Assistant III

SUBJECT: PSD Policies and Procedures, Incident Reports

Just clarification, my name is Kelli Keawe, Office Assistant III with HPA Special Services, just a little background I been with HPA since 2005 and been subjected to discrimination, harassment and retaliation; and enjoy my job; as a civil service worker, as a transgender! I been order by PSD/Personnel to use one unmarked stall at the time; now labeled Handicap; I gave the department 5 years to clear up this matter; in the meant time my duties and responsibility work assignments has been amended and my duties that I was hired for was strip. I filed complaints with both EEOC and HCRC because PSD/CRCO was not in compliances and bias; therefore lead to a lawsuit. To enforce the policies change bad habits; and requesting everyone to be trained.

I was given a letter in 2014 by the previous director allowing me to use any restroom to my gender identity; to date no settlements occurred; through my Attorneys and Office of the Attorney General; 7/01/14 my co workers has been ingoring the policies and continue to retaliate; lead to me filing a workers comp claim/I been on part time work pending ordered by my doctors (20 hours work week); Today March 2, 2015 the retaliation continues; I followed chain of commands and policies; when I tum to PSD/CRCO Lori Takao I being referred back to my chain of commands; with all respect my TA Supervisor Corey Reincke who is untrain and named in the lawsuit; I report incidents of retaliation to him immidately following my report to work, when there a incident and file a incident report with CRCO Lori/or Rick; We all where order to sign a cease and desist notice by HPA Tommy Johnson which states we to go directly to CRCO and by PSD Policy and Produres anytime there a complaint violation to P&P we allow to file complaint with CRCO; there is some mix up; in communication I being turned away by CRCO; that needs to cleard up and CRCO cannot take complaints out of the office and share them with others; or allow other employees, administrator to read them to make a decision. PSD/CRCO needs to be retrained and Lori may need to step down. for violating employees civil rights of pravity.

The retaliation and harassments continues, to this date, sorry I know you just came into the department/I ask you to clear up CRCO and plese enforce the policies; HPA Administrator through statements obtain by my attorneys seem that HPA and PSD are not being truthful. I ask your assistance on this matter; it will be greatly appreciated and I don't mind sitting down with you and talking about this matter.

Kelli Keawe, Office Assistant III
Hawaii Paroling Authority
Special Services Section
919 Ala Moana Blvd., Room 100
Honolulu, Hawaii 96814
Phone# (808) 587-2513
Fax# (808) 587-2518

*Thank You!
Kelli*

cc: File

DAVID Y. IGE
GOVERNOR



STATE OF HAWAII
HAWAII PAROLING AUTHORITY
919 Ala Moana Boulevard No. 100
Honolulu, Hawaii 96814

BERT Y. MATSUOKA
CHAIR

JOYCE K. MATSUMORI-HOSHIJO
MICHAEL A. TOWN
ANNELLE C. AMARAL
FITUINA F. TUA
MEMBERS

TOMMY JOHNSON
ADMINISTRATOR

No. _____

March 2, 2015

TO: Lori Takao, PSD/CRCO
FR: Kelli Keawe, Office Assistant III *KK*
SUBJECT: 2/19/15 Incident, Complaint Report

I reported to work, Thursday February 19, 2015 at 7:45 and tried turning my computer on to complete my work assignments on about 8:00 am I was unable too login, I looked in back of my computer and notice wires hooking up my computer was unplugged, I immediately when to report the incident to my TA Supervisor Corey Reincke who was not available in the office; therefore I reached out to PSD/CRCO Lori Takao as instructed by CRCO Supervisor Lori and Officer Rick; anytime there an incident and my supervisor is not available I can call on CRCO; since there in the building; in which I did/Lori was not available CRCO Officer Rick asnwered; I explained my situation and was told by Rick in a memo by HPA Tommy Johnson CRCO is to refer me to follow HPA Chain of Commands; I questioned Rick what memo/in my November 2014 conversation with CRCO. I mentioned be sure to inform HPA and PSD of such instructions; when my supervisor is not available.

Again, someone in my office is continuous to go behind my desk; with unwelcome behavior, prangs harassment and continuous signs of retaliations, please investigate and find photos attached.

Kelli Keawe, Office Assistant III
Hawaii Paroling Authority
Special Services Section
919 Ala Moana Blvd., Room 100
Honolulu, Hawaii 96814
Phone# (808) 587-2513
Fax# (808) 587-2518

cc: File
Emails

DAVID Y. IGE
GOVERNOR



STATE OF HAWAII
HAWAII PAROLING AUTHORITY
919 Ala Moana Boulevard No. 100
Honolulu, Hawaii 96814

BERT Y. MATSUOKA
CHAIR

JOYCE K. MATSUMORI-HOSHIJO
MICHAEL A. TOWN
ANNELLE C. AMARAL
FITUINA F. TUA
MEMBERS

TOMMY JOHNSON
ADMINISTRATOR

No. _____

March 2, 2015

TO: Lori Takao, PSD/CRCO
FR: Kelli Keawe, Office Assistant III *KK*
SUBJECT: 3/02/15 Incident, Complaint Report

I reported to work today, Monday March 2, 2015 at 7:45 and about 8:45 am I reached for the weekly warrant report usually behind me the stack of reports was missing; which I submit every Monday to our Alakea Office, immediately I reported to my TA Supervisor Corey Reincke again someone in this office is continuing the unwelcome behavior, prangs and continuous signs of retaliations, please investigate and find photos attached.

Kelli Keawe, Office Assistant III
Hawaii Paroling Authority
Special Services Section
919 Ala Moana Blvd., Room 100
Honolulu, Hawaii 96814
Phone# (808) 587-2513
Fax# (808) 587-2518

cc: File
Emails

From: mailinglist@capitol.hawaii.gov
Sent: Wednesday, March 04, 2015 10:23 AM
To: PSMTestimony
Cc: bhistoday@gmail.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM
Attachments: Testimony_Espinda Confirmation.pdf

GM516

Submitted on: 3/4/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
Anna Ramos	Individual	Comments Only	No

Comments: I will be present at the hearing. Thank you.

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SENATE COMMITTEE ON PUBLIC SAFETY, INTERGOVERNMENTAL AND MILITARY AFFAIRS
THE TWENTY-EIGHTH LEGISLATURE
REGULAR SESSION OF 2015

NOTICE OF HEARING

March 5, 2015

1:15 pm

Conference Room 229

State Capitol, 415 S. Beretania St.

Aloha Chair Espero, Vice Chair Baker and Committee Members:

As a concerned citizen and community leader working to assist our present public safety challenges by supporting reentry from prisons, jails, and juvenile facilities through community collaboration, I want to express my strong concern about the confirmation of Nolan Espinda as Director of Public Safety Department.

On February 12th, I was in the hearing room before our HB 1477 bill was scheduled to be heard. I sat three seats away from him. He was not there for the bill being heard as he offered no testimony. When ours was scheduled to be heard, he went behind closed doors to ask the chair to present his testimony first in opposition. His reason—"we do not have the capacity." He left without hearing any other testimony because he had another "meeting" to be at. He used his position to usurp and was unwilling to listen to what others had to say as well. That concerned me.

On February 17,th I read an interview with him about addressing the "corruption" and "millions" of dollars wasted on overtime and sick leave--this step, a small managerial step, seems to be his overriding "fix-all" solution to the much bigger problems he faces in this position. This we know is but one issue of many and will not address "recidivism" and more importantly, the disparity and overcrowding. Not to mention the overarching concern of continuing our contracting with private prison companies that speak evidence based volumes of the dangerous path our state is on regards mass incarceration and the more inhumane justice policy that goes along with that mind set! This seriously concerns me.

Further, on February 24th, I asked to schedule an appointment and was refused by a staffer that told me he is not scheduling because of his "learning curve" on the matters that we, the service providers, educators, families and community at large concern ourselves with every day regards our current corrective system and our public safety practices. Ignorance coupled with arrogance highly concerns me!

I humbly ask you to please consider carefully. We do not need just another manager of a department or "quid pro quo" in governmental affairs regards this matter and confirmation. In this opportune time before us, we need a leader who is open to learn, to be humbly willing to

be educated about how his ignorance and inaction will effect not just the bottom line of a budget, but the entire state of people he serves that walk through his revolving doors—victims, offenders, families and communities.

Thank you very much for allowing me to express my strong concern in this matter.

Respectfully submitted,



Anna M. Ramos, Community Collaborator

March 04, 2015
(Date submitted)

BHIS, LLC

Communications Strategy
Development
PO BOX 1605
Aiea, Hawaii 96701
808.384.8137
bhistoday@gmail.com
www.bhisllc.com

From: mailinglist@capitol.hawaii.gov
Sent: Monday, February 23, 2015 10:42 AM
To: PSMTestimony
Cc: blawaiianlvr@icloud.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/23/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
De MONT R. D. CONNER	Ho'omana Pono, LLC.	Oppose	No

Comments: We STRONGLY OPPOSE Nolan Espinda for Director of Public Safety for the following reasons: 1.) Governor Ige promised to include the people's voice in the process. Nolan Espinda did not apply for this position. Therefore, what made Gov. Ige to select Mr. Espinda? There was no "transparency" in his selection. This selection is a broken promise by Gov. Ige, as far as transparency is concerned. 2.) This appointment snacks of "cronyism", since Gov. Ige's henchman is Bill Oku, a close family friend of Nolan Espinda. Bill Oku's father, William Oku was a long time Warden of Halawa, with whom Mr. Espinda worked under. 3.) When has Mr. Espinda ever come clean about any corruption that occurred in the prison system? Never. 4.) While Mr. Espinda is capable of tickling our ears with pre-arranged "talking points", what concrete plans does he have to assist in the recidivism rate of the prison system, as opposed to simply warehousing prisoners? He had offered no strong support of rehabilitation programs. 5.) Mr. Espinda's own lack of work ethic & integrity is severely questionable, since he had, as a Superior, an extramarital affair with a female subordinate, that resulted in a child between them & his divorce from his first wife. While that may have been some time ago, it is clear that he had not learned from his lack of ethical conduct, since he promoted Shelley Nobriga to be his Deputy Director of Public Safety as soon as he was appointed Director of Public Safety. Ms. Nobriga is the very woman with whom Mr. Espinda had his extramarital affair with. 6.) Why was not Francis Sequeira, who now is Warden of Halawa, considered for the Directorship? Mr. Sequeira does not have the questionable ethical/integrity problems that Mr. Espinda has. Or how about Ms. Dovie Borges or even Nark Patterson, who now heads the boys home. These three individuals have virtually the same amount of time in corrections. Both Mr. Sequeira & Mr. Patterson were/are Wardens. Ms. Dovie Borges ran the Laumaka work furlough program. All three alternatives provided here are pro-rehabilitation, Mr. Espinda claims to be somewhat, but is vague on what he actually supports in the way of rehabilitation. Gov. Ige's lack of transparency in selecting Mr. Espinda as opposed to the three alternatives violates his promise. It is clear that this is an appointment of a familiar crony of Mr. Bill Oku. For these numerous & specific reasons, we STRONGLY OPPOSE Mr. Nolan Espinda's appointment as Director for Public Safety.

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From: mailinglist@capitol.hawaii.gov
Sent: Monday, February 23, 2015 10:50 AM
To: PSMTestimony
Cc: blawaiianlvr@icloud.com
Subject: Submitted testimony for GM516 on Mar 5, 2015 13:15PM

GM516

Submitted on: 2/23/2015

Testimony for PSM on Mar 5, 2015 13:15PM in Conference Room 229

Submitted By	Organization	Testifier Position	Present at Hearing
De MONT R. D. CONNER	Individual	Oppose	No

Comments: We STRONGLY OPPOSE Nolan Espinda for Director of Public Safety for the following reasons: 1.) Governor Ige promised to include the people's voice in the process. Nolan Espinda did not apply for this position. Therefore, what made Gov. Ige to select Mr. Espinda? There was no "transparency" in his selection. This selection is a broken promise by Gov. Ige, as far as transparency is concerned. 2.) This appointment snacks of "cronyism", since Gov. Ige's henchman is Bill Oku, a close family friend of Nolan Espinda. Bill Oku's father, William Oku was a long time Warden of Halawa, with whom Mr. Espinda worked under. 3.) When has Mr. Espinda ever come clean about any corruption that occurred in the prison system? Never. 4.) While Mr. Espinda is capable of tickling our ears with pre-arranged "talking points", what concrete plans does he have to assist in the recidivism rate of the prison system, as opposed to simply warehousing prisoners? He had offered no strong support of rehabilitation programs. 5.) Mr. Espinda's own lack of work ethic & integrity is severely questionable, since he had, as a Superior, an extramarital affair with a female subordinate, that resulted in a child between them & his divorce from his first wife. While that may have been some time ago, it is clear that he had not learned from his lack of ethical conduct, since he promoted Shelley Nobriga to be his Deputy Director of Public Safety as soon as he was appointed Director of Public Safety. Ms. Nobriga is the very woman with whom Mr. Espinda had his extramarital affair with. 6.) Why was not Francis Sequeira, who now is Warden of Halawa, considered for the Directorship? Mr. Sequeira does not have the questionable ethical/integrity problems that Mr. Espinda has. Or how about Ms. Dovie Borges or even Nark Patterson, who now heads the boys home. These three individuals have virtually the same amount of time in corrections. Both Mr. Sequeira & Mr. Patterson were/are Wardens. Ms. Dovie Borges ran the Laumaka work furlough program. All three alternatives provided here are pro-rehabilitation, Mr. Espinda claims to be somewhat, but is vague on what he actually supports in the way of rehabilitation. Gov. Ige's lack of transparency in selecting Mr. Espinda as opposed to the three alternatives violates his promise. It is clear that this is an appointment of a familiar crony of Mr. Bill Oku. For these numerous & specific reasons, we STRONGLY OPPOSE Mr. Nolan Espinda's appointment as Director for Public Safety.

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NOLAN P. ESPINDA

March 2, 2015

The Honorable Will Espero, Chair
Senate Committee on Public Safety,
Intergovernmental and Military Affairs
Room 206, State Capitol
Honolulu, Hawaii 96813

Dear Senator Espero:

Re: Governor's Message No. 516, Nomination of Nolan Espinda to the Position of Director
of the Department of Public Safety

Following are my responses to the Committee's questions:

(1) A description of your experience in the field of Director of the Department of Public Safety or any related field

I have worked continuously in the criminal justice field since 1982. My experience includes:

- Juvenile Detention Worker for the First Circuit Court
- Part-time Teacher for the Hawaii Youth Correctional Facility
- Recreation Specialist for the Hawaii Youth Correctional Facility
- Corrections Supervisor I (Unit Manager) at OCCC
- Corrections Supervisor II (Section Head) at OCCC
- Warden at Waiawa Correctional Facility
- Warden at Oahu Community Correctional Center
- Warden at Halawa Correctional Facility

(2) An assessment of your strengths and weaknesses:

My strengths include:

- Experience: I have firsthand experience in the corrections and criminal justice fields. I have extensive application experience in leadership development in the field of corrections.
- Adaptability: Corrections and criminal justice are ever-evolving fields that require an ability and more importantly, a willingness not to be wedded to the way things are or always have been. With the general change in times, the specific changes dictated by law and the ever-evolving expectations of the public, I have an ability to adapt to the constant changes while always keeping the safety of the public, the staff and the inmates, foremost, in mind when implementing all changes called for.

Honorable Will Espero
March 2, 2015
Page 2

- **Clarity:** PSD staff appreciates clear, precise and unambiguous supervision and direction. Corrections, law enforcement and the administration of both are tightly controlled and constantly scrutinized endeavors. Throughout my career, I have been able to consistently relay the primary focus of what we are employed to do and how exactly it is that we are to do it. Corrections and law enforcement are life and death types of professions. Staff assigned to these critical duties must operate with a clarity of purpose and a recognition of the consequences of failure.
- **Promoting Teamwork:** Nothing that is considered a positive outcome is accomplished without the contributions of others similarly assigned. The larger the overall assignment, the larger the pool of critical participants, thus, the greater the need for cohesive cooperation amongst all parties working towards an ultimate goal. Any success I have achieved in years past has always been a simple end result of getting work done through the coordinated and cooperative work of others. Success is the end result of teamwork; failure is the end result of a failure to work as a team.

My weaknesses include:

- **Lack of direct law enforcement experience:** The PSD Law Enforcement Division is a critical part of what we do in this Department. I am not a fully trained and deputized law enforcement officer.
- **Patience:** I am not a patient man. My lack of patience sometimes is interpreted as being overbearing and micromanaging. What we do often carries as consequences, life, death, injury, danger and liability to taxpayers as a result. The positions I have held have generally placed me at the top of the accountability pyramid, and as such, I am generally very concerned with the pace at which we accomplish specific assignments. I continue to work on finding the fine balance between reasonable expectations and being overly demanding.

(3) An assessment of the Department of Public Safety's strengths and weaknesses. Please include an explanation of how the Department of Public Safety's strengths may be best utilized, as well as how the Department of Public Safety's weaknesses may be improved.

Strengths:

- Managerial departmental staff who are long time corrections, law enforcement and administration professionals dedicated to the overall goals of the department.
- Line staff are overwhelmingly proud and reliable public servants. The experience of these staff is the core reason we function on a day to day basis.

- We have embraced a basic element of the Justice Reinvestment Initiative, which is to professionally and objectively process those individuals who interact with our system in a way that diverts those who reasonably can be, that allows the courts to most efficiently process those who cannot be, that humanely incarcerates those who must be, that fully prepares those incarcerated for successful, eventual reintegration and supports those released so that reincarceration is not required. Finally, to treat victims of crime with compassion and respect towards restoring injustices thrust upon them.
- Our Sheriffs and Narcotics Enforcement Division continue to provide professional law enforcement services to the citizens of Hawaii, all while their roles, jurisdictions and public profile continually expand.
- Local citizen professional volunteer communities have all reached out to PSD as willing partners in achieving the goals and objectives of our system.

Weaknesses:

- Our Community Correctional Centers (OCCC, KCCC, MCCC, HCCC) have significant structural and locational deficiencies. These deficiencies create poor conditions for the staff and inmates located there, as well as for the citizens in the communities they are physically located dead center within.
- We do not fully utilize the advantages provided by modern technology for the best end results within our systems.
- We continue to be challenged by excessive overtime reliance in some of our programs.

How our strengths may be utilized:

- Embracing the concepts of the Justice Reinvestment Initiative will go a substantial way towards assisting PSD with the ever-challenging issue of overcrowding in our prisons and jails. A basic concept of professional case management inmate classification is to incarcerate individuals in the least restrictive environment that their individual risk and behavior require. The JRI reinforces that element of our mission.
- Continuing to best take advantage of outreach to communities of interest is consistent with an overall goal of transparency and inclusiveness in all that we do. Whether it is working collaboratively with all interested parties regarding any construction PSD may be considering or keeping the public informed of significant happenings within our organization, utilizing all traditional as well as more recent and future sources of information dissemination, PSD can be more inclusive in its public interactions.

How our weaknesses may be improved:

- We have conducted a comprehensive inventory of the conditions and needs of all our correctional facilities.
- We continue to evaluate and take corrective actions where appropriate, utilizing our internal management information system (KaMakani).
- We are scheduled to begin implementation of a legally-based internal auditing system.
- We are committed to improving our scheduling and staffing system in a focused effort towards reducing overtime in programs that traditionally have had an over-reliance on overtime for daily staffing needs.
- Overhauling our hiring and internal recruitment processes. Assuring that all programs are able to operate at full staffing levels allows administrators, managers and supervisors to demand and enforce maximum expectations of programs under their control. Regularly operating “short staffed” provides for built in shortcomings and the rationalization for why those shortcomings are never improved.

(4) An overall vision for the Department of Public Safety, specifically what goals can be accomplished within the next four years and what types of annual benchmarks can be used to evaluate the Department of Public Safety’s progress towards those goals.

Come December 2018, my overall vision for the Department of Public Safety is an organization that is well on its way towards completion of a major construction project focused on addressing a significant portion of the overcrowding issue that has plagued PSD for 30+ years.

When inspecting our facilities statewide we would find staff and inmates working and living in safe and humane conditions governed by standards tailor-made for Hawaii’s unique correctional system. One would also be able to observe a system that properly addresses and classifies its entire inmate and detainee population such that those incarcerated are housed in the least restrictive environment necessary to secure them individually from escape and general mischief. Our system would be one that runs effective evidence-based programs, all of which are designed ultimately to assure that when the inmate is released back into Hawaii’s communities, the inmate does not pose a threat to the citizenry and has been provided the best opportunity for success in reentry and reintegration. Our programs would be effectively participating with interested community organizations, our inmates are active and productive in leisure, visiting and job skill activities, and inmate complaints are minimized through dispute resolution and effective Unit Team Management techniques.

In Law Enforcement, I envision an organization that is able to provide Hawaii's communities a full range of law enforcement services in expanding areas of jurisdiction and continuously working towards effective partnerships with Federal and local law enforcement counterparts. We would continuously be striving to fulfill the integral role of a State Law Enforcement force that effectively monitors, controls, investigates and processes for prosecution the full range of statute violations in the service of the citizenry of Hawaii. I further envision our Deputy Sheriffs and Investigators being fully equipped and trained to fulfill their law enforcement roles, utilizing and guided by national standards and focusing on primary customer services that reinforce a positive appearance while developing public confidence in their service.

What can be accomplished in the next four years.

By December 2018 we would endeavor to:

- Continuously keep filled all positions needed to effectively run our correctional and law enforcement programs statewide.
- Fully implement our legal-based standards internal auditing system for all areas of our correctional system.
- Continue to standardize evidence-based programs and principles throughout the entirety of our prison and jail systems.
- Develop a management leadership program.
- Develop a 32-hour, annual in-service training program for all Law Enforcement Officers.
- Continue work towards ground-breaking on the Maui Regional Public Safety Complex.
- Continue steps towards CALEA accreditation for our Law Enforcement operations.
- Enhance alternatives to incarceration and shorten jail lengths of stay through ongoing efforts related to the JRI.
- Install a CCTV system at the Halawa Special Needs Facility.
- Fully renovate the electronic security controls and CCTV system at the Halawa Medium Security Facility.
- Completion of an initial Unit 14 Bargaining Unit Agreement.

Annual Benchmarks

- Continual reduction of Mainland population (considering meanwhile, the need to increase said population during renovation at HCF).
- Progress towards reducing overtime in programs that annually are over-reliant on such.
- Making meaningful progress towards conducting inmate visitation with regularity.
- Continued success of PSD/DOT partnership at Honolulu Airport.
- Systemic PREA certification for facilities scheduled for auditing.

(5) The Department of Public Safety's top budgetary priority for the biennium.

Our primary budgetary priorities are reflected in the Governor's Budget Message (Attachment A) and CIP request (Attachment B).

(6) An assessment of the department/agency staff's morale, including the turnover rate for personnel.

In researching previous responses provided by previous nominees for this position, I found the exact response provided to this same question, two years ago in 2013, by former Director Ted Sakai, to be precisely accurate and eminently worthy of reiteration.

We do not have mechanisms for assessing morale. Any description of the level of morale in our Department is based on subjective and intermittent observations. Moreover, morale tends to vary with working conditions within each facility, work unit, or office. In my opinion, the most powerful influence on morale is leadership, especially at the line level. Morale is positive, despite other negative factors, when a supervisor can effectively convey to employees a sense of mission and how each employee contributes to the accomplishment of that mission; and a belief that they will all be held accountable for their work. This accountability includes proper rewards and recognition for work that meets or exceeds standards and corrective measures for work that does not meet expectations. Morale is also enhanced when employees believe that they are provided the necessary resources with which to do their work. Measures such as turnover rate are useful, but must be taken in context. For example, our turnover rate has been low in the past few years. (Approximately 10% of our positions were vacant at the end of FY 2012. Resignations constituted less than 2% of the total position count.) This could be an indicator of good morale, but it could also be a reflection of a poor economy. In order for us to better understand what the turnover rate is telling us, we need more data. For example, we don't know why employees resign from their positions. We also don't know how many employees are seeking jobs outside our department.

Honorable Will Espero
March 2, 2015
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Within the Department of Public Safety, morale is high where there is effective management. I believe that morale is fairly high in our administrative offices, where there is more visible leadership, expectations have been clarified, and employees have a real sense of support from the Governor and the Legislature. Morale is also high in some of our law enforcement units and correctional facilities, where there is strong management. On the other hand, morale must be improved in other units of facilities where working conditions are poor and employees do not have a sense that we are moving toward the accomplishment of our mission.

(7) Any foreseeable possible conflicts of interest that could arise during your service in the Department of Public Safety and how you would overcome them.

There are no foreseeable possible conflicts.

Sincerely,

A handwritten signature in black ink that reads "Nolan P. Espinda". The signature is written in a cursive style with a large initial "N" and a distinct "E" at the end.

Nolan P. Espinda

Attachments

ATTACHMENT A

**FB 15-17 OPERATING BUDGET (New
SUMMARY OF ADDITIONAL RESOURCES FOR CURR
DEPARTMENT OF PUBLIC SAFETY**

New Priority	Prog ID/Org	Dept Pri	Description	MOF	Governor's Decision (New Admin)						
					FY 16			FY 17			
					FTE (P)	FTE (T)	\$ Amount	FTE (P)	FTE (T)	\$ Amount	
1	PSD 402/ED- HCF	1	Request Funds for the Delay in Hire Imposed by Act 122, SLH 2014 (10 ACOs & 2 Social Services Assistants)	A			300,932			300,932	
1	PSD 407/EC - OCCC	1	Request Funds for the Delay in Hire Imposed by Act 122, SLH 2014 (6 ACOs)	A			152,028			152,028	
1	PSD421/H C - HCD	1	Request Funds for the Delay in Hire Imposed by Act 122, SLH 2014 (20 Positions) for Mental Health Unit	A			548,080			548,080	
1	PSD 503/CC - SD	1	Delay in Hire Imposed by Act 122, SLH 2014 (2 Deputy Sheriffs, Oahu)	A			58,217			58,217	
1	PSD 503/CC - SD	1	Delay in Hire Imposed by Act 122, SLH 2014 (2 Deputy Sheriffs, Hawaii)	A			58,217			58,217	
1	PSD 808/EM- NS	1	Transfer of 248 Halawa Correctional Facility (HCF) Inmates to Arizona due to Division 11/17 Security Electronics and Hardware Improvements at HCF housing modules (FY 16 6 mos @\$70.49/day & FY17 5 mos @\$72.25 for 248 inmates).	A			3,164,155			2,741,454	
1	PSD 420/CP - CPS	1	Additional Inmate Food Supplies & kosher food	A			1,969,338			2,133,699	
4	PSD 900/EA- ASO	4	Rent Funds for PSD ADMIN Building (AAFES) to Office of Hawaiian Affairs after PSD's current contract ends on June 30, 2016.	A						1,359,280	
TOTAL ADDITIONAL RESOURCES:											
					-	-	6,250,967	-	-	7,351,907	
					By MOF						
					General A	-	-	6,250,967	-	-	7,351,907

ATTACHMENT B

FACILITY AND PROJECT TITLE	AMOUNT	CIP	FY16	VALUE
KULANI CORRECTIONAL CENTER				
Installation of security camera system in building and outside areas	\$500,000	1	X	\$500,000.00
TOTAL	\$500,000			
MAUI COMM. CORRECTIONAL CENTER				
Various Roofing Repairs & Improvements	\$500,000	1	X	\$500,000.00
TOTAL	\$500,000			
OAHU COMM. CORRECTIONAL CENTER				
Chiller #1 - Replacement	\$700,000	1	X	\$700,000.00
TOTAL	\$700,000			
WAIAWA CORRECTIONAL FACILITY				
Security Lighting, LED	\$200,000	1	X	\$200,000.00
TOTAL	\$200,000			
WOMENS COMM. CORR. CENTER				
Kaala C A/C Improvements	\$150,000	1	X	\$150,000.00
TOTAL	\$150,000			
HAWAII COMM. CORR. CENTER				
80 Bed Intake Unit	\$750,000	1	X	\$750,000.00
Replacement of security doors	\$200,000	1	X	\$200,000.00
TOTAL	\$950,000			
KAUAI COMM. CORR. CENTER				
Replace wood security doors	\$300,000	1	X	\$300,000.00
Relocate security door, modify/install additional showers	\$600,000	1	X	\$600,000.00
Security Door Access Control Panel	\$300,000	1	X	\$300,000.00
TOTAL	\$1,200,000			
HALAWA CORR. FACILITY				
Plan and Design funds for HCF HCU	\$1,300,000.00	1	X	\$1,300,000.00
TOTAL	\$1,300,000			
FOOD SERVICE UNIT				
Kitchen Upgrade at HCCC	\$350,000	1	X	\$350,000.00
TOTAL	\$350,000			
FY14 OCCC Division 11/17 12-27-5655				\$1,000,000.00
FY14 HCF Plumbing System 12-27-5635				\$1,500,000.00
FY14 HCCC Wastewater and Graywater 11-27-5630				\$150,000.00
GRAND TOTAL				\$2,650,000.00
				\$8,500,000.00