



GUAM POLICE DEPARTMENT



FELIX P. CAMACHO
Governor of Guam

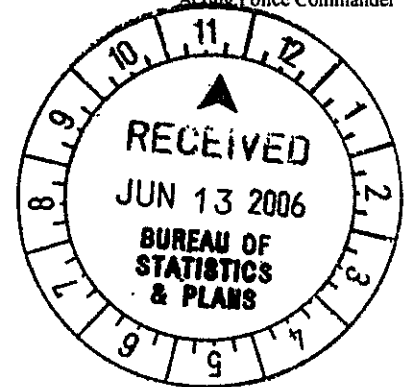
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FRANKIE T. ISHIZAKI
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Acting Police Commander

June 12, 2006



MEMORANDUM

To: Mr. Alberto Lamorena V
Acting Director
Bureau of Statistics and Plans

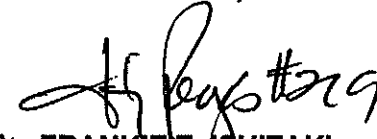
From: Chief of Police

Subject: **Comprehensive Integrated Master Plan on Increased Military Presence**

Buenas yan Háfa Adai! In response to the May 26, 2006, Memorandum of Mr. Frank F. Blas, Jr., Special Assistant for Operations and Outreach, Office of the Governor of Guam, attached is the Guam Police Department's Impact Study report in reference to the above subject matter. We look forward to future discussions with you on this project that pertains to the Guam Police Department.

Should you have any questions, please let us know.

Senseramenté,


FRANKIE T. ISHIZAKI

Attachment
cc: Mr. Frank F. Blas, Jr.
Special Assistant for Operations and Outreach
Office of the Governor of Guam
FTI:MRR\scr

GUAM POLICE DEPARTMENT

COMPREHENSIVE INTEGRATED MASTER PLAN ON INCREASE IN MILITARY PRESENCE

IMPACT STUDY

I. INTRODUCTION

The Guam Police Department is the primary law enforcement agency on Guam and has law enforcement jurisdiction island-wide. The Department's mission is to enhance the quality of life in our community by working cooperatively with the public and within the framework of our local statutes to enforce laws, preserve the peace, and to provide a safe environment for all members of our community. Our Department's core services include responding to calls for service, proactive patrol, special operations, traffic enforcement, Special Weapons and Tactics (SWAT) team, records management, evidence control, community services, victims assistance, and criminal investigation. It is also committed to active involvement and participation with the public resulting in a partnership that directly and significantly impacts the quality of life in our community.

The Department also maintains close working relationships with federal and other local law enforcement agencies on Guam. It has long been an accepted principle in criminal investigations that, by combining resources and participating in multi-agency investigative efforts, we can work more efficiently and effectively, avoiding duplication of effort.

We currently provide police service to an estimated population of 171,020 people and to numerous business communities. Our population will have increased to an estimated 180,692 people in the year 2010, based on statistics from the Bureau of Statistics and Plans. This increase is exclusive of the 8,000 U.S. Marines, their 10,000 military dependents, 15,000 imported laborers, and the yearly tourists arrivals of approximately 1.3 million guests for a daily average increase of 7,000 visitors.

Based on the projected population growth, the police department is faced with the challenge of meeting the increased demand for police service with its limited personnel and other resources. Accordingly, the police department intends to develop a strategic plan to ensure it acquires the necessary resources to cope with the population expansion. Paramount to our responsibility is to provide the public with better police service and a safe community for our current and future residents. Our strategic plan includes the immediate and expeditious hiring of additional personnel and to reallocate our manpower and other resources proportionate to demand within the limitations of its resources. We will further engage in continuous planning efforts to ensure personnel and resources provide appropriate service levels to all citizens.

II. OPERATIONAL IMPACT

This section purports to exemplify the operational impact of the population growth at various levels.

A. Crime

As with any growing population and developing economy, the criminal element will be fast at work, inventing new means of criminal activity to take advantage of a population-rich environment. Property crimes, sexual assaults, prostitution, robbery, bar fights, gambling, and drunk driving are some examples of the crimes we anticipate will increase as a result of the population growth. Our military community is not immune from this ill-driven activity as they, too, have the potential to become victims or perpetrators of criminal activities. This is inclusive of the members of the imported labor force and their families.

We will also witness an increase in vehicular traffic on our major highways. The routine traffic congestions in areas with high population density will worsen, unless major road expansions are made. This could contribute to road rage among impatient drivers, traffic accidents, and delayed travel.

Another area of concern is the possible emergence of gang violence between the military and the civilian public. Social gatherings among juvenile military dependents or adult military members in the civilian community is a common place. Such gatherings often trigger racial tension that escalates into riots. Some of the social gatherings are likely to increase in Tumon's hotel row, night clubs, shopping malls, concert venues, school compounds, and others.

As with the population increase, so is the potential for increased supply and demand for drugs. The population increase will present a larger customer base for street level drug suppliers and dealers. Drug dealers will use strategies to attract customers in the competitive drug market in their effort to establish customers among our new residents. Drug trafficking activities are likely to become prevalent in exotic nightclubs, discotheques, massage parlors, rave parties, shopping malls, concerts, and in some locations where a society gathers for some sort of relief or adventure to escape the stresses of their daily business.

B. Personnel

The enactment of an early retirement law in December 1999 caused an exodus of police officers and civilian employees from the Department. This movement depleted the Department's personnel strength from 360 to 287, a loss of 81 personnel, 73 officers and 8 civilians respectively, causing significant personnel shortage at every level. Those who remained were given collateral duties above their normal capacity in order to meet operational demand.

The lack of personnel significantly taxed the Department's ability to deliver quality service to the community. The effects of the downsizing contributed to delayed police response time due to overwhelming calls for police services, discontinuation of some crime prevention and other community projects, backlog of cases, centralization of specialized units for efficiency and effectiveness, and other police functions.

The police department has since initiated filling vacancies in its effort to rebuild its personnel strength up to standards. And although progress is being made, the results are lagging due to problems in the hiring process and fiscal restraint. As a result, potential candidates, especially those with developed skills and college education, become disinterested and consequently seek employment elsewhere.

Our Department continues to lose employees to resignation in search for better opportunities in the job market. Their resignations were motivated by the Department's poor compensation plan and limited possibilities for advancement. Consequently, the Department has initiated a review into the feasibility of pay reclassification, improved job benefits, and recruitment procedures in an effort to not only retain our best employees, but to attract qualified candidates.

The following illustrates the Department's current personnel strength and its anticipated growth by the year 2014:

	<u>Current</u>	<u>Proposed</u>	<u>Rate of Increase</u>
Police Officers	312	468	156
Civilian Employees	59	154	95
TOTAL	371	622	251

Our personnel cost for 371 employees for FY2006 is estimated at \$20,160,203.

There exists within police department the Civilian Volunteer Police Reserve (CVPR) Program, which was established to provide manpower support for the Guam Police Department in law enforcement and civil emergencies. Unlike the regular police officers, police reservists work limited hours. They have full-time employment or other obligations outside the police department that limits their ability to function, as would full-time police officers, due to their availability for duty.

Our police reservists are currently paid monthly stipend of \$250, provided they complete 42 hours or more of full-time police duty. The stipend helps defray the cost for maintaining their equipment and uniforms.

The CVPR program currently has 31 police reservists. We plan to increase its strength to 52 personnel in conformity with the population increase. We also need to increase the stipend to \$400 per month so as to heighten their motivation to perform more hours on duty and to attract potential police reserve candidates. With the increased stipend, the estimated personnel cost for 52 reservists is \$20,800 annually.

In order to implement our hiring plan, we require increased fiscal support to initiate the hiring process by FY2007, if not sooner. It is imperative that we initiate the hiring process immediately so that we can start training new employees. We hope to be ready with an enhanced and trained new cadre of new officers and civilian employees before the Marines and their families arrive on Guam.

C. Vehicles

We appreciate the enhancement of over 100 new vehicles since 2003. Our Department still faces problems with the maintenance and repair of our fleet, which is in a poor state of disrepair. Current problems with procurement and funding for repairs hinder our ability to keep our vehicles in operation. Consequently, our defective vehicles sit unattended in our parking lots or at our motor pool for prolonged periods awaiting repair.

On the patrol level, patrol cars are used constantly that their life span is reduced at a faster rate compared to other vehicles assigned to specialized units. Experience has shown that prolonged use of patrol cars and police motorcycles, without rest, causes major breakdowns on our fleet and become unsafe to use. Based on this analysis, it is advisable to replace patrol cars and motorcycles every 3 years. Other vehicles that are not used for patrol duties should be replaced every 4 to 5 years.

The following illustrates the Department's current vehicle fleet and its projected future vehicle requirement:

<u>Fleet</u>	<u>Current</u>	<u>Projection</u>	<u>Shortfall</u>
Patrol Vehicles	56	90	34
Patrol Motorcycles	29	48	19
Patrol SUVs	13	30	17
Unmarked Sedans	40	66	26
Unmarked SUV	16	23	7
Marked Pickups	9	12	3
Unmarked Pickups	13	18	5
Watercraft	0	6	6
Specialty Vehicles	12	29	17
Utility Van	3	5	2
Tactical Van	1	2	1
Tow Truck	1	2	1
Flatbed Trailer	1	2	1
Fork Lift	0	2	2
Armored Vehicle	0	2	2
DUI Van	1	2	1
Mobile Command Post	0	2	2
TOTAL	195	341	146

The replacement cost for full implementation of our vehicle fleet of 195 to 341 vehicles, starting FY2006 and every 3 months until FY2012, is from \$4,360,800 to \$7,631,400.

The estimated operational cost to maintain our fleet, based on the consumption of lubricants and automotive parts, is \$400,000.00 annually. This cost is exclusive of future price fluctuation.

Our estimated gas consumption cost per month is \$38,000, an annual expenditure of about \$456,000. The cost is also exclusive of future price fluctuation.

D. Infrastructure

1. Tiyan Maintenance

Our Chief's Office, as well as the investigative and administrative support services offices, evidentiary control room, and the Training and Staff Development Section, operate from the old Navy building facilities in Tiyan. The buildings are in a state of poor and dilapidated conditions with plumbing and electrical problems. Furthermore, repairs are costly and require outsourcing. This is inclusive of structural repairs that require additional monies for routine maintenance.

The Forensic Science Laboratory, aka "Crime Lab", occupies a building that has no windows and very limited ventilation. It presents a health hazard for the employees working in this condition. The structure is not conducive to laboratory work.

Discussions on the construction of a new Crime Lab facility is underway between the Guam Police Department and other government agencies, but progress has been slow due to fiscal constraint.

The Department pays \$360,000 rent annually to the Guam Airport Authority for its use of the Tiyan facilities.

With the anticipated influx of population, the police department will require additional office space for its personnel expansion, improved power utilities to sustain our equipment and instruments, increased

storage space for supplies and administrative record keeping, and others.

One of the priorities in the Department's wish list is to have a building of its own. In the absence of its building, the police department has moved its main police headquarters several times in the past. We foresee another relocation in the near future due to planned expansions on its current location by the property owners.

Building a main police headquarters would cost an estimated \$20,000,000.

In the interim, the police headquarters will continue its operations in Tiyan, with its administrative support offices fragmented throughout the Tiyan compound.

2. Facility Requirements

With the projected population growth, the police department will require construction of state-of-the-art police precincts strategically in Yigo, Agat, Mangilao, and Talofofo villages in order to provide quicker response to residences located in far and rural areas.

The police department will restructure its beat pattern and make personnel realignments to meet community demands. Smaller beats will provide quicker response to calls for service, increase beat saturation, improve police and community interaction, and reduce crime and traffic accidents due to increased police visibility.

The following illustrates the Department's unfunded construction projects with their estimated costs:

<u>Precinct</u>	<u>Estimated Cost</u>
Agat Precinct	1.2 Million
Mangilao Precinct	1.2 Million
Talofofo Precinct	1.2 Million
Yigo Precinct	1.2 Million

Police Headquarters Building	20 Million
Modern Regional Forensic Lab	12 Million
Upgrade and Hardening of the Communications Center	12 Million
Upgrade and Hardening of the Hagatna Precinct	1.2 Million
Vehicle Maintenance Shop	2 Million
TOTAL	67.4 Million

3. Communication Support

Radio communication in the southern villages of our island is often sporadic or a complete failure due to the mountainous terrain. Officers assigned to the Agat Precinct Command are cognizant of this problem and are advised to exercise extreme caution when responding to calls for police service or patrolling these areas. This is a major concern for our patrol officers since it is their lifeline to the Department in the field. This also poses a problem not only for the existing residents in the area, but also for the arriving military personnel and their families who may opt to reside in one of the southern villages.

There is no alternate radio communication in place to resolve this problem at this time. Our officers are compelled to drive to a higher elevation on emergency situations in order to establish radio communication. The use of cellular telephones have been tested, but they, too, were ineffective in some areas.

E. Protective Equipment

We are currently procuring .40 caliber Glock pistols and bullet proof vests for our officers.

In line with future personnel expansion, we will require additional funding to meet our protective equipment needs, including additional radio transceivers.

The following illustrates our proposed funding for protective equipment and radio transceivers:

<u>Equipment</u>	<u>Qty</u>	<u>Unit Cost</u>	<u>Proposed Funding</u>
Motorola Transceiver	223	\$3,000 ea.	\$669,000
Glock Pistol, .40 cal.	208	\$450 ea.	\$93,600
Bullet Proof Vest	208	\$400 ea.	\$83,200
TOTAL			\$845,800

III. CONCLUSION

Summarily, the planned expansion of the military's presence on Guam will result in significant changes in the way the police department will conduct its operations. To do so, the Department will require increased fiscal support from the government in order to sustain its operations in coping with the increased demand for police service. In addition to the operational costs previously mentioned, further funding will be required to upgrade the Department's computer technology infrastructure, personnel promotions and training, and procure required resources.

To implement its future resource enhancements, the police department will require in excess of \$75,898,000 in additional funding. The cost projection is exclusive of the personnel increase, fleet maintenance and fuel, and other fiscal obligations.

We anticipate full personnel staffing with adequate infrastructure, equipment, and tactical support by the completion of the military movement in 2014, if not sooner.