



# DEPARTMENT OF THE ATTORNEY GENERAL 2002 GOALS & OBJECTIVES

As required by §7 Act 100, Session Laws of Hawaii 1999



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**PART I: DEPARTMENT OF THE ATTORNEY GENERAL  
REPORT<sup>1</sup> TO THE LEGISLATURE  
Regular Session 2002**

**PART I: INTRODUCTION**

Department Description and Overview

The Department of the Attorney General is comprised of 18 legal divisions and 4 public support divisions and a central administrative services office<sup>2</sup>. The Attorney General (AG) is the executive in charge of the Department. The executive office of the Attorney General is called the Office of the Attorney General (OAG); OAG personnel include the AG, First Deputy Attorney General (FDAG), Special Assistant to the Attorney General (SPA), and an Administrative Services Manager (ASM), as well as necessary administrative support personnel.

The Department consists of approximately 626 personnel. The following is a breakdown of these positions by specific Department functions:

Legal Services Personnel:

<b>Position Type</b>	<b>Number of Positions By Type</b>	<b>% of Program Staff in Relation to Total Legal Staff</b>
Managers	27	8%
Attorneys	152	43%
Other Professionals	79	22%
Support Staff	94	27%
<b>Total</b>	<b>352</b>	

Child Support Enforcement Agency (CSEA) and the Office of Child Support Hearings (OCSH) Personnel:

<b>Position Type</b>	<b>Number of Positions By Type</b>	<b>% of Program Staff in Relation to Total CSEA/OCSH</b>
Managers	19	11%
Hearings Officers	5	3%
Other Professionals	43	25%
Support Staff	108	62%
<b>Total</b>	<b>175</b>	

<sup>1</sup> This report is mandated by Section 7, Act 100, SLH 1999 and Executive Memorandum Number 99-12, dated October 14, 1999, and requires that all state agencies and departments submit a report to the legislature at the start of the regular session of 2000 and each regular session thereafter relating to the departments' and agencies' goals and objectives, action plans, and processes.

<sup>2</sup> Please refer to APPENDIX A for the Department Organization Chart



Hawaii Criminal Justice Data Center (HCJDC) and Crime Prevention and Justice Assistance Division (CPJA) Personnel:

Position Type	HCJDC Number of Positions by Type	CPJA Number of Positions by Type	Total Number of Positions by Type	% of Program Staff in Relation to Total HCJDC and CPJA Staff
Managers	7	5	12	17%
Other Prof.	7	15	22	31%
Support Staff	31	5	36	51%
<b>Total</b>	<b>45</b>	<b>25</b>	<b>70</b>	

Administrative Services Office (ASO) Personnel:

Position Type	Number of Positions By Type	% of Program Staff in Relation to Total ASO Staff
Managers	6	21%
Other Professionals	5	17%
Support Staff	18	62%
<b>Total</b>	<b>29</b>	

Department Powers and Responsibilities

The authority for the Department of the Attorney General is derived from the Hawaii State Constitution, Art. V, Section 6, by various Hawaii statutes (HRS), principally Section 26-7 and Chapter 28, and the common law<sup>3</sup>.

Organization of this Report

The report is structured in four parts: the introduction; a general listing of the general department goals and objectives; a listing and general description of the individual divisions/offices; and a compilation of the individual division/office goals and objectives. Each division supervisor was provided maximum flexibility to structure their individual goals and objectives according to their respective division management plans.

3 See State Attorneys General, Powers and Responsibilities, edited by Lynne M. Ross, Deputy Director and Legislative Director, National Association of Attorneys General, 1990 [second printing 1998].

## **PART II: DEPARTMENT GOALS AND OBJECTIVES**

### Goals

1. Protect the state's interest in all legal matters by providing competent and timely legal advice and representation to the executive, legislative, and judicial branches.
2. Enforce the state's laws and facilitate the enforcement of federal law.
3. Safeguard the rights and interests of the people by undertaking legal or judicial action on their behalf.
4. Assist or coordinate statewide programs or activities for the improvement of law enforcement and criminal justice.
5. Create a department work environment that motivates all employees to reach their full potential and that encourages open communication and cooperation to maximize productivity.
6. Instill a sense of pride for service in the department.

### Objectives

1. Litigation: Represent the state, its agencies, and officers in civil proceedings in state and federal courts.
2. Administrative Hearings: Represent the state, its agencies, and officers in administrative proceedings.
3. Criminal Prosecutions: Prosecute certain criminal offenses such as Medicaid fraud, welfare fraud, tax fraud, unemployment fraud, public corruption, and any other crimes against the public order.
4. Legal Opinions and Advice: Provide legal opinions and advice to the Governor, the Legislature, judges, and state departments and officers.
5. Rules: Assist state departments and agencies in reviewing rules, regulations, and legislation.
6. Contracts: Draft, review, and approve as to form various legal documents.
7. Law Enforcement: Enforce federal, state, and local laws, rules, and regulations; monitor the operations of the Hawaii Career Criminal Program, the Witness Security and Protection Program, and the Victim-Witness Program.
8. Investigations: Investigate civil and criminal matters.
9. Federal Funds for Crime Prevention Programs: Seek, apply for, and administer federal funding and other resources to enhance and expand the capabilities of the criminal and juvenile justice programs.
10. Policy Development for Criminal Justice Programs: Coordinate and assess information on a statewide basis for the development of policies to improve the criminal justice and juvenile justice systems and program.



11. **People's Representative:** Safeguard the rights and interests of the people by undertaking legal actions on their behalf.
12. **Workplace Environment:** Maintain open door policy, create various communication groups of selected employees throughout the department, and empower everyone to feel secure in exercising authority and accepting responsibility at their level.

### **Department Action Plan**

**General:** Over the past 3 years, the department has achieved a high measure of success in meeting all of its objectives. Recent examples of this success are: the department's efforts in the Bishop Estate investigation and litigation that have improved the lives of countless beneficiaries and employees of the estate; the successful completion of the asbestos case that returned over \$35 million to general fund; the antitrust suit against Chevron and other gasoline dealers that has already resulted in a substantial partial settlement of millions of dollars; and, the settlement of the tobacco litigation that will return over a billion dollars to the state. However, in order to sustain this substantial record of accomplishments the following general support plan is provided. The Department's broad plan is supplemented by individual division/office plans attached at Part IV.

### **Action Plan**

**Action Plan Factors:** From the department level, the primary factors that the Attorney General believes will influence the timely delivery of quality legal services and the achievement of success in all areas are: the number of people providing the services; the training of the people delivering the services; level of information technology supporting the service delivery; and the management oversight for the service delivery. These factors will be addressed in the following manner:

### **Year One:**

**Staffing Levels:** Using time sheet analysis and other means of evaluation, divisions will determine the optimum level of attorneys and staff needed to deliver services at an acceptable level as determined by the Attorney General. If resources permit, the Attorney General may contract with appropriate consultants (special deputies) to assist with this analysis.

**Training:** Due to the reduced resource environment, the Attorney General will seek legal professionals who can provide in-house department-wide training to increase budgetary efficiencies. A training committee will be appointed to discover training opportunities and to negotiate affordable prices.

**Information Technology:** See goals and objectives of Administrative Services Office.

**Management Oversight:** The Attorney General will investigate the need to reorganize certain areas within the department to create efficiencies in the delivery of legal

services. Special communication groups, chaired by the Attorney General, have been established outside the chain of supervision to increase the information flow into OAG.

**Years Two to Five:**

*Staffing Levels:* Continue to conduct analysis to determine staffing level necessary to provide quality legal services. Begin building strategic plan to increase staffing levels to keep pace with growing demand for legal services and support.

*Training:* The Attorney General will build a long-range training plan and seek funding to support a continuing legal education program.

*Information Technology (IT):* See goals and objectives of Administrative Services Office.

*Management Oversight:* The Attorney General will continuously review the department's organization and communication flow to ensure a department structure that enhances optimum productivity. Publishing a report of the department's activities and accomplishments will enhance pride of service within the department.

**Update and Status Report of the Action Plan:**

*Staffing Levels Update:* Due to economic constraints the Department has not been able to hire the appropriate resources for certain areas. This is especially evident in the IT, child support, and legal support staff areas.

*Training Update:* Although training has occurred on more frequently than in previous administrations, economic constraints have made it difficult to ensure that all staff are receiving the appropriate professional training on an ongoing basis. One area of particular concern is IT training. The Department is currently undergoing a standardization of office applications (i.e., word processing, spreadsheet, and presentation software) and has found it necessary to procure the training services of an outside vendor. As IT training has never been formally budgeted for, monies were moved from other areas of the budget to support this training.

*Information Technology Update:* With the assistance of the Legislature, the Department contracted with IT consultants to conduct a study of the Department's current IT infrastructure and provide recommendations to improve its IT environment. Beginning January 2002, the Department will implement the lion's share of these recommendations, which include among other things: an up-to-date networking environment; standard office tools; a case management software system; and, a document management software system. In addition, within the last year the Department has undergone drastic changes in IT modernization. Critical business tools such as Internet and e-mail access have been provided to approximately 75% of the total staff and nearly 100% of the legal staff. The advent of new business productivity tools will allow staff to concentrate on their true work functions rather than routine and mundane tasks that they were forced to do in the Department's obsolete IT environment. The entire project is scheduled for completion in July 2002.

*Management Oversight Update:* In 1999-2000 planning efforts indicated that certain areas were in demand of increased staffing support. Due to the Felix Consent Decree and its related administrative hearings, the Department of Education, specifically, received additional representation through the bifurcation of the Department's Administration and Education divisions. Recently, because of legal representation conflicts the Tort/Litigation division was divided into two separate divisions. In the separation a new division, Civil Rights Litigation Division, was created.

In addition, the Tobacco lawsuit, which requires that the State conduct strict oversight of tobacco products, and the tobacco stamp tax law, which requires tobacco sellers to abide by new tax rules and laws, have placed tremendous responsibility on the Department. These responsibilities required the creation of a Tobacco Enforcement Unit that falls under the general supervision of the Tax Division.

#### **Five Years:**

*Staffing Levels:* The Attorney General will have a process in place to continuously review staffing levels to keep them in line with the demand for legal services.

*Training:* With adequate funding, the department should be on track with training necessary to ensure the high quality of legal services.

*Information Technology (IT):* See goals and objectives of Administrative Services Office.

*Management Oversight:* OAG will continue routine internal reviews to discover new efficiencies. Reporting on department achievements will become an annual report for submission to the Governor.

#### **Measurement Processes**

The Attorney General will measure progress in accomplishing department goals and objectives by periodic surveys of departments that receive services. For departments that request formal legal advice, the Attorney General will routinely monitor the timeliness of opinions provided.

### **PART III: DESCRIPTION OF DIVISIONS OF THE DEPARTMENT OF THE ATTORNEY GENERAL**

#### Administration Division (ADMIN):

ADMIN is a legal division principally responsible for commercial and financial related legal issues. The division provides legal advice and litigation support to various departments including the Department of Accounting and General Services (includes ICSD, State Foundation on Culture and Arts), the Department of Budget and Finance (including advice regarding bond matters and advice to the Employees Retirement System); the Judiciary (includes Office of Judiciary Counsel, Office of Disciplinary Counsel, Board of Bar Examiners, Judicial Selection Commission); Land Use Commission; the Health Fund; the Stadium Authority; and the Public Defenders Office.

#### Administrative Services Office (ASO):

ASO is a staff support office that provides fiscal, personnel, data processing and other support services, such as library, messenger and reception services, to the department and its operating divisions.

#### Appellate Division (APPD):

APPD is a legal division that has oversight responsibility for all state and federal appeals in the department. The division also serves as the primary contact point with other states for filing amicus briefs in the United States Supreme Court and other federal courts in pending cases that involve state issues.

#### Child Support Enforcement Agency (CSEA)

CSEA is a public support division that provides assistance to children by locating parents, establishing paternity and support obligations (both financial and medical) and enforcing those obligations.

#### Civil Recoveries Division (CRD):

CRD is a legal division that pursues claims that the state has against non-state entities for debts, liens, and complex claims, such as those that may arise in construction contract disputes.

#### Civil Rights Litigation Division (CRLD):

CRLD provides legal defense to the State, its department/agencies, and certain State employees' in lawsuits or other claims that involve allegations of constitutional/civil rights violations. This defense includes, but is not limited to, answering legal complaints filed in court, investigating claims, conducting discovery, filing motions as determined to be necessary, and representing State interests at arbitrations, mediations and/or trials.

#### Commerce and Economic Development Division (CED):

CED is a legal division that provides legal services to the Convention Center Authority, the Department of Commerce and Consumer Affairs, the Department of Business, Economic Development and Tourism, and the various boards and agencies attached to these agencies. CED also handles the department's antitrust work.

Crime Prevention and Justice Assistance Division (CPJA):

CPJA is a non-legal division that coordinates statewide programs, activities, and grants for the improvement of law enforcement and criminal justice.

Criminal Justice Division (CJD):

CJD is a legal division that performs all prosecutorial functions on behalf of the state such as welfare fraud, tax fraud, unemployment fraud, unauthorized practice of law, and public corruption. The Missing Child Center-Hawaii is administratively attached to this division and is Hawaii's only clearinghouse assisting in the recovery of missing or abducted children

Education Division (EDU):

EDU is a legal division that principally provides legal advice and support to the Department of Education and the Board of Education. Other clients include the University of Hawaii, State Library, Governor's Office, and the Lieutenant Governor's Office (including Campaign Spending Commission, Elections Office, and OIP). The special education, or Felix unit, is also part of the division.

Employment Law Division (ELD):

ELD is a legal division that provides legal representation and advice to the Department of Human Resources Development and to all state departments and agencies on employment-related issues. ELD also represents all state employers in mandatory arbitration hearings.

Family Law Division (FLD):

FLD is a legal division that handles all state litigation under the jurisdiction of Family Court, such as child and adult protection, guardianships, truancy, adolescent mental health cases, and involuntary civil mental commitment hearings. Clients include the Departments of Health, Human Services, Education, and the Department of Public Guardian. FLD also provides support to the Child Support Enforcement Agency.

Hawaii Criminal Justice Data Center (HCJDC):

HCJDC is a non-legal division that is responsible for the statewide criminal justice information system (OBTS/CCH), the statewide Automated Fingerprint Identification System (AFIS), and the issuance of the state identification cards.

Health and Human Services Division (HHSD):

HHSD is a legal division that provides the principal legal services and support to the Department of Health and the Department of Human Services.

Investigations Division (INVES):

INVES is a non-legal division that conducts criminal, civil, and administrative investigations in support of the department's civil and criminal cases. Investigations involve such areas as drug trafficking, prohibited animal smuggling, hazardous waste violations, unlawful practice of law, and sunshine law violations.

Labor Division (LBR):

LBR is a legal division that provides legal services to the Department of Labor and Industrial Relations. In connection with its enforcement of the various labor laws, the division also collects penalties, fines and reimbursements for labor law violations.

Land/Transportation Division (L/T):

L/T is a legal division that provides legal advice and support in all land use, development and permitting issues, shoreline certifications, quiet title and accretion claims. Division clients include the Departments of Land and Natural Resources, Transportation, and the Commission on Water Resource Management.

Legislative Division (LEGIS):

LEGIS is a legal division that provides legal services on matters pertaining to legislation and to proposed administrative rules. The division coordinates the preparation and review of all legislative bills proposed by the executive branch agencies and coordinates the review, monitoring and evaluation of all legislative bills during and after each session of the Legislature. In addition, the division coordinates, monitors, and reviews the preparation of administrative rules of the Department of the Attorney General. This division also performs the final review of the formal opinions issued by the Attorney General and performs the initial review of complaints involving the sunshine law.

Medicaid Investigations Division (MID):

MID is a legal division that investigates and prosecutes fraud and overbilling by Medicaid providers. Funded by both special and federal funds, MID is the only government agency in Hawaii that prosecutes Medicaid fraud committed by a Medicaid provider including large corporate providers as well as private health care practitioners. MID is also the only agency that concentrates on medical fraud. MID also prosecutes crimes of abuse, neglect, and exploitation of patients in medical and nursing facilities.

Office of Child Support Hearings (OCSH):

OCSH is an office funded with state and federal funds that provides a fair and impartial administrative forum for the expeditious resolution of child support disputes. Once a part of the Child Support Enforcement Agency, the office has been a separate office of the department since 1992. OCSH has concurrent jurisdiction with the court in all proceedings in which a support obligation is established, modified, or enforced. Hearings officers (attorneys) issue orders establishing, modifying, suspending, terminating, and enforcing child support obligations.

Public Safety, Homelands, and Housing Division (PSHHD):

PSHHD is a legal division that provides legal services and support to the Departments of Public Safety and Hawaiian Homelands and to the Housing Community Development Corporation of Hawaii and the Hawaii Community Development Agency.

Tax Division (TAX):

TAX is a legal division that provides legal representation and advice to the Department of Taxation and other state departments and agencies primarily in the areas of tax litigation, legislation, rules, investigations, and opinions and advice. The division also contains a bankruptcy unit devoted to handling all bankruptcy cases for the

Departments of Taxation and Human Services. The division also represents the Attorney General in the oversight and enforcement of charitable trusts.

Tort/Litigation Division (T/L):

T/L provides legal defense to personal injury lawsuits/claims made against the State and/or its departments and agencies. The Division does not have primary responsibility for giving advice and counsel to any State department or agency, to provide representation in criminal matters, or to collect monies owed to the State. In general, the services provided by the Tort Litigation Division include Accepting service of legal complaints for the Attorney General, Answering legal complaints made against State department and agencies, Investigating claims and conducting discovery on claims, representing State interests at arbitrations, mediations and trials.

**ADMINISTRATION DIVISION (ADMIN)  
GOALS AND OBJECTIVES**

GOAL 1: Provide quality, consistent, pro-active legal services to client agencies.

Objective 1: Work with client agencies to develop timely and effective legal services.

Objective 2: Provide cross-training for attorneys to ensure depth of coverage.

Action Plan: Implement research banks of existing documents and opinions so that attorneys in the division have the benefit of previous work by others on similar issues. Meet with clients to discuss approaches to issues and to prioritize questions, if necessary. Compile and index copies of opinions and legal advice by subject matter and/or statutory section, as well as copies of court documents, both in hard copy and on diskette and keep them in a central place available to all staff.

Process: Keep logs of when requests for advice are received and responses are sent; monitor the amount of cross-coverage that is needed; meet with attorneys to monitor workload and make adjustments as needed.

GOAL 2: Assist in improving the state procurement process and contracting functions.

Objective 1: Continue appropriate review of contracts, as expeditiously as possible.

Objective 2: Work with clients and with the Attorney General Contracts Committee to update standard contract forms and guidance for recurring procurement and contracting situations.

Objective 3: In conjunction with the Contracts Committee, provide training and education to client agencies and to legal services divisions within the department on various procurement and contracting issues, including methods of financing procurements in order to achieve consistency.

Objective 4: Vigorously defend the procurement process in appropriate cases and assist client agencies in enforcing sanctions against contractors for procurement violations; provide expertise to state agencies in procurement disputes.

Action Plan: Continue to monitor the turnaround time for receipt and review of contracts; explore methods to increase efficiency in review and to assist clients in developing specifications and evaluation criteria and procedures that are clear and consistent and reduce the risk of challenge.

Process: Maintain records of performance on contract turnaround, on training sessions provided, procurement disputes defended and procurement enforcement actions taken.



GOAL 3: Assist the Employees' Retirement System, and the Public Employees Health Fund, and the Employer-Union Health Benefits Trust Fund ("EUTF") in administering their respective employee benefit programs.

Objective 1: Ensure procurement and contracting activities associated with awards of health benefits contracts, investment manager contracts, and office systems modernization contracts are in accordance with applicable laws, rules, and procedures.

Objective 2: Ensure client agencies are drafting legislation, rules, agreements and other legal documents to achieve their goals while minimizing the risk of legal challenges.

Objective 3: Assist in making the transition from the Public Employees Health Fund to the EUTF as seamless as possible.

Action Plan: Continue to work closely with the client agency staff and board members to ascertain their goals and objectives; continue to review legislation, rules, agreements and other legal documents.

Process: Maintain records relating to the procurement and contracting activities that we assist on; maintain records relating to the legislation, rules, agreements and other legal documents, including advice and opinions, that are provided to the client agencies.

**ADMINISTRATIVE SERVICES OFFICE (ASO)**

**INFORMATION SYSTEMS AND TECHNOLOGY UNIT**

The goals established by the Information Systems and Technology Unit (IST) last year have not changed. However, some objectives were changed to more accurately reflect things that must still be accomplished to attain our stated goals as they become more clearly defined as we move forward. Significant progress has been made during the past year toward attainment of these goals and the IST staff will continue to focus its efforts in the coming year to complete or move even closer to realizing our goals.

***GOAL #1 CONTINUE TO MAINTAIN THE HIGHEST POSSIBLE LEVEL OF DAY-TO-DAY OPERATIONAL SUPPORT FOR ALL COMPUTER RELATED HARDWARE AND SOFTWARE.***

***OBJECTIVE 1:*** Ensure that the IT staff receives the necessary training on an on-going basis for existing hardware (i.e., courses to repair and troubleshoot personal computers; PC operating systems) and software (i.e., courses on network design and installation; network operating systems; network security; telecommunication design and installation; E-mail administration; work flow application design; and new or updated versions of applicable software).

***GOAL #2 IMPLEMENT WIDELY USED TELECOMMUNICATION TECHNOLOGIES SUCH AS E-MAIL, LOCAL AREA NETWORKS, INTERNET ACCESS, AND WEB SITES.***

***OBJECTIVE 1:*** Setup a department-wide Network (Local and Wide Area Networks) for all divisions on Oahu as well as all the legal offices in Hilo, Kona, Maui, and Kauai. Major features to include Internet access for all departmental personnel and remote access to file servers (i.e., traveling out of State)

***OBJECTIVE 2:*** Setup the department's own E-mail servers.

***OBJECTIVE 3:*** Develop work flow applications, including equipments request forms, leave forms, and other department-wide forms.

***OBJECTIVE 4:*** Integrate certain existing business functions into the department's web site (i.e., disseminating information to the public, online access to forms and applications, etc.). Also, to redesign/enhance the department's web site (i.e., meet Section 508 requirements for web site access by people with disabilities).

**GOAL #3 ACQUIRE A NEW LITIGATION SUPPORT SYSTEM  
AND NEW DOCUMENT MANAGEMENT SYSTEM.**

**OBJECTIVE 1:** Replace the existing Case Information Management System and Timekeeping System on the Wang VS departmental minicomputer with a new LAN based Litigation Support System.

**OBJECTIVE 2:** Acquire a LAN based Document Management System.

**OBJECTIVE 3:** Migrate all other miscellaneous applications off the departmental Wang VS minicomputer in order to get rid of the outdated hardware platform.

**ACTION PLAN**

**ADDITIONAL STAFFING**

The Information Systems and Technology Unit (IST) is tasked with the functional responsibility of providing all Information Technology (IT) related services for the entire Department with the exception of the Hawaii Criminal Justice Data Center (HCJDC), Juvenile Justice Information System Project (JJIS), and Child Support Enforcement Agency (CSEA). Essentially, the Unit supports all but two (2) divisions in the Department.

The Unit presently consists of three (3) systems analysts, one (1) computer programmer, one (1) data processing user support technician, one (1) computer operator, and one (1) less than half-time student intern. Although the Unit provides IT support to more than seventy percent (70%+) of the department's personnel, the staff is the smallest when compared to the staff of the other three (3) IT Units (HCJDC, JJIS, and CSEA) in the Department. The IST staff provides day-to-day operational support to more than five-hundred fifty (550+) personal computers and printers, develop and maintain all applications on the departmental Wang VS minicomputer (Case Information Management, Timekeeping, Correspondence Logging, Legislative Bills Tracking, and Collections & Recoveries), develop and maintain all PC database applications, and maintain the department's main website. The workload of the Unit has steadily increased from year to year and has now reached a point where it is at times overwhelming, more work than the IST Unit can handle. Also, the department has grown and moved into several new locations that have made it logistically more difficult and time consuming for the IST staff to provide the day-to-day operational support that is required. Yet, the Unit has not increased in size for almost nine (9) years and actually became smaller when three (3) half-time positions were eliminated several years ago.

This year the Department has embarked on a \$1.4 million dollar project to implement a department-wide IT Infrastructure that was outlined in a study performed by Grant Thornton. The major goals of this project are to develop a department-wide network, setup the department's own E-mail, acquire a new Litigation Support System and a new

Document Management System that will enable the Department to finally migrate off of its obsolete and non-functioning, in certain areas, departmental Wang VS minicomputer. This project became extremely urgent because many Wang parts are no longer being manufactured and connectivity to our departmental applications can be disrupted at any time for long periods as used parts must be found before any hardware problem can be resolved. Also, the Department will finally be in a networked environment like most other government agencies and the private sector. The Department will be far more efficient and productive upon completion of this project in June 2002. Unfortunately unlike other staff, the implementation of the IT Project will increase and not decrease the workload of the IST Unit. Additional responsibilities will include network administration, E-mail administration, development & maintenance of workflow applications, and development & maintenance of E-Gov applications. In order to undertake these new responsibilities, additional positions will be sorely needed by an already understaffed IST Unit. A budget request to establish two (2) additional computer programmer IV positions has been submitted for consideration during this coming Legislative Session. If this request is not approved, it must be continually resubmitted year after year until the Information Systems and Technology Unit can be adequately staffed.

### **FIRST YEAR**

#### **GOAL #1 CONTINUE TO MAINTAIN THE HIGHEST POSSIBLE LEVEL OF DAY-TO-DAY OPERATIONAL SUPPORT FOR ALL COMPUTER RELATED HARDWARE AND SOFTWARE.**

**OBJECTIVE 1:** ENSURE THAT THE IT STAFF RECEIVES THE NECESSARY ON-GOING TECHNICAL TRAINING.

The IST staff will be receiving some technical training (Windows 2000 Server, Lotus Notes Administration, Lotus Notes Application Design) as part of the current IT Project during this coming year. However, more technical training will still be required. On-going training for the IT staff is essential in order for the department to remain progressive and take advantage of emerging computer/information technology. Technical training for the IT staff will be applicable whether it's the first year, second year, or fifth year of the Department's Action Plan. Sufficient funds for technical training must be budgeted annually.

#### **GOAL #2 IMPLEMENT WIDELY USED TELECOMMUNICATION TECHNOLOGIES SUCH AS E-MAIL, LOCAL AREA NETWORKS, INTERNET ACCESS, AND WEB SITES.**

**OBJECTIVE 1:** SETUP A DEPARTMENT-WIDE NETWORK (LOCAL AND WIDE AREA NETWORKS) FOR ALL UNITS ON OAHU AS WELL AS ALL THE LEGAL OFFICES ON HILO, KONA, MAUI, AND KAUAI.

**OBJECTIVE 2:     SETUP THE DEPARTMENT'S OWN E-MAIL  
SERVERS.**

The above objectives will be achieved with the implementation of the current IT Project. The project is scheduled to be completed in June 2002.

**OBJECTIVE 3:     DEVELOP WORK FLOW APPLICATIONS.**

The IST staff will begin developing workflow applications sometime during the middle of next year after the staff receives the necessary training.

**OBJECTIVE 4:     INTEGRATE     EXISTING BUSINESS  
FUNCTIONS IN THE DEPARTMENT     SITE (I.E.,  
DISSEMINATING INFORMATION TO THE PUBLIC, ONLINE  
ACCESS TO FORMS AND APPLICATIONS).     SO, TO  
REDESIGN/ENHANCE THE DEPARTMENT'S WEB SITE (I.E.,  
MEET SECTION 508 REQUIREMENTS FOR WEB SITE ACCESS  
BY PEOPLE WITH DISABILITIES).**

The IST staff has already developed a new main web site for the Department. The new site is scheduled to be online December 4, 2001. Some business functions are already available to the public. The IST staff will continue its effort to redesign/enhance other departmental web sites during the coming year and integrate our remaining primary business functions.

**GOAL #3     ACQUIRE A NEW LITIGATION SUPPORT SYSTEM  
AND NEW DOCUMENT MANAGEMENT SYSTEM.**

**OBJECTIVE 1:     REPLACE THE EXISTING CASE  
INFORMATION MANAGEMENT SYSTEM AND TIMEKEEPING  
SYSTEM ON THE WANG VS DEPARTMENTAL MINICOMPUTER  
WITH A NEW LAN BASED LITIGATION SUPPORT SYSTEM.**

**OBJECTIVE 2:     ACQUIRE A LAN BASED DOCUMENT MANAGEMENT SYSTEM.**

**OBJECTIVE 3:     MIGRATE ALL OTHER MISCELLANEOUS  
APPLICATIONS OFF THE DEPARTMENTAL WANG VS  
MINICOMPUTER IN TO GET RID OF THE OUTDATED  
HARDWARE PLATFORM.**

The above goal and objectives will be achieved with the implementation of the current IT Project. The project is scheduled to be completed in June 2002.

## **SECOND YEAR**

**GOAL #1 CONTINUE TO MAINTAIN THE HIGHEST POSSIBLE LEVEL OF DAY-TO-DAY OPERATIONAL SUPPORT FOR ALL COMPUTER RELATED HARDWARE AND SOFTWARE.**

**OBJECTIVE 1:** ENSURE THAT THE IT STAFF RECEIVES THE NECESSARY ON-GOING TECHNICAL TRAINING.

As mentioned previously, on-going training for the IT staff is essential in order for the department to remain progressive and take advantage of emerging computer/information technology. Technical training for the IT staff will be applicable whether it's the first year, second year, or fifth year of the Department's Action Plan. Sufficient funds for technical training must be budgeted annually.

**GOAL #2 IMPLEMENT WIDELY USED TELECOMMUNICATION TECHNOLOGIES SUCH AS E-MAIL, LOCAL AREA NETWORKS, INTERNET ACCESS, AND WEB SITES.**

**OBJECTIVE 1:** SETUP A DEPARTMENT-WIDE NETWORK (LOCAL AND WIDE AREA NETWORKS) FOR ALL UNITS ON OAHU AS WELL AS ALL THE LEGAL OFFICES ON HILO, KONA, MAUI, AND KAUAI.

**OBJECTIVE 2:** SETUP THE DEPARTMENT'S OWN E-MAIL SERVERS.

The above objectives will be completed by the first year of this Plan.

**OBJECTIVE 3:** DEVELOP WORK FLOW APPLICATIONS.

The IST staff will continue to develop additional workflow applications.

**OBJECTIVE 4:** INTEGRATE SOME EXISTING BUSINESS FUNCTIONS IN THE DEPARTMENT'S WEB SITE (I.E., DISSEMINATING INFORMATION TO THE PUBLIC, ONLINE ACCESS TO FORMS AND APPLICATIONS). ALSO, TO REDESIGN/ENHANCE THE DEPARTMENT'S WEB SITE (I.E., MEET SECTION 508 REQUIREMENTS FOR WEB SITE ACCESS BY PEOPLE WITH DISABILITIES).

This will be an on-going effort as new business functions evolve.

**GOAL #3 ACQUIRE A NEW LITIGATION SUPPORT SYSTEM  
AND NEW DOCUMENT MANAGEMENT SYSTEM.**

**OBJECTIVE 1:** REPLACE THE EXISTING CASE  
INFORMATION MANAGEMENT SYSTEM AND TIMEKEEPING  
SYSTEM ON THE WANG VS DEPARTMENTAL MINICOMPUTER  
WITH A NEW LAN BASED LITIGATION SUPPORT SYSTEM.

**OBJECTIVE 2:** ACQUIRE A LAN BASED DOCUMENT MANAGEMENT SYSTEM.

**OBJECTIVE 3:** MIGRATE ALL OTHER MISCELLANEOUS  
APPLICATIONS OFF THE DEPARTMENTAL WANG VS  
MINICOMPUTER IN TO GET RID OF THE OUTDATED  
HARDWARE PLATFORM.

The above goal and objectives will be achieved with the implementation of the current IT Project. The project is scheduled is scheduled to be completed in June 2002.

**FIFTH YEAR**

Most of the goals and objectives listed in this plan should be completed before the fifth year with the exception of the need for continual on-going technical training for the IST staff. A deliverable of the current IT Project will be a Long Term (1½ to 5 years) Plan that will address and serve as a guide to our future direction. Specific goals and objectives are not known at this time.

**GOAL #1 CONTINUE TO MAINTAIN THE HIGHEST  
POSSIBLE LEVEL OF DAY-TO-DAY OPERATIONAL SUPPORT  
FOR ALL COMPUTER RELATED HARDWARE AND  
SOFTWARE.**

**OBJECTIVE 1:** ENSURE THAT THE IT STAFF RECEIVES  
THE NECESSARY ON-GOING TECHNICAL TRAINING.

On-going training for the IT staff is essential in order for the department to remain progressive and take advantage of emerging computer/information technology. Technical training for the IT staff will be applicable whether it's the first year, second year, or fifth year of the Department's Action Plan. Sufficient funds for technical training must be budgeted annually.

**GOAL #2 IMPLEMENT WIDELY USED  
TELECOMMUNICATION TECHNOLOGIES SUCH AS E-MAIL,  
LOCAL AREA NETWORKS, INTERNET ACCESS, AND WEB  
SITES.**

**OBJECTIVE 1:** SETUP A DEPARTMENT-WIDE NETWORK  
(LOCAL AND WIDE AREA NETWORKS) FOR ALL UNITS ON

OAHU AS WELL AS ALL THE LEGAL OFFICES ON HILO, KONA, MAUI, AND KAUAI.

**OBJECTIVE 2:**     SETUP THE DEPARTMENT'S OWN E-MAIL SERVERS.

The above objectives will be completed by the first year of this Plan.

**OBJECTIVE 3:**     DEVELOP WORK FLOW APPLICATIONS.

This will be an on-going effort as new applications evolve.

**OBJECTIVE 4:**     INTEGRATE SOME EXISTING BUSINESS FUNCTIONS IN THE DEPARTMENT'S WEB SITE (I.E., DISSEMINATING INFORMATION TO THE PUBLIC, ONLINE ACCESS TO FORMS AND APPLICATIONS). ALSO, TO REDESIGN/ENHANCE THE DEPARTMENT'S WEB SITE (I.E., MEET SECTION 508 REQUIREMENTS FOR WEB SITE ACCESS BY PEOPLE WITH DISABILITIES).

This will be an on-going effort as new business functions evolve.

**GOAL #3   ACQUIRE A NEW LITIGATION SUPPORT SYSTEM AND NEW DOCUMENT MANAGEMENT SYSTEM.**

**OBJECTIVE 1:**     REPLACE THE EXISTING CASE INFORMATION MANAGEMENT SYSTEM AND TIMEKEEPING SYSTEM ON THE WANG VS DEPARTMENTAL MINICOMPUTER WITH A NEW LAN BASED LITIGATION SUPPORT SYSTEM.

**OBJECTIVE 2:**     ACQUIRE A LAN BASED DOCUMENT MANAGEMENT SYSTEM.

**OBJECTIVE 3:**     MIGRATE ALL OTHER MISCELLANEOUS APPLICATIONS OFF THE DEPARTMENTAL WANG VS MINICOMPUTER IN TO GET RID OF THE OUTDATED HARDWARE PLATFORM.

The above goal and objectives will be achieved with the implementation of the current IT Project. The project is scheduled to be completed in June 2002.

### **FISCAL OFFICE**

There has been no major change to the Fiscal Office's goals. We have not revised our action plan since last year on the study and installation of a purchase order system. Our plan is to implement the Department of Accounting and General Services' statewide purchase order system once the system is available.



**GOAL #1**                    **CONTINUE TO PROVIDE QUALITY AND TIMELY FISCAL SERVICES TO MEET THE NEEDS OF THE DEPARTMENT'S PERSONNEL AND TO ENHANCE THE FISCAL STAFF'S ABILITY TO PROVIDE FISCAL, BUDGETARY, ETC. REPORTS TO MANAGEMENT.**

**Objective 1:**            UTILIZE AVAILABLE RESOURCES AND COMPUTER TECHNOLOGY TO ENHANCE THE FISCAL STAFF'S ABILITY TO PROVIDE QUALITY AND TIMELY SERVICES.

### **ACTION PLAN**

#### **FIRST YEAR**

The study and installation of the department's purchase order system is currently on hold since the Department of Accounting and General Services, Information & Communication Services Division (ICSD) has started to implement a Statewide Purchase Order System.

We recently informed ICSD of our department's requirements for implementing this Statewide Purchase Order System. We anticipate this Statewide Purchase Order System for FY 2003.

#### **SECOND YEAR**

Train staff on the new system and implement the actual use of the system. Work with the staff of the Department of Accounting & General Services to implement the FAMIS Model Procedures System. Coordinate with departmental personnel on their reporting needs.

#### **FIFTH YEAR**

Evaluate FAMIS Model Procedures Systems to determine whether it still meets the needs of the Fiscal Office.

### **LIBRARY SERVICES**

We have done the following to meet some of our library goals: outdated library materials have been identified and discarded; a flat rate contract was negotiated for the department's on-line legal research system; and with the advent of this flat rate contract, an evaluation of which library materials can be done away with (e.g., some of the reporters) has begun.

**GOAL #1**                    **CONTINUE TO MAINTAIN THE BEST POSSIBLE ENVIRONMENT FOR LEGAL RESEARCH IN THE**

***DEPARTMENT IN TERMS OF RESOURCES FACILITIES AND EQUIPMENT.***

**Objective 1:** SOLVE THE LIBRARY'S GROWING LACK OF SPACE BY REPLACING OLDER MATERIALS IN THE COLLECTION WITH CD-ROMS ACCESSIBLE THROUGH THE DEPARTMENT'S INTRANET OR OBTAINED FROM WESTLAW AT A REDUCED RATE.

**ACTION PLAN**

**FIRST YEAR**

Discussed options and reached a consensus as to which approach will work best to address the lack of space in the library yet provide sufficient coverage in terms of materials for legal research at a reasonable cost.

**SECOND YEAR**

Review options of obtaining CD-ROMs and determine best options to network these CD-ROMs on Department's intranet.

**FIFTH YEAR**

Older materials should be replaced with either CD-ROMs to free up shelf space or made available through inexpensive computer searching on Westlaw.

**Objective 2:** UPDATE AND EXPAND THE LIBRARY'S LEGAL MANUAL COLLECTION. THE COLLECTION CONTAINS PRACTICAL INFORMATION IN A NUMBER OF LEGAL AREAS; CONSISTING MOSTLY OF DONATED MATERIALS.

**ACTION PLAN**

**FIRST YEAR**

Select materials in the manual collection that need to be updated or replaced, as well as new titles in new areas by soliciting suggestions from the legal divisions in the department.

**SECOND YEAR**

Propose a plan for purchasing these materials over a five-year period incrementally, as well as disposal of items no longer current.

## **FIFTH YEAR**

By the end of year five, the manual collection should be current and contain materials in different areas of legal practice.

**GOAL #2**                    ***DEVELOP AN ELECTRONIC VERSION OF THE LIBRARY'S CARD CATALOG.***

**Objective 1:**            DEVELOP AN ELECTRONIC LIBRARY CATALOG THAT IS EASIER TO MAINTAIN, WON'T RUN OUT OF ROOM, AND AVAILABLE TO THE ENTIRE DEPARTMENT VIA THE INTRANET.

## **ACTION PLAN**

### **FIRST YEAR**

Evaluate software in terms of cost, ease of access, ease in entering and modifying records in the catalog, and compatibility with department's intranet.

### **SECOND YEAR**

Choose and purchase software for electronic catalog. Begin converting records from card catalog to electronic format.

### **FIFTH YEAR**

Conversion to electronic catalog should be completed. Catalog initially set up in library, later to entire department via intranet.

## **PERSONNEL**

There is no change to the goals that require assistance of the departmental IT staff in utilizing technology to provide quality and timely personnel services. This is due to the limited resources of the IT staff. We do, however, continue to provide technical assistance and guidance to the managers and supervisors on personnel matters.

**GOAL #1**                    ***CONTINUE TO PROVIDE QUALITY AND TIMELY SERVICE TO MEET THE PERSONNEL NEEDS OF THE DEPARTMENT.***

**Objective 1:**            UTILIZE COMPUTER TECHNOLOGY TO ENHANCE OUR ABILITY TO PROVIDE QUALITY AND TIMELY SERVICES.

**GOAL #2**                    ***IN CONJUNCTION WITH THE DEPARTMENTAL DATA PROCESSING SECTION, EXPLORE FEASIBILITY OF A***

***CENTRAL DEPARTMENTAL COMPUTER NETWORK SYSTEM  
FOR PERSONNEL MATTERS.***

- Objective 1:** STUDY FEASIBILITY OF A COMPUTER NETWORK SYSTEM TO FACILITATE DEPARTMENT WIDE COMMUNICATION FOR PERSONNEL ACTIVITIES.
- Objective 2:** ESTABLISH ELECTRONIC BANK OF STANDARD PERSONNEL FORMS TO EXPEDITE ACTIONS.
- Objective 3:** EXPLORE ABILITY TO PROCESS AND TRANSMIT DEPARTMENTAL ACTIONS ELECTRONICALLY BETWEEN DIVISIONS, INCLUDING SIGNATURES.
- GOAL #3** ***PROVIDE TECHNICAL ASSISTANCE AND GUIDANCE TO MANAGERS AND SUPERVISORS IN DEVELOPING AND MAINTAINING A QUALITY WORKFORCE.***
- Objective 1:** PREPARE POLICIES AND PROCEDURES TO ASSIST IN THE MANAGEMENT OF THE WORKFORCE.

**ACTION PLAN**

**FIRST YEAR**

- GOAL #1** ***CONTINUE TO PROVIDE QUALITY AND TIMELY SERVICE TO MEET DEPARTMENTAL PERSONNEL NEEDS.***
- Objective 1:** UTILIZE COMPUTER TECHNOLOGY TO ENHANCE OUR ABILITY TO PROVIDE QUALITY AND TIMELY SERVICE.

A majority of our work and records are still processed manually. Review work processes and existing computer hardware capabilities to meet expanding personnel needs due to new programs resulting from legislative action, federal laws, and/or other mandates. Explore the development of a tracking mechanism to monitor personnel activities and enhance our ability to provide personnel information in a timely manner.

Ensure personnel staff receives training on the latest computer software programs, e.g., ACCESS, EXCEL, Internet, etc., to assist in the work processes and request for information.

- GOAL #2:** ***EXPLORE DEVELOPMENT OF CENTRAL DEPARTMENTAL COMPUTER NETWORK SYSTEM FOR PERSONNEL MATTERS.***

Objectives are to be explored in conjunction with the departmental IT Section.

**GOAL #3**                    ***PROVIDE TECHNICAL ASSISTANCE AND GUIDANCE TO MANAGERS AND SUPERVISORS IN DEVELOPING AND MAINTAINING A QUALITY WORKFORCE.***

Review existing policies and procedures. Develop a supplement to the departmental office manual on personnel matters containing forms and instructions with cross references to departmental office manual various other guides and manual available such as Position Description Manual, Reasonable Accommodations Manual, Performance Appraisal System, etc. Assure that each division or field office has pertinent reference material readily available.

**SECOND YEAR**

**GOAL #1**                    ***CONTINUE TO PROVIDE QUALITY AND TIMELY SERVICE TO MEET DEPARTMENTAL PERSONNEL NEEDS.***

Develop tracking mechanism to monitor personnel activities and enhance ability to maintain and provide information in a timely manner.

**GOAL #2**                    ***EXPLORE DEVELOPMENT OF CENTRAL DEPARTMENTAL COMPUTER NETWORK SYSTEM FOR PERSONNEL MATTERS.***

Objectives are to be developed in conjunction with the departmental IT Section.

**GOAL #3**                    ***PROVIDE TECHNICAL ASSISTANCE AND GUIDANCE TO MANAGERS AND SUPERVISORS IN DEVELOPING AND MAINTAINING A QUALITY WORKFORCE.***

Provide periodic and on-going training and review on pertinent topics.

**FIFTH YEAR**

**GOAL #1**                    ***CONTINUE TO PROVIDE QUALITY AND TIMELY SERVICE TO MEET DEPARTMENTAL PERSONNEL NEEDS.***

Acquire software and/or assistance of departmental IT Section to implement tracking mechanism to monitor personnel activities. Explore automation of internal records in various personnel functions - position, employee, workers' compensation claims, training, etc.

**GOAL #2**                    ***DEVELOPMENT OF CENTRAL DEPARTMENTAL COMPUTER NETWORK SYSTEM FOR PERSONNEL MATTERS.***

Objectives are to be implemented in conjunction with the departmental IT Section.

**GOAL #3**                      ***PROVIDE TECHNICAL ASSISTANCE AND GUIDANCE TO  
MANAGERS AND SUPERVISORS IN DEVELOPING AND  
MAINTAINING A QUALITY WORKFORCE.***

Provide periodic and on-going training and review on pertinent topics.

## **APPELLATE DIVISION (APPD)**

### **Division Summary and Recent History:**

**The Appellate Division is a legal division that has oversight responsibility for all state and federal appeals in the department. The division also serves as the primary contact point with other states for filing amicus briefs in the United States Supreme Court and other federal courts in pending cases that involve state issues.**

**Many of the significant and/or difficult cases in the Department eventually become the responsibility of the Appellate Division. The division's workload has in the past several years included the following:**

- All cases involving Hawaiian rights and entitlements, including all the cases involving the State of Hawaii's administration of laws, lands, and trust monies (including the Hawaiian Homelands individual claims) intended to benefit Hawaiians.
- The Bishop Estate civil case (that resulted in a \$1.3 million reimbursement to the general fund).
- The same-sex marriage case.
- The asbestos property damage case (that resulted in over \$35 million returned to the general fund).
- Cases in which the State of Hawaii asserts 11<sup>th</sup> Amendments immunity.
- Drunken driver license revocation cases

**The Appellate Division was recently given tools that have assisted tremendously in completing appellate work. The first is Internet access that was provided to the Division within the last year. The second is the Department's switch from Lexis to Westlaw legal research that was made recently (Westlaw facilitates more tailored, issue-specific legal research). Both tools are invaluable to the work of the Division and will allow for improved appellate advocacy.**

### **OVERALL GOAL:**

- To ensure and improve the quality of appellate advocacy on behalf of the State of Hawaii

### **OBJECTIVES:**

- Continue to maintain contact with appellate divisions of all other states through the National Association of Attorneys General (NAAG) and particularly through the exchange of amicus briefs in cases with issues that affect numerous states (such as federalism and states' rights issues).
- Continue to provide review and revision services to other attorneys within the Department.

- Continue to act proactively on the appellate committee, which reviews and revises the Hawaii rules of appellate procedure.
- Continue to play an active role on an internal Department committee that critiques briefs and oral arguments.



## **CHILD SUPPORT ENFORCEMENT AGENCY (CSEA)**

### **GOALS & OBJECTIVES**

**GOAL:** To assist children and families in obtaining financial support through locating parents and their assets, establishing paternity and support obligations, and enforcing those obligations by providing timely and efficient child support enforcement services while maximizing federal incentive funding to become less dependent on state general funding for operational costs.

**Objective 1:** Maximize Federal incentive payments to the Hawaii Title IV-D Program, Child Support Enforcement Agency.

**Action Plan:** Ensure that the number of Paternity's established meets or exceeds the required rate of eighty percent or higher by September 30, 2002.

**Status:** The performance rate for paternity establishment area reached 83% for federal fiscal year 2001, thereby exceeding the required rate of 80% for the maximum allotment of federal incentive payments for this measure.

**Action Plan:** Ensure that the number of Support Orders established meets or exceeds the required rate of eighty percent or higher by September 30, 2002.

**Status:** The performance rate for support order establishment is 58% for federal fiscal year 2001. This is a 10% increase over the prior year. To improve this rate, the agency will continue to dedicate resources necessary to address converted cases on hold for order establishment action, and to conduct case reviews necessary to eliminate cases that should be closed.

**Action Plan:** Increase the amount of collections and distributions on Current Support to meet or exceed the maximum federal reimbursement rate by September 30, 2002.

**Status:** The performance rate for collection of current support due is 51% for federal fiscal year 2001. To improve this rate, the agency plans to continue to dedicate resources necessary to address an estimated 12,000 cases on hold for enforcement action, which is expected to significantly increase child support collections.

**Action Plan:** Increase the amount of collections on Arrears to meet or exceed the maximum federal reimbursement rate by September 30, 2002.

**Status:** The performance rate for collection of arrears due is 36% for federal fiscal year 2001. As with Action Plan 3, taking enforcement action on cases on hold is expected to significantly increase collection of arrearages.

Action Plan: Maintain the agency's Ratio of Cost Effectiveness to meet or exceed maximum federal reimbursement rate by September 30, 2002.

Status: The agency's ratio of cost effectiveness is \$6.03 (\$6.03 collected for \$1.00 expended) for a performance rate of 100% for federal fiscal year 2001, up from \$4.36 and a performance rate of 80% for federal fiscal year 2000. The ratio is expected to continue to exceed maximums with an increase in collections, pursuant to Action Plans 3 and 4.

Objective 2: Achieve unconditional Federal certification for the Keiki System and system requirements mandated by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996.

Action Plan: Finalize implementation of automated system requirements for the CSNET Program and request federal certification review no later than March 30, 2002.

Status: The Federal certification review was requested and the on-site federal review occurred December 11 through 14, 2000. The Hawaii CSEA received its Certification of Achievement on June 11, 2001. The Hawaii CSEA was the 7<sup>th</sup> State in the Nation to have received this systems certification. An additional program (CSNET) was added to the PRWORA requirements. This review is scheduled for March 2002.

Objective 3: Reconcile all Case Files to Bank Reconciled Cash Balances.

Action Plan: The Agency will develop an action plan by March 30, 2002 to complete all actions necessary to comply with financial audit recommendations and to reconcile all case files to the reconciled cash balances..

Status: The active KEIKI bank account has been fully reconciled at fiscal period ended June 30, 2000 and subsequent monthly reconciliation of this bank account have been completed through October 31, 2001. The KFRI account currently inactive is reconciled at fiscal period ended June 30, 2000 to the extent that outstanding checks will have to be verified manually as the system is no longer available. The CSEA will continue to reconcile the current KEIKI (active) bank account on a monthly basis. The agency will continue to manually verify outstanding checks in the KFRI account.

Objective 4: Improve staff efficiency and knowledge of the Child Support Enforcement Program.

Action Plan: State Administration to institute a formalized Training Plan by March 30, 2002 to address (1) new employee training, (2) continuing KEIKI System Training, and (3) Title IV-D professional continuing education using a multi-media approach to employee development.

Status: Initial plans have been designed for formalized training at the agency. The program calls for three separate segments: Beginners, or employees newly hired to positions requiring child support enforcement knowledge; Intermediate level, for employees progressing into higher case worker positions; and Advanced level, for employees moving into the supervisory functions at the Agency. The Agency will develop a training unit of three (3) qualified child support enforcement caseworkers directed by a highly qualified trainer who will complete the development of the Agency's overall training programs. The completion of forming a training unit is planned for January 31, 2002.

Objective 5: Improve strategic planning and implementation of program requirements.

Action Plan: Establish a Programs and Policies unit within State Administration to implement federal and state-mandated programs, draft proposed legislation, and develop policies, procedures and administrative rules by June 2002.

Status: No Action taken on this objective.

Objective 6: Transfer information systems responsibility to State staff.

Action Plan: Finalize the recruitment, training and development of the CSEA information Technology Branch to assume management, maintenance, and enhancement responsibilities for the automated child support enforcement system by November 30, 2001.

Status: Five (5) more approved DPSA positions will be filled by November 30, 2001 to help maintain the KEIKI system.

Objective 7: Re-engineer business processes to support the current workflow.

Action Plan 1: Analyze workflow and ensure that all processes are identified, defined and managed in order to provide the most effective processes to collect, distribute and enforce child support.

Action Plan 2: Upon completion of the CSEA reengineering project, the agency will prepare and submit an Agency Reorganization Plan.

Status: Upon completion of the CSEA re-engineering project, the agency will prepare and submit an Agency Reorganization Plan by November 30, 2001.

**CIVIL RECOVERIES DIVISION (CRD)  
GOALS AND OBJECTIVES**

**GENERAL**

GOAL 1: To recover moneys owed to the State of Hawaii.

Objective: To provide timely and effective legal representation to state agencies who need collection assistance.

Action Plan: See below.

Process: See below.

GOAL 2: To review state agency accounts for write-offs.

Objective: To develop consistency in the write-off of delinquent accounts.

Action Plan: To remind state agencies of Administrative Directive No. 96-02.

Process: To monitor the number of state agency reports submitted pursuant to Administrative Directive No. 96-02.

**JUDICIARY**

GOAL 3: To provide efficient and effective representation to the Judiciary in the collection of traffic fines and restitution to the state.

Objective: To increase amounts collected for the Judiciary from traffic fines and restitution to the state.

Action Plan: To have division staff continue to work with the Judiciary staff in coordinating the referral and collection process.

Process: To increase the amount collected by the division for the Judiciary in fiscal year 2001, which was \$1,583,952, by 10% this year and each year thereafter.

**HAWAII HEALTH SYSTEMS CORPORATION**

GOAL 4: To provide efficient and effective representation to HHSC in the collection of its aged delinquent accounts (greater than one year old).

- Objective: To maintain the amount collected for HHSC from delinquent accounts for services rendered.
- Action Plan: To have division staff continue to work with HHSC staff in coordinating the referral and collection process.
- Process: To maintain the amount collected by the division for HHSC in fiscal year 2001, which was \$1,714,577.

### **CHILD SUPPORT ENFORCEMENT AGENCY**

- GOAL 5: To provide efficient and effective representation to CSEA in the collection of payments in difficult child support and FIDM cases.
- Objective: To maintain amounts collected in difficult child support and FIDM cases.
- Action Plan: To have division staff continue to work with the CSEA staff in coordinating the referral and collection process.
- Process: To maintain the amount collected by the division for CSEA in fiscal year 2001, which was \$1,769,916.

### **HUMAN SERVICES**

- GOAL 6: To provide efficient and effective representation to the Department of Human Services in the collection of its Medicaid third party liens, home property liens, and estate recovery liens.
- Objective: To increase amounts collected for DHS from Medicaid third party liens, home property liens, and estate recovery liens.
- Action Plan: To have division staff continue to work with DHS staff in coordinating the referral and collection process. Also, to develop a drug rebate program with DHS for the recovery of rebates given by drug companies for the partial costs of drugs supplied under Medicaid.
- Process: To increase the amount collected by the division for DHS in fiscal year 2001, which was \$3,805,225, by 10% this year and each year thereafter.

### **AGRICULTURE**

- GOAL 7: To provide efficient and effective representation to the Department of Agriculture Loan Division for its delinquent loans.

Objective: To maintain the level of delinquent loan collection for DOA.

Action Plan: To have division staff continue to work with DOA staff in coordinating the referral and collection process.

Process: To maintain the amount collected by the division for DOA in fiscal year 2001, which was \$2,497,329.

### **BUSINESS AND ECONOMIC DEVELOPMENT**

GOAL 8: To provide efficient and effective representation to the Department of Business, Economic Development and Tourism in the collection of its delinquent loans.

Objective: To maintain the level of delinquent loan collection for DBEDT.

Action Plan: To have division staff continue to work with DBEDT staff in coordinating the referral and collection process.

Process: To maintain the amount collected by the division for DBEDT in fiscal year 2001, which was \$1,062,996.

### **CONSTRUCTION AND CONTRACT CLAIMS**

GOAL 9: To provide efficient and effective representation to state agencies that have major construction or contract claims.

Objective: To increase the level of advice and representation offered to state agencies in their major construction or contract claims.

Action Plan: To increase the level of staffing to concentrate on this area and to thereby increase the recoveries and mitigate the claims from major state construction and contract claims.

Process: To increase the amount recovered in fiscal year 2001, which was \$290,000, by 100% this year and to increase the amount saved in fiscal year 2001, which was \$2,975,000, by 10% this year and maintain those levels every year thereafter.

### **HUMAN RESOURCES AND DEVELOPMENT AND EDUCATION**

GOAL 10: To provide efficient and effective representation to DHRD and DOE in the recovery of third party liens on workers compensation liens.

Objective: To increase the amount collected from third party workers compensation liens.

Action Plan: To have division staff work with DHRD and DOE staff in coordinating the referral and collection process.

Process: To increase the amount collected by the division for DHRD and DOE, which was \$183,622 and to increase it by 10% each year thereafter.

### **TRANSPORTATION**

GOAL 11: To provide efficient and effective representation to DOT in the collection of its delinquent lease rents at the airport, highways and harbors.

Objective: To increase the amount collected for DOT in the collection of its delinquent lease rents at the airport, highways and harbors.

Action Plan: To have division staff continue to work with DOT staff in coordinating the referral and collection process.

Process: To increase the amount collected by the division for DOT in fiscal year 2001, which was \$712,541, by 10% this year and increase it by 10% each year thereafter.

**CIVIL RIGHTS LITIGATION DIVISION (CRLD)  
GOALS AND OBJECTIVES**

**GOAL 1:** Address the practical aspects of establishing the new Civil Rights Litigation Division

**Objective 1:** Relocate attorneys and staff in order to facilitate delineation between the Tort Litigation Division ("TLD") and the Civil Rights Litigation Division ("CRLD").

Process and timetable: Physical relocation of attorneys/staff should be completed by the end of January 2002. Contingent upon completion of new offices on the 2<sup>nd</sup> floor of Hale Auhau and necessary relocation of attorneys/staff from other divisions.

**Objective 2:** Resolve file space issues between TLD and CRLD.

Process and timetable: Confer with TLD supervisor to discuss how available filing space should be assigned between TLD and CRLD, and obtain necessary OAG approval. Move division files into designated areas. Anticipate completion of this task by February 2002.

**Objective 3:** Inform various clients/departments of formation of the new CRLD Division, and advise them of the attorneys/staff assigned to TLD and CRLD.

Process and timetable: As soon as possible, letters will be sent to all department directors informing them of the creation of the new CRLD Division, and clarifying the attorneys/staff assignments. It is expected that these letters will be signed by the supervisors of both TLD and CRLD.

**GOAL 2:** INCREASE THE LEVEL OF KNOWLEDGE OF CRLD DEPUTIES AND LEGAL ASSISTANTS ON RELEVANT LEGAL ISSUES

**Objective 1:** Utilize current business tools, such as the internet, as a foundation of continuous learning.

**Objective 2:** Explore the availability of speakers, seminars, videotapes, workshops, etc. relating to current civil rights issues.

Process and timetable: Consider assigning a specific deputy or legal assistant to perform this task. No specific timetable; continuous task.

**Objective 3:** Initiate the creation of a CRLD library by identifying and, as funds permit, purchasing treatises and other publications on relevant legal issues.

Process and timetable: Same as above.



Objective 4: Develop a system to keep deputies and legal assistants apprised of major court decisions in the area of civil rights, including issues relating to sovereign immunity.

Process and timetable: Same as above.

GOAL 3: ENCOURAGE INCREASED USE OF COMPUTERIZED CASE MANAGEMENT SYSTEM

Objective 1: Train staff in input of case information into Summation, to enhance case management capabilities.

Process and timetable: It is anticipated that all CRLD cases will be input into the Summation system within six months to a year. Training will likely be done by staff within the division who already have knowledge of and competence in the use of Summation.

Objective 2: Promote awareness among CRLD deputies and staff of the various uses of the Summation system, such as for calendaring and as an experts data base.

Process and timetable: No specific timetable; continuing task.

Objective 3: Initiate CRLD memo bank, which would include at a minimum all motions filed, responses thereto, and relevant rulings/orders of the court.

Process and timetable: No specific timetable; continuing task.

GOAL 4: PROVIDE QUALITY LEGAL REPRESENTATION TO ALL CLIENTS

Objective 1: Take advantage of training opportunities, including trial advocacy, legal writing and legal research.

Process and timetable: No specific timetable; based upon availability of training opportunities and funding.

Objective 2: Improve communication with clients, particularly regarding case status and outcomes.

Process and timetable: Consider implementing a schedule of required status reports to clients, possibly every four to six months. Encourage clients to contact our office with questions and/or concerns. Encourage deputies to have face-to-face meetings with clients, to personalize the representation.

Objective 3: Advise clients of potential problems and, if possible, suggest solutions therefore, in an effort to assist with risk management.

Process and timetable: No specific timetable.

Objective 4: Establish an LRC-type process within the division, to provide input to deputies regarding case-specific issues.

Process and timetable: No specific timetable.

GOAL 5: PROMOTE A POSITIVE WORK ENVIRONMENT

Objective 1: Include clerical staff in division meetings, to improve communication and increase participation by all CRLD personnel in matters of concern/interest to the division.

Process and timetable: Already on-going.

Objective 2: Encourage staff to communicate concerns to the division supervisor.

Process and timetable: No specific timetable.

Objective 3: Consider a division retreat to promote positive relationships among division personnel.

Process and timetable: No specific timetable.

## **COMMERCE AND ECONOMIC DEVELOPMENT DIVISION (CED) GOALS AND OBJECTIVES**

The Commerce and Economic Development Division (CED) is somewhat unusual among legal services divisions in the Department of the Attorney General in that it has two separate missions.

1. Provide a full range of legal services including advise and counsel, document, rules, and legislation review, and advocacy in litigation in administrative and judicial fora for its client departments. (CED currently provides legal services to the Department of Commerce and Consumer Affairs, the Department of Business, Economic Development and Tourism, the Department of Agriculture, and their attached agencies. CED also advises agencies with tax deferring benefit programs including deferred compensation and tuition savings programs.)
2. Administer chapter 456, Hawaii Revised Statutes, which involves the commissioning and regulation of notaries public.

Given these distinct responsibilities, this report is organized into two parts, with the first addressing the duties of the division as legal counsel and the second discussing its operational role regarding the notary program.

### **PART I. LEGAL SERVICES TO CLIENT AGENCIES**

OVERALL GOAL: To provide legal services that are timely, effective, efficient, and of high quality, to all client agencies.

GOAL 1. Continue to integrate the provision of legal services to the Department of Agriculture (DOA) into the division.

Objective 1. Meet with staff advising DOA to update information concerning assignments, staffing patterns, workload, ongoing projects, existing protocols, client relationships, current or anticipated problems, and other issues.

Objective 2. Meet regularly with key staff at DOA to obtain their views on their legal needs currently and in the future, any concerns regarding the provision of legal services.

Objective 3. Assess need for adjustment of assignments within CED to cover services to DOA either as primary or to provide attorneys as backup for DOA work since two attorneys were transferred and previously two and one-half attorneys were assigned to DOA.

Objective 4. Develop resources to handle anticipated increase in water-related cases as DOA takes on additional irrigation systems.

Action Timetable: The transfer of DOA as a client to CED occurred in March 2000. The excess workload was split between two attorneys servicing other clients in CED. The process of learning the client's needs, balancing of the workload, and meeting the changing profile of work will be continuous throughout the year.

GOAL 2. Monitor distribution of workload and timeliness of output for each attorney in the division.

Objective 1. Conduct case review meetings with each attorney in the division on a regular rotating basis.

Objective 2. Review timesheets at least quarterly to assess workload distribution.

Objective 3. Adjust assignments so that each major client has both a primary and a secondary attorney to ensure continuity of service during leaves or at times of excess workload.

Objective 4. Develop system for tracking receipt of administrative rules for review and for monitoring timeliness of return of rules to client.

Action Timetable: Objectives 1, 2, and 3 will be addressed on an ongoing basis throughout the year. Objective 4 will be addressed over the coming year.

GOAL 3. Develop mechanisms to obtain feedback from directors of client departments and other key staff on routine basis.

Objective 1. Maintain practice of monthly meetings with the director of DCCA to discuss pending matters, upcoming issues, and any areas of concern.

Objective 2. Contact directors of other client departments to ascertain what method for routinized communication is desirable for them.

Action Timetable: Both objectives are ongoing projects.

GOAL 4. Clarify the role of CED in antitrust enforcement, multistate initiatives such as those involving the National Association of Attorneys General, and in responding to consumer complaints.

Objective 1. Develop a mutual understanding between CED and other agencies (such as the Office of Consumer Protection, the Regulated Industries Complaints Office, the Public Utilities Commission, the Insurance Division, the Securities Enforcement Unit, and other private and federal entities) so that consumer complaints are appropriately and quickly referred for handling.

Objective 2. Establish guidelines for prioritizing use of resources in responding to requests for participation in NAAG multistate efforts and in-house antitrust efforts.

Action Timetable: As to Objective 1, there has always been confusion arising from overlap in responsibilities in responding to complaints or inquiries from consumers or others particularly in areas such as charitable solicitations, health care and insurance, and other types of consumer protection issues. Great strides have been made in meeting this objective particularly in coordinating multistate initiatives between CED and OCP. Guidelines for prioritizing our resources are being applied and modified as necessary.

GOAL 5: Improve technology support for staff and attorneys.

Objective 1. Modernize and upgrade the division's computer systems, including e-mail and internet access, and networking capability.

Action Timetable: This is an ongoing process throughout the department.

## **PART II. OPERATING THE NOTARY PROGRAM**

GOAL 1: To modernize and upgrade the regulation of notaries public.

Objective 1. Adopt administrative rules implementing the current law governing the regulation of notaries.

Objective 2. Develop a hearings process to adjudicate cases involving notary misconduct.

Objective 3. Acquire the equipment and implement the computerization of the recordkeeping function of the notary program to replace the current manual filing system and to permit microfiche or other electronic storage of records.

Objective 4. Take over from the Judiciary the function of storing notary records.

Objective 5. Develop a system for computerization of processing notary applications.

Action Timetable: The rules required by Objective 1 have been drafted and are undergoing internal review. Objective 2 will be addressed following adoption of the rules. Objective 4 is to occur by July 1, 2002 pursuant to Act 19, SLH 1999 and thus Objective 3 will be met

before that date. Objective 5 will be addressed after successful completion of the other objectives.

**PROCESS FOR MEASURING PERFORMANCE**

The Division Supervisor for CED is charged with overseeing the implementation of these goals and objectives and will make a review of progress on a quarterly basis.

**CRIME PREVENTION AND JUSTICE ASSISTANCE DIVISION (CPJA)  
FIVE YEAR PLAN  
(1998-2003)**

Department Program Objective (as it relates to the division)

To assist or coordinate statewide programs or activities for the improvement of law enforcement and criminal justice.

**VISION:**

To be a pivotal unit within the Department & State government on issues relating to crime prevention and criminal justice issues.

**GOALS:**

- I. To inform and educate the community, police and government agencies on issues & concerns to create a safer environment.  
Obj. A. To collect, analyze, and disseminate information for better decision-making with respect to crime and crime prevention.
- II. To collaborate with and assist the criminal justice and related agencies to improve operations and services;  
Obj. B. To bring into the state additional resources and to maximize resources to address crime and crime prevention.  
Obj. C. To coordinate and facilitate improvements to the criminal justice system response to communities, victims, and offenders.  
Obj. D. To stimulate creative ideas in dealing with crime in Hawaii.
- III. To promote the involvement of communities in the prevention of crime; and  
Obj. E. To educate and mobilize communities and agencies in collaborating to address crime and crime prevention issues.

**Action Plan & Timetable**

GOAL I: TO INFORM AND EDUCATE THE COMMUNITY, POLICY-MAKERS, GOVERNMENT AGENCIES ON ISSUES AND CONCERNS TO CREATE A SAFER ENVIRONMENT.

Objective:

Collect, analyze, and disseminate crime/crime prevention information

**Year I (1998-99) and Year II (1999-00)**

- A. 5 year summary report of Victimization Surveys published.  
*Performance measure:*
- *Completed - published in 12/98.*
- B. *Data Briefs* to be published as an *ad hoc* publication and on Web site.  
*Performance measures:*
- *No Data Briefs published FY 99*
  - *All division research reports available on division web site in FY 99*
  - *"Weapons Used in Violent Crime on website (11/99)*
  - *"Drug Offense Arrests 1982-1999" (5/00).*
- C. Complete and implement a written plan for regular input on research on crime/crime prevention issues; to include input from criminal justice professionals, researchers, community, and legislature/county councils.  
*Performance measure:*
- *Plan not completed in FY 99.*
  - *Plan not completed in FY 00.*
- D. Implement plan of regular "brown bags" or other activities to share research findings with criminal justice professionals and community.  
*Performance measures:*
- *3 brown bags implemented for 3 findings of juvenile robberies, parole recidivism, & restraining orders studies (FY 99).*
  - *Personnel as speakers to 3 groups (approx. 70 persons) on research findings (FY 99).*
  - *One information session on probation study completed for 15 participants (6/00).*
  - *Research personnel spoke to 8 groups (approx. 145 persons) on studies completed (FY 00).*

**Year III (2000-2001)**

- A. Research data bases to include Victim Information Management System, Offender-Based Tracking system, and Juvenile Justice Information System.  
*Performance measures:*
- *Access to OBTS and JJIS were secured and utilized. Access to VIMS has not been completed because the implementation of the system was not completed as of the end of the fiscal year.*
  - *There were 2 studies that used the OBTS data, and 2 using the JJIS database.*
- B. Begin to evaluate one crime-related project or program annually.  
*Performance Measure:*



- *Evaluation of "Project Bridge", a federally funded residential substance abuse project, was completed at the end of the fiscal year.*
  - *Feedback from affected agencies will be completed in the next fiscal year.*
- C. Complete written assessment and recommendations for an incident-based reporting system (IBRS) for the state.  
*Performance measure:*
- *Assessment and recommendation report was completed by the SEARCH Group through a technical assistance project in 2/00; Honolulu & Maui police departments concluded to have near compliance.*
  - *A grant application for IBRS was submitted to the Office of Justice Programs during the fiscal year; it has yet to be officially awarded to the State.*
- D. Develop a directory of Hawaii crime data for publication and Web site access.  
*Performance measure:*
- *Not completed due to a 2/3 reduction of research staff during the fiscal year.*

**Year V (2002-2003)**

- A. Complete 3 program/project evaluations.  
*Performance measure:*
- *Number of evaluations completed & published.*
  - *Satisfaction by users*
- B. Begin IBRS development for Hawaii.  
*Performance measure:*
- *Number of phases completed in time frame*
  - *Support of criminal justice agencies*
- GOAL II      TO COLLABORATE WITH AND ASSIST THE CRIMINAL JUSTICE AND RELATED AGENCIES TO IMPROVE OPERATIONS AND SERVICES.

**Objective:**

To bring into the state additional resources and to maximize resources to address crime and crime prevention.

**Year I (1998-1999) and Year II (1999-2000)**

- A. Increase crime grants by 1 more than the previous year  
*Performance measures:*
- *Increased by 2. Awarded \$64,000 for Full Faith and Credit statewide training and \$87,000 for research on sex assault victims & impact of children in reporting incidents in FY99.*
  - *Assisted PSD in application for sex offender grant application in FY 99 (application not awarded in FY 00).*

- *Applied for juvenile research grant-not awarded in FY 00.*
  - *Awarded \$498,588 as a 2<sup>nd</sup> year discretionary grant for child visitation centers on Hawaii and Kauai; no increase.*
  - *Assisted Judiciary & US Attorney with Weed & Seed grant application in FY 99; awarded in FY 00 at \$175,000.*
  - *Collaborated with Governor's Office in grant application for youth substance abuse prevention in FY 99; awarded in 10/00 at \$8 million for 3 years).*
- B. Collaborate and coordinate with other agencies to maximize resources
- Performance measures:*
- *7 training workshops involving 847 criminal justice personnel (gangs, housing & policing, cognitive approaches to changing offender behaviors, domestic violence & children, victims in probation & parole, clandestine lab management and enforcement) in FY 99.*
  - *Disseminated information to law enforcement agencies on federal Bulletproof Vest program in FY 99.*
  - *Provided consultation to counties for Local Law Enforcement Block grant applications in FY 99.*
  - *Fifteen (15) training workshops involving 708 criminal justice personnel were held on various topics, including LLEBG training.*
  - *Completed & disseminated 10-minute police training video and resource guide on how to deal with out-of-state protective orders in FY 00.*
  - *Requested FBI Quality Assurance Review of UCR data; completed report indicates that Hawaii's program provides accurate data and is well managed.*

### **Year III (2000-2001)**

- A. Develop & implement annual plan for technical assistance and training for criminal justice agencies.
- Performance measures:*
- *Annual plan was completed*
  - *8 technical assistance requests were made to the federal Violence Against Women, National Institute of Corrections, Juvenile Justice & Delinquency offices, and the SEARCH Group. All but one was approved and implemented.*
  - *Technical assistance workshops included: Stalking Investigation Training, Full Faith & Credit training for service providers, Restorative Justice briefings & workshops, VAW strategic planning workshop, VAW fatality review, Promoting Public Safety Using Effective Interventions with Offenders, Visitation Centers, and next generation for JJIS. Four basic grant writing workshops were developed by staff for criminal justice agency personnel.*
  - *There was a positive response by participants on the usefulness of the assistance & training workshops.*

- B. Department's crime-related advisory groups to interface with other boards & task forces.  
*Performance measures:*
- *Not completed.*

Year V (2002-2003)

- A. Create a system within the division to coordinate grants with other agencies  
*Performance measure:*
- *Tracking system for availability of federal grants completed*
  - *Information system to track grants received by other agencies*
  - *Updated listing and status of relevant grants from other agencies*

**Objective:**

To coordinate and facilitate improvements to the criminal justice system response to communities, victims, and offenders.

Year I (1998-99) and Year II (1999-2000)

- A. Conduct Informational/training workshops  
*Performance measures:*
- *4 interagency and statewide meetings held on restorative justice planning activities in FY 99.*
  - *2 restorative justice workshops held for probation, parole & intake; 244 participants statewide in FY 99.*
  - *5 statewide, interagency workshops held on out-of-state protective orders (176 participants) in FY 99.*
  - *2 statewide workshops for police were held on information technology and Uniform Crime Report data entry; 40 police personnel attended in FY00.*
  - *8 statewide workshops for criminal justice personnel were held on out-of-state protective orders (43), data & corrections (25), and grant administration/fiscal accountability (73); total of 141 participants in FY 00.*
- B. Collaborate with others on crime issues  
*Performance measure:*
- *Began interagency assessment of gaps in approaches to domestic violence on Oahu (HCR 65-99) with 24 agencies (FY 99).*
  - *Review of sex offender registration law & procedures with HI Criminal Justice Data Center & Criminal Justice Division (FY99).*
  - *Discussions with Crime Victim Compensation Commission (CVCC) and Victim Kokua Office on improving restitution payments (FY 99).*
  - *Assist with drafting of crime victim compensation bill with CVCC (FY 99)*
  - *Facilitated standardization of temporary protective orders for domestic violence victims by circuit courts; standardization completed (courts & police) in FY 99.*
  - *HCR 65-99 report completed & submitted to 2000 Legislature.*
  - *Gun registration data collection process (HRS 134-14) established & collected for the Department (2/00); data to be analyzed on annual basis.*

**Year III (2000-01)**

- A. Implement procedures for regular tracking of Congressional legislation.  
*Performance measure:*
- *Procedures not documented. National organizations which the division has memberships, track crime-related federal legislation, and the division is kept abreast through these networks. Tracking of documents is also done through THOMAS as well as Hawaii's Congressional delegation for specific materials. This is thought to be sufficient.*
- B. Continue restorative Justice assistance and publish accomplishments  
*Performance measure:*
- *Thirteen (13) statewide videoconferences were held to share information & plan county workshops. Briefings on RJ were held for criminal justice officials (Kauai & Honolulu in July; other counties were done in May of the previous year) and Waianae Neighborhood board (20 people). In February 55 criminal justice professionals attended a workshop on how to work with communities; in May, community workshops were held on Maui, Kauai, & Honolulu (185 participants).*
  - *There was no publication of restorative justice accomplishments.*
- C. Complete plan for Department's role in victim rights and services.  
*Performance measure:*
- *Not completed. A proposal for establishing a separate victim program/unit was set aside as the current situation does not indicate such interest by the Department. The division continues its active roles in the State's Domestic Violence Working Group and the Full Faith & Credit Task Force.*

**Year V (2002-2003)**

- A. Restorative Justice practices commonly used.  
*Performance measure:*
- *Identification & number of places in system where used*
  - *Survey of criminal justice personnel regarding practice*
- B. Department's expanded role in victim rights and services  
*Performance measures:*
- *Number of services increased from 1998*
  - *Identification of new role since 1998*
- C. Underserved populations will have increased accessibility to services  
*Performance measures:*
- *Number and types of services not accessible/available in 1998 and currently accessible.*

- D. Women will have increased safety due to improvements in domestic violence protective orders and implementation of guidelines in accepting out-of-state protective orders.

*Performance measures:*

- *Survey of agencies on safety of women as compared to 1998.*

- E. Crime-related advisory groups will be interfaced with other groups.

*Performance measures:*

- *Documentation of ways the groups interface*
- *Number of joint efforts held*

Objective:

To stimulate creative ideas in dealing with crime in Hawaii.

### **Year I (1998-99) and Year II (1999-200)**

- A. Continue restorative justice efforts.

*Performance Measures:*

- *Revised and compiled listing of restorative justice type programs in Hawaii (in FY 99).*
- *Arranged for technical assistance for Hawaii county (other counties did not request assistance) in FY 99.*

- B. Increase issue-oriented technical assistance to criminal justice agencies.

*Performance Measures:*

- *Five (5) technical assistance efforts included: cognitive behavior, domestic violence & children, probation/parole & victims, and clandestine labs; 594 criminal justice personnel participated in FY 99.*
- *A workshop of effective corrections programs was held for 18 key criminal justice personnel in FY 00.*

### **Year III (2000 - 2001)**

- A. Arrange for follow-up meetings for criminal justice agencies on restorative justice, and assess and publish accomplishments.

*Performance Measures*

- *Thirteen (13) statewide videoconferences were held to share information & plan county workshops. Briefings on RJ were held for criminal justice officials (Kauai & Honolulu in July; other counties were done in May of the previous year) and Waianae Neighborhood board (20 people). In February 55 criminal justice professionals attended a workshop on how to work with communities; in May, community workshops were held on Maui, Kauai, & Honolulu (185 participants).*
- *There was no publication of restorative justice accomplishments.*

B. Assess new issues needing technical assistance

*Performance Measures*

- *New issues identified were: domestic violence fatality review, effective programs for offenders, and enhancement of the JJIS.*
- *Technical assistance was received from Violence Against Women Office for fatality review consultation; National Institute of Corrections for a workshop on effective offender program; and SEARCH Group for a review of the JJIS.*
- *Other new issues identified were elderly crime victims, domestic violence and its impact on children, and mental health needs of criminal justice clients. The Division staff meets with interagency groups to pursue these issues.*

**Year V (2002-2003)**

A. Restorative justice practices will be commonly used in the criminal justice system.

*Performance Measures:*

- *Number and types of practices available*
- *Survey of criminal justice personnel*

GOAL III: TO PROMOTE THE INVOLVEMENT OF COMMUNITIES IN THE PREVENTION OF CRIME.

Objective:

To educate & mobilize communities and agencies in collaborating to address crime and crime prevention issues.

**Year I (1998-99) and Year II (1999-2000)**

A. Support the McGruff Crime Prevention Campaign in schools.

*Performance measures: (loss on staff during period)*

- *6 teacher training workshops - not completed.*
- *Developed & implemented 89 "Choices" visits to schools (target was 40) in FY 99.*
- *Resource to teachers - not accomplished.*
- *Three (3) "Choices" program taken to 5<sup>th</sup>, 2<sup>nd</sup>, and 1<sup>st</sup> graders; 9,000 students reached through 25 performances in FY 00.*
- *McGruff Truck Program taken to the Leeward school District (13 schools and 4,184 students participated) in FY 00.*

- B. Disseminate crime prevention information utilizing the McGruff character to the community.  
*Performance measures:*
- *Participated in 30 community events in FY 99.*
  - *Conducted McGruff character training workshop for 22 volunteers (FY 99).*
  - *Conducted McGruff Truck training workshops for 8 utility companies and 450 employees in FY 99.*
  - *Completed two 30-minute videos on crystal methamphetamine and bullying for broadcast on Olelo, community television (FY 00).*
  - *Participated in 20 community events and reaching 19,680 persons (FY 00).*
  - *Conducted McGruff character training workshops for 55 volunteers (FY00).*
- C. Provide skills training to those who work with youth and families  
*Performance measures:*
- *Conducted Community Action Seminar on community mobilization; 40 community teams and 417 participants in FY 99.*
  - *Conducted 4 Training Institute Workshops statewide; 750 participants in FY 99.*
  - *Two Community Action Seminars (Oahu & Hawaii) held on community mobilization; 38 community teams & attendees (FY 00).*
  - *A Training Institute workshop on motivating people drew 420 participants (FY 00).*
- D. Develop partnerships and collaborate with others to maximize existing resources.  
*Performance measures:*
- *Partnered with 44 agencies in various efforts/activities (FY 99).*
  - *Solicited assistance from the Optimist Club of Honolulu (OCH) for volunteers and equipment for McGruff community events (FY 99).*
  - *Participated in 14 community and agency committees in FY 99.*
  - *Partnered with 64 agencies in various efforts & activities (FY 00).*
  - *Actively participated in 34 (13 CCP, 18 GP, 1 RS, 2 JJIS) community and agency committees in FY 00.*
- E. Complete assessment of the feasibility of implementing a data base program to monitor Community Action Seminar team efforts in the state.
- *Not completed.*

Year III (2000-2001)

- A. Develop crime prevention education programs for parents, general public, businesses.  
*Performance measures:*
- *Not completed.*

- B. Design of McGruff preschool and elementary school crime prevention curriculums.  
*Performance Measures:*
- *Curriculums not completed.*
- C. Conduct 2 “train-the-trainers” workshops on each island to develop company trainers for new McGruff Truck drivers.  
*Performance measures*
- *Two workshops were held for Oahu, Maui, and Kauai companies. Seventeen company trainers attended.*
- D. Develop new McGruff messages on Tel-Med in coordination with HMSA staff.  
*Performance measures:*
- *Not completed.*
- E. Begin design and coordination of a computerized statewide information & resource system for community mobilization and youth efforts.  
*Performance measures:*
- *Not completed.*
- F. Assess need and feasibility of a community mobilization “cookbook”.  
*Performance measure:*
- *Not completed.*

NOTE: The 3<sup>rd</sup> Year goals were not met as the focus was shifted to working with larger groups. Staff time was shifted to planning the Crime Prevention Conference and the Workplace Violence Manual.

**Year V (2002-2003)**

- A. Pre-school and elementary crime prevention curriculum pilots in schools.  
*Performance measures:*
- *Completion of curriculums*
  - *Number of schools to pilot curriculum*
  - *Assessment by schools of curriculum*
- B. Conduct semi-annual comprehensive crime prevention presentations to communities with the Coalition for a Drug-Free Hawaii  
*Performance measure:*
- *Number of presentations completed*
  - *Number of participants*
  - *Evaluation by participants*



- C. Apply for a federal grant for computerized statewide information/resource system for community mobilization and youth efforts.

*Performance Measures:*

- *Submission of application to federal funding agency*
- *Receipt of grant award*

- D. Publish and disseminate a community mobilization handbook.

*Performance Measures:*

- *Number of publication printed & disseminated*
- *Assessment of usefulness by individuals*

- E. Implement a Community Action Seminar on each island.

*Performance Measures:*

- *Number of seminars conducted*
- *Number of participants and teams*
- *Evaluation by participants*
- *Team projects completed*

## **JUVENILE JUSTICE INFORMATION SYSTEM** **5-YEAR PLAN**

### **JJIS VISION:**

The JJIS should be a valuable tool that the users can't imagine working without.  
The JJIS will be a model for other states and jurisdictions.

### **MISSION**

To assist agencies to improve service delivery by providing leading edge information technology to integrate resources and information.

### **Goal**

Provide valued assistance to user agencies by delivering state-of-the-art technology solutions in a cost-effective and timely manner.

### **OBJECTIVES AND ACTIVITIES BY YEAR**

#### **Year I (1998-1999) and Year II (1999-00)**

- A. Additional agencies added to JJIS and personnel from those agencies are trained in JJIS operation.  
*Performance measures:*
- *Hawaii County and Kauai Police Departments completed & staff trained in August, 1998*
  - *Maui Police Department (March 1999; however MPD has booking system problem which their contractor must resolve) and Family Courts (not completed; deferred to 2/00).*
  - *Family Court on JJIS and personnel trained (6/00).*
- B. Definitions of policy and procedural issues will be completed. This will include: (1) the responsibility of JJIS, (2) the responsibility of the data in JJIS, (3) the responsibility for changing JJIS data e.g. unmatched birth dates, (4) what happens when the data differs from one agency to another agency.  
*Performance measure:*
- *In process; not completed.*
- C. Technical issues will be resolved.
1. Develop a way to verify the data in JJIS  
*Performance measure:*
    - *Non-general fund monies acquired to hire staff for quality control.*
  2. Automate JJIS testing  
*Performance measure:*
    - *This will be an on-going effort for the life of the system.*

3. Determine the direction of the Maui and Kauai prosecutors

*Performance measure:*

- *Completed, 12/00.*

4. Finalize "suspension" and "error" processing

*Performance measure:*

- *Completed, 2/00.*

5. Develop a standard definition of data elements

*Performance measure:*

- *In process, scheduled for completion 6/02.*

6. Finalize "combine" procedures

*Performance measure:*

- *Finalized 2/99.*

7. Mitigate the Y2K ripples

*Performance measure:*

- *Finalized in 10/99.*

8. Solve the WANG/AAI connection issue

*Performance measure:*

- *Completed 6/00*

9. Establish formal error correction procedures

*Performance measure:*

- *Completed in 2/00.*

10. Complete and implement the design for the interface section of the database

*Performance measure:*

- *Completed 12/00*

11. Complete requirements, design, and implementation of "security"

*Performance measures:*

- *To be addressed in next generation of JJIS.*

D. Build a bond/need for JJIS within agencies

1. Training agencies in the possible uses of JJIS

*Performance measure:*

- *On-going*

2. Agencies will "own the system"

*Performance measure:*

- *On-going; agencies training each other in innovative uses of JJIS.*

**Year III (2000-2001)**

A. All 14 agencies up and running

*Performance measure:*

- *Eleven (11) juvenile justice agencies interfaced and connected to JJIS. Hawaii County Prosecuting Attorney and Department of the Attorney Generals' Criminal Law & Family Law Divisions scheduled for 9/01. Maui Police Department's "arrests" scheduled for 6/02 due to their reassessment of their current system.*

B. Technical enhancements and maintenance efforts will be completed

- Have a system to verify data and to inform someone responsible to correct it – in place as of 11/99
- GUI – deferred to Year V
- Fingerprints and mug shots - Not completed (applied for NIJ grant with Kauai Police Department for development of mug shot system; not awarded)
- Make a connection to AFIS – deferred to Year V
- Develop remote printing capabilities - deferred to Year V
- revisions necessary to implement functionality related to UCR - may not be possible due to manual intervention required
- Scars, Marks, And Tattoos subsystem – no longer deemed viable
- Provide for referral and transmittal tracking impacts – Not completed; to be partially implemented with Prosecution Update screen in Release 14, scheduled for 9/01.
- Enhance "combine" – Not completed; to be in Release 14.
- Redesign "associated person" – deferred to Year V due to dependency on JUSTIC re-design.
- Design and implement audit portion of JJIS – Not completed; to be in Release 14.
- Design and implement uncombine, purge, delete, control analysis - "delete" was implemented in 1/01; "uncombined" & "control analysis" are no longer deemed viable; "purge" deferred to 7/02.
- Restart and recovery processes – deferred to Year V.
- Design and implement data control portion of JJIS – Not completed; initial phase to be implemented in Release 14.

C. Reporting programs will be enhanced

1. Establish standardized statewide police reporting requirements

*Performance measure:*

- Standardized statewide police reporting requirements documented.

2. Implement statewide recidivism reporting

*Performance measures:*

- *Not completed; scheduled for 7/01*

- D. The JJIS ID will be the statewide ID for juvenile justice system  
*Performance measure:*
- JJIS ID accepted by all agencies but not completed due to dependency on implementation of Maui Police Department (6/02).
- E. Documentation of JJIS completed.  
*Performance measure:*
- Not completed; SES revision and technical documentation in progress.
  - Completed; Release 13 User Manual (3/01)
- F. A statewide/standardized Juvenile Information Report (JIR) used by all police departments  
*Performance measure:*
- Statewide & standardized JIR printed & used by all police departments.
- G. Agency training for new functionalities will be completed  
*Performance measures:*
- 13 agencies trained (HCPD 7/00; MPA 7/00; HSYCF 10/00; KPD 3/01; 2<sup>nd</sup> Cir. Family Ct. 3/01; 3<sup>rd</sup> Cir. Family Ct. 3/01; MPA 4/01; KPA 5/01; HPA /01; 3<sup>rd</sup> Cir. Family Ct. 5/01, OJS 6/01,
  - Assessment of training by agency personnel scheduled for completion 12/01.
- H. UCR interface design completed.  
*Performance measure:*
- UCR interface design reviewed & approved.
  - Due to manual intervention required by UCR, interface is no longer deemed advisable.
  - Investigation of NIBRS interface to be included in Year V activities.

#### Year V (2002-2003)

- A. The scope of JJIS will be expanded
1. Connect to DOE and DOH systems
  2. Expand program information
  3. Connect to incident information
  4. Investigate possibility of connecting to other states
  5. OBTS interface
- Performance measure:*
- *Status and completion of above expansion.*
- B. Application software will be on the ICSD mainframe (24 hour, 7 days a week)  
"A PERMANENT HOME FOR THE JJIS DATABASE!!"  
*Performance measure:*
- *JJIS resides on the ICSD mainframe.*
- C. JJIS to be enhanced to meet users needs

1. Provide screens or data collection of additional probation officer information
  2. Respond to additional enhancements requested by user agencies
  3. Conduct user training for new functionality  
*Performance measures:*
    - *Number of screens and types of data collection developed for probation officers*
    - *Number and types of enhancements requested by designated agencies*
    - *Number of training workshops held; number & types of participants trained; assessment of training by participants*
- D. Complete addressing of technical issues
1. Evaluate a WEB or GUI interface
  2. Implement phase 2 connectivity to statewide juvenile system
  3. Determine future platform (Web site, minicomputer, workstation)
  4. Evaluate a NIBRS interface
- Performance measures:*
- *Documented evaluation of WEB/GUI interface*
  - *Determination of Phase 2 connectivity*
  - *Decision on future platform*
  - *Evaluation report on NIBRS interface*
- E. Administrative Rules promulgated.
- Performance measure:*
- *Administrative rules finalized and published.*

**CRIMINAL JUSTICE DIVISION (CJD)  
FIVE YEAR PLAN  
(1998-2003)**

**Goals and Objectives**

**GOAL 1:     Effective investigation and prosecution of money laundering and other financial crimes**

**Objective 1: Development and operation of a successful and capable FinCEN** (Financial Crimes Enforcement Network) and Financial Investigations Unit that will provide FinCEN database services to all state and local law enforcement, encourage the use of this financial crimes investigatory tool, provide training to law enforcement, conduct proactive money laundering and financial crimes investigations, coordinate investigations with other agencies, and prosecute money laundering and other financial crimes.

**Action Plan: 1 YEAR**

- i. Continue to promote and provide the FinCEN Gateway database services.
- ii. Continue to provide training on FinCEN to state and local law enforcement.
- iii. Continue to conduct investigations and prosecutions of money laundering and other financial crimes.
- iv. Develop coordination of investigations with federal, state and local law enforcement agencies, through the development of a task force.

**2-4 YEARS**

- i. Continue with Activities 1-4 of first year plan.
- ii. Develop capabilities to conduct or initiate proactive investigations from the FinCEN database.
- iii. Assess success and value of unit.
- iv. Seek alternate funding for unit as federal funds become unavailable after four years.

**Performance Indicators:**

- i. The number of state and county law enforcement personnel who are provided presentations and training by the unit.
- ii. The number of different agencies making requests for services and the number of requests for services being made.
- iii. The turnaround time for the unit to respond to the requests.
- iv. The number of investigations the unit has participated in.
- v. The development of a task force or other coordination

**GOAL 2:     Efficient and effective operation of the Criminal Justice Division.**

Objective 1: Set up improved case tracking system that is easier to use, more effective, and is capable of the following: (1) tracking the Division's many different cases and assignments; and (2) quickly producing a wide variety of reports on schedules, caseloads, case status, and dispositions.

Action Plan: 1-5 YEARS

- i. Work closely with department team assigned to develop a universal departmental case tracking system.
- ii. Assess the Division's needs with respect to the capabilities of a case tracking system.
- iii. Identify appropriate case tracking systems.
- iv. assess equipment necessary to set up case tracking system.
- v. Coordinate equipment procurement and system installation with department team.

Objective 2: Division access to the Juvenile Justice Information System (JJIS).

Action Plan: 1 YEAR

- i. Work with the Department IT team and the Juvenile Justice Information System team to establish connections and access.

Objective 3: Improved system for Division records and files.

Action Plan: 1-2 YEARS

1. Analysis of issues and requirements for the retention of Division files and records.
2. Legislative initiatives to address issues.
3. Draft proposal and obtain approval for new policies and procedures for the retention, storage and destruction of criminal and asset forfeiture files and records.
4. Implement new system.

Performance Indicators:

- a. The amount of file storage space available.
- b. Accessibility of records and files.
- c. Effort needed to maintain system.



Objective 4: Effective prosecution of criminal cases received from the Airport Sheriffs Detail.

Action Plan: 1 YEAR

1. Deputy attorney general assigned to the Airport continues development of case intake, conferral, and system operations with works with Airport Sheriffs Detail, DOT Airport Investigations, the Honolulu Police Department and Honolulu Prosecutors to develop effective system of operation.
2. Deputy receives training as necessary for the Airport cases.
3. Deputy facilitates inter-agency communication and cooperation for efficient prosecution and disposition of Airport Sheriff cases.

Performance Indicators:

1. The number and kinds of cases received from the Airport.
2. Timely and satisfactory disposition of those cases.
3. Effective coordination with the Sheriffs and other agencies necessary for disposition/prosecution.

**GOAL 3: Improved operations of the State Asset Forfeiture Unit.**

Objective 1: Completion of an operations manual for the asset forfeiture program.

Action Plan: 1 YEAR

1. Edit and revise drafts of subsections by asset forfeiture program staff.
2. Compilation and completion of manual.

**GOAL 4: State and local law enforcement being more aware of computer crime and having adequate resources and capability to respond to computer crimes, computer-related crimes, and computer evidence.**

Objective 1: Develop and make operational the Hawaii Internet Crimes Against Children Task Force that will assist in coordinating the efforts of federal, state and local law enforcement agencies to combat Internet crimes against children and that will create a statewide awareness program for children, parents and teachers.

Action Plan: 1 YEAR

1. Complete budget amendments and extensions and secure appropriate approvals.

2. Complete final project equipment purchases as budgeted.
3. Make task force operational through coordination efforts and necessary training.
4. Develop task force project website.

2-5 YEARS

1. Apply for and obtain federal grants for additional project years.
2. Anticipate end of federal grants and obtain alternate project funding.

Objective 2: Develop a statewide high technology crime unit that will be able to provide investigation assistance and computer evidence training to state and local agencies, and that will assist in coordinating law enforcement efforts and resources.

Action Plan: 1-2 YEARS

1. Apply for and obtain federal grant to start statewide high technology crime unit.
2. Develop unit and make it operational.

GOAL 5: Implementation of a state-wide education and prevention program, regarding Internet crimes against children, that targets parents, teachers, children and community groups utilizing training events, community presentations, a web site and tip line.

Action Plan: 1 YEAR

1. Develop education and awareness prevention program.
2. Implement program.
3. Design and create the Internet Crimes Against Children (ICAC) Hawaii State Web Site and Tip line.

2-3 YEARS

**Obtain funding for 2<sup>nd</sup> and 3<sup>rd</sup> Year.**

**Continue with ongoing activities of 1<sup>st</sup> year plan.**

**Seek alternate funding for position as federal funds become unavailable.**

Performance Indicators:

- a. The establishment of the educational liaison position.
- b. Creation of policies, standards, and procedures.
- c. The number of people who are provided presentations and training events.

- d. The number of Web site hits and Tip-line calls or information received.
- e. Alternate funding received for positions and programs.

**GOAL 6:     Efficient and effective operation of the Missing Child Center-Hawaii (MCCH).**

Objective 1: Establish MCCH connectivity with necessary databases.

Action Plan:        1-2 YEAR

- 1. Establish connection with National Crime Information Center (NCIC) system with new NCIC 2000 parameters.
- 2. Establish connection with the State Offender Based Tracking System with its new parameters.
- 3. Establish connection with the NLETS system.

Objective 2: Update and complete Hawaii Missing Child Data Base and the database manual.

Action Plan:        1-2 YEAR

- 1. Incorporate photos into database.
- 2. Develop automatic generation of posters, Interpol alerts, and pertinent information sheets from database.
- 3. Develop automated fax capability from database.
- 4. Develop database manual.

Objective 3: Develop a Strategic Plan and Procedures Manual.

Action Plan:        1 YEAR

- 1. Review Mission.
- 2. Analyze internal and external data.
- 3. Develop goals and objectives.
- 4. Identify direction of the Center in the next 3 to 5 years.
- 5. Identify Advisory Board's responsibilities and develop protocols and guidelines.
- 6. Identify growth strategies.
- 7. Select participating components.
- 8. Produce a comprehensive manual including the strategic plan, policies, procedures and standards of operations for the Center.

Objective 4: Broaden liaison base

Action Plan: 1 YEAR

1. Obtain the appointment of a liaison with the Kona Police Department.
2. Provide a liaison package to the Kona Police Department.
3. Identify and enlist support of other law enforcement personnel, agencies and organizations instrumental in the location, recovery and reunification of missing children.
4. Facilitate an annual liaison meeting.

Objective 5: Supply law enforcement liaisons with Lost Child Alert Technology Resource (LOCATER) communications connectivity.

Action Plan: 1-2 YEAR

1. Submit applications to the NCMEC for Law Enforcement Technology grants to provide computer technology for at least each liaison office to be connected through the LOCATOR system.
2. Coordinate site setup and training.

Objective 6: Implement a training curriculum for law enforcement, prosecutors, the judiciary, and the public.

Action Plan: 1-2 YEAR

1. Develop a curriculum and training schedule for law enforcement, prosecutors and the judiciary.
2. Design and implement public awareness campaigns.

Objective 7: Implementation of a statewide Amber Plan through the coordinated partnership between law enforcement agencies and broadcasters to activate urgent emergency broadcast bulletins in case of serious child-abduction cases.

Action Plan: 1 YEAR

1. Identify the appropriate agencies, organizations and contacts.
2. Establish a task force consisting of law enforcement, media representatives and community liaisons.
3. Obtain handbook and training materials from the NCMEC and set up training for the task force.

4. Provide continued oversight of the task force.

Objective 8: Develop an annual public event for National Missing Children's Day, on May 25 (not a fund raising event).

Action Plan: 1 YEAR

1. Coordinate a committee to include neighbor islands.
2. Obtain a Governor's proclamation.
3. Hold an annual event to observe National Missing Children's day to commemorate Hawaii's missing children and victim parents and to honor those whose efforts help to reunite missing children with their families and to end cases of child sexual exploitation.

**EDUCATION DIVISION (ED)  
GOALS AND OBJECTIVES**

GOAL 1: To increase the level of competence of clients in the understanding of their legal responsibilities.

Objective 1: Provide training to clients on how to make decisions based upon an analysis of facts, law, and policy.

Objective 2: Define client's responsibility and through knowledge and the exercise of professional judgment, make critical decisions without dependence upon legal counsel, when appropriate.

Action Plan: Increase client training efforts to all levels of the client agencies to train clients on how to think and make decisions. Meet with clients on a regular basis to discuss statewide issues which have arisen which have applicability to agencies' missions. Develop training institute from our office to train and prepare clients in communicating and advocating more effectively in administrative hearings. The training component has finally been established as of November 1, 2001 and the training materials and protocols are being developed.

Process: Complete development of training materials and protocols and organize uniform training initiatives for clients no later than January 2002.

GOAL 2: Assist the DOE in Compliance with the Felix Consent Decree.

Objective 1: Consult with DOE and identify bureaucratic red-tape which impede compliance efforts with the consent decree.

Objective 2: Analyze the impediments to determine whether they may be trumped by the extraordinary powers conferred to the Superintendent by the federal court to streamline procedures.

Objective 3: Develop process and protocols to exercise the powers conferred to the superintendent to streamline DOE processes.

Objective 4: Address concerns raised by the Legislative Investigative Committee on Felix expenditures.

Objective 5: Assist the DOE and DOH in developing a budget that can withstand scrutiny and can be defended by the clients before the Legislature.

Process: Work with DOE to identify impediments and develop protocols to bypass them. Analyze the problems to ensure that legal concerns are addressed, e.g. constitutional issues like due process are considered in invoking the extraordinary powers of the Superintendent.

GOAL 3: Increase expertise of client in handling administrative hearings.

Objective 1: Develop competence and confidence in clients to make them more effective advocates for the DOE/DOH in administrative hearings.

Objective 2: Increase success rate in obtaining favorable decisions.

Objective 3: Lessen dependability on the AG's office for handling of administrative hearings.

Objective 4: Develop a professional staff of DOE/DOH officials who are competent and not afraid of participating in quasi-judicial proceedings.

Process: Pursue client training initiative, including the development of client skills such as preparing exhibits and polishing testimony of state officials.

GOAL 4: Develop staff competence in education law matters.

Objective 1: Cross train deputies and staff to be able to handle a wide array of legal issues concerning the DOE so as to be able to increase efficiency.

Objective 2: Provide on the job experience with advising clients on all issues relating to DOE.

Process: Conduct training sessions with deputies to discuss education issues that arise with our clients. Conduct discussion sessions to teach deputies to analyze issues in a consistent manner.

GOAL 5: Sharpen litigation skills of the division.

Objective 1: To increase confidence in litigation skills of the deputies.

Objective 2: To increase client confidence in deputies handling their cases.

Process: To provide training to division by supervisors, mentoring on legal advocacy, and case analysis and preparation assistance prior to hearings.

**EMPLOYMENT LAW DIVISION (ELD)  
GOALS AND OBJECTIVES**

**GOAL 1:** Provide quality legal representation to all State clientele in all areas of Employment Law

**Objective 1:** Improve the working knowledge of the attorneys, legal assistants and support staff through training seminars, videotapes, brown bag lunches and in-house training (department and division wide)

*ELD participated in department-sponsored training including computer Word training for deputies, legal assistants and support staff; a legal ethics workshop for support staff; an introductory course for new deputies; and a legal writing seminar for supervisors and deputies. Additionally, ELD has incorporated into its semi-monthly division meetings morale building training for all staff as well as training on security measures. ELD continues to make good use of the videotape monitor that it purchased last year and is continuing to build its library of training videotapes with the allocation of training funds that it received from the department.*

**Objective 2:** Provide cross-training within the division utilizing attorneys and legal assistants with specialties in certain areas

*In the last year, ELD has hired three new deputies who have been trained in-house by other deputies in the area of labor relations, workers compensation and employment litigation. ELD continues to practice its mentoring style of training for the newer deputies in all areas of employment law.*

**Objective 3:** Establish a uniform procedure for addressing employment law claims

*Lawsuits and claims are assigned by the ELD supervisor. Case tracking and calendaring are managed by each individual deputy with the assistance of the legal assistants and support staff. ELD is eagerly awaiting case management software that is part of the department's technology project that is currently being implemented for the entire department. Pending this implementation, ELD deputies are expected to maintain their own calendaring systems and to timely meet all deadlines. Deputies and legal assistants needing assistance are expected to inform the ELD supervisor who will make additional assignments to assist them accordingly.*

**Objective 4:** Establish a mini-LRC within the division to assist lead counsel

*As needed, mini-LRC's are held at ELD's conference room. The lead attorney assigned to a case has the discretion to call on selected deputies and the supervisor to participate in strategizing and planning the defense. This continues to be a worthwhile practice in ELD.*



Objective 5: Improve communications with clientele by timely responding to requests for assistance or by providing a time frame for a response

*In addition to complying with the OAG imposed 30-day time frame for opinion requests, the ELD Supervisor meets with the affected deputy and/or legal assistant on a timely basis to address complaints or concerns regarding overdue projects or responses.*

Objective 6: Encourage clientele to confer with Employment Law staff prior to making questionable or unprecedented management and personnel decisions

*Training sessions continue with various departments including PSD, HCDCH, DOE, DHRD and DOT in an effort to provide proactive and preventive advice. Training has been provided on an ongoing basis with the DOE since DOE has provided funding for a deputy in ELD. ELD will soon be working with DHRD personnel to provide training to labor relations staff in DHRD which is currently under reorganization.*

Objective 7: Establish regular meetings with clientele to discuss concerns in general

*The DOE funded deputy has standing meetings with DOE personnel. Given the current caseload, all other deputies respond on an as-needed basis.*

GOAL 2: Provide proactive training to all State clientele to reduce employment law claims

Objective 1: Identify State clientele that demands the most time and attention

*DHRD and DOE have been identified as the clients requiring the most time and attention. As a result, ELD has secured funding for two and one-half deputy positions from these departments.*

Objective 2: Provide preventive training to State clientele in subject areas that dominate litigation and administrative hearings

*In the past year, many hours have been spent working with various departments including the DOE, PSD, DOT, DBEDT, DCCA, DHRD, DHS, DOH, DAGS, and the AG in an effort to reduce the number of claims and/or lawsuits.*

Objective 3: Coordinate training for clientele with other divisions within the Department as well as with other State agencies

Objective 4: Develop a system of categorizing and inventorying court and administrative decisions for use by legal staff and clientele

*Written court decisions and administrative hearings decisions are distributed throughout the division upon receipt by the supervisor. Additionally, deputies at bi-monthly division meetings discuss results of hearings.*

Objective 5: Develop a system to consistently inform clientele of major court and administrative decisions and trends in employment law

*Deputies are advised to timely inform clients of court and administrative hearing decisions and to set up briefings with clients to discuss the orders as well as assist in the implementation of the orders. Sample post hearing correspondence has been provided to all deputies to insure client follow-up and compliance.*

GOAL 3: Create a healthier and more positive working environment for Employment Law staff

Objective 1: Establish additional positions for legal assistant and legal clerk

*While ELD has had difficulty in filling the temporary legal clerk position transferred from the Tort Litigation Division, ELD has secured the services of a volunteer student legal clerk intern. ELD was also successful in filling its last legal assistant position this past year. Additionally, ELD continues to have the assistance of a law student intern until December, and is in the process of hiring a student helper to assist the support staff.*

Objective 2: Upgrade computers to provide uniformity for interfacing within the division

*With the complete interfacing within the division of identical computers, ELD has managed to successfully convert from WordPerfect to Word with several exemptions due to court and arbitrator requirements.*

Objective 3: Provide a division retreat at least annually to evaluate and update goals and objectives

*ELD held its annual retreat at Paki Hale on June 15, 2001. Team building as well as setting of goals and objectives were addressed. ELD will continue to hold its annual retreats.*

Objective 4: Create mini-units within the division for a team-like approach to handling claims

*ELD is generally comprised of two units - the litigation unit and the labor relations unit. Additionally, it has a workers compensation deputy and a DOE deputy, both supported by a secretary and both having access to the legal assistants. However, ELD is also emphasizing cross-training, with the goal of having each deputy experienced in all areas of employment law.*

Objective 5: Continue to encourage active participation by all staff in division meetings

*ELD division meetings are attended by all deputies, legal assistants and support staff. Meetings are held bi-monthly and everyone is encouraged to actively participate in the discussions.*

Objective 6: Encourage ongoing and continuous input from all staff to improve division

*To the extent possible and practical, ELD is run in a democratic fashion, i.e., all staff members are encouraged to make suggestions for improvement and to voice concerns. The ELD supervisor has an "open door" policy and strongly encourages staff members to meet with her when concerns arise.*

Objective 7: Support direct interaction between OAG and staff (e.g. Communications Group)

*ELD fully supports the Attorney General's policy of having direct interaction with deputies. Deputies keep the ELD supervisor informed as to settlement proposals but deputies are encouraged to set up meetings with the Attorney General without accompaniment by the ELD supervisor. Additionally, ELD has invited OAG to division meetings and office celebrations to encourage direct interaction between OAG and the ELD staff.*

\*The Employment Law Division proposes to accomplish each of the above-stated goals and objectives within the next year and at a minimum effect on the department's budget.

*For the most part, all objectives were met or at least, progress was made. ELD will need to continue to work to maintain each of the above.*

**FAMILY LAW DIVISION (FLD)  
Goals and Objectives  
5 Year Plan**

**Progress Report**

Goal: Provide high quality legal representation in Family Court to our various Clients.

Objective 1: Improve the basic legal knowledge of the attorneys and legal assistants.

Action Plan 1: We have continued to have out-of office training provided at client expense. These have included a seminar on Child Sex Abuse, and one on Reactive Attachment Disorder. A law student who is also a psychologist in private practice gave an in-office lecture on the types of therapy used to treat personality disorders, a frequent diagnosis in the Child Protection cases. The Hina Mauka drug treatment program gave a presentation on their methods of verifying drug testing. At our annual retreat we reorganized training so that deputies will rotate the responsibility of planning the monthly in-office training.

Action Plan 2: The office manual is an ongoing project.

Action Plan 3: We are still working on the memo bank.

Action Plan 4: We continue to meet with the court on an as needed basis. We are still part of a group called the "Big Five" which includes the various parties in Child Protective Cases and the court itself.

Action Plan 5: We have begun a pilot project for handling trials on Oahu. Three senior deputies have been assigned to do most of the trials. This amounts to approximately 25 trials each month. The other deputies have taken on a larger caseload and do the regular review hearings. This is still in the early stages of development, but seems to be working out well so far. It avoids the chaos that existed when the same deputy was doing hearings several days a week and then had to switch gears to do a trial. The "trial deputies" have been effective at streamlining the trials, and settling many of them. The mentoring program is still in effect, and has been improved. Each new deputy has a mentor assigned.

Action Plan 6: We continue to have twice a month staff meetings with the deputies rotating the responsibility of minute taking.

Action Plan 7: Post-court briefing takes place on a regular basis, both informally and at staff meetings.

Action Plan 8: We continue to maintain statistics to support requests for assistance.

Objective 2: Foster effective communication and understanding with clients.

Action Plan 1: Client training is still happening on a regular basis.

Action Plan 2: We continue to meet with clients on an approximately monthly basis.

Action Plan 3: Good communication for emergency issues is easier to achieve because most of our clients now have e-mail which has improved our ability to reach them. DHS is the most recent recipient of e-mail. Not all of the workers are on-line, but the administrators have e-mail and have given us their addresses.

Objective 3: Ensure that effective coordination is maintained with other legal services divisions that provide legal advice and counsel to the clients we represent in Family Court.

Action Plan 1 and 2: We have worked closely with the deputies in Health and Human Services Division for some time. We have more recently been able to work collaboratively with the deputies in the Education Division. This is a goal that still needs improvement, but progress has definitely been made.

Objective 4: Ensure that appropriate legislation is introduced to address issues encountered at Family Court.

Action Plan 1: We continue to assess whether issues at Family Court raise the need to make legislative changes. We are in touch with clients to discuss possible legislation.

### **2002 Goals and Objectives**

Goal: Provide high quality legal representation in Family Court to our various clients.

Objective 1: Improve the basic legal knowledge of the attorneys and legal assistants.

Action Plan 1: Continue to have monthly trainings on substantive and procedural issues. These trainings will continue to be statewide using the State's videoconferencing capabilities.

Action Plan 2: Continue to update and keep current the office manuals.

Action Plan 3: Continue to work on the memo bank.

Action Plan 4: Continue to meet regularly with the court to deal with problems and improve practice.

Action Plan 5: Continue our pilot project of having senior deputies assigned to do all the trials to eliminate the chaos of doing trials part of the time and regular reviews as well. Maintain the mentoring program so that it provides the best modeling for new deputies.

Action Plan 6: Continue twice a month staff meetings.

Action Plan 7: Continue regular post-court briefings to discuss current problems and anticipate future issues.

Action Plan 8: Continue to monitor the work we do so that we can be sure the work is being done efficiently, and that we have an adequate number of people doing it

Objective 2: Foster effective communication and understanding with clients.

Action Plan 1: Continue client training for all the agencies we represent.

Action Plan 2: Continue to meet with clients on a monthly basis.

Action Plan 3: Maintain good communication with the client so emergencies can be handled expeditiously.

Objective 3: Ensure that effective coordination is maintained with other legal services divisions who provide legal advice and counsel to the clients we represent in Family Court.

Action Plan 1: Meet with appropriate deputies to discuss the issues.

Action Plan 2: Maintain rapport with the advice and counsel deputies so that issues that need to be litigated will be clearly understood by the deputy doing the litigation.

Objective 4: Ensure that appropriate legislation is introduced to address issues encountered at Family Court.

Action Plan 1: Be sensitive to issues that arise in Family Court that may require changes in legislation.

Process: Continue to monitor through evaluation of attorneys, through meetings with clients and the court, and through our statistics whether we are meeting our goals and objectives.

**HAWAII CRIMINAL JUSTICE DATA CENTER (HCJDC)**  
**CIVIL IDENTIFICATION SECTION**

**GOALS AND OBJECTIVES**

Goal: Civil Identification

The focus for this program in the upcoming year is to reach out to their State ID customers by providing services such as renewal by mail as authorized by Act 169, SLH 2000, and on-site issuance of ID cards for the islands of Molokai and Lanai.

Goal: Criminal Identification

The Automated Fingerprint Identification System (AFIS) is now able to electronically transmit fingerprints to the Federal Bureau of Investigation (FBI) along with the electronic capture of fingerprints through livescan devices. The focus for the upcoming year is to expand upon a successful pilot project in the Hawaii County Police Department (HCPD) which established the first paperless electronic booking process in the state, to involve other county police departments and the state sheriffs. Work is continuing in connecting American Samoa's Public Safety Department as a remote AFIS site to Hawaii's AFIS. Lastly, the next major effort in this area will be upgrading AFIS to the Next Generation in anticipation of a fully automated direct interface with the redesigned criminal history system.

Goal: Criminal History Record Checks Unit

Demand for criminal history record information continues to exceed all estimates as more non-criminal justice uses are legislated and public access continues to significantly increase. In an attempt to facilitate the public's access to Criminal History Records data, the Hawaii Criminal Justice Data Center (HCJDC) recently implemented touch screen terminals which has been positively accepted by the public. A project is concluding to install this touch screen capability to all public accessible terminals in the state. A new pilot that is underway is the utilization of a similar technology employed by the criminal livescan project for a civil application involving applicant fingerprint cards being electronically captured and transmitted to the FBI, with guaranteed response times of 24 hours as opposed to 6-8 weeks. Success of this pilot would translate into a statewide effort to deploy these civil fingerprint capture devices for those time critical background checks for DOE, DHS and DOH personnel.

Goal: OBTS/CCH

Certainly, the most ambitious project and the project with the most impact statewide is the Redesign of the Criminal History Information System (OBTS/CCH) which is nearing completion with targeted implementation for Summer, 2002. Upon the successful implementation of this key piece of the criminal justice information system, additional strategic phases will commence involving "lights-out" real-time identification for all arresting officers using fingerprints and demographic data, along with statewide firearms and wants/warrants information.



III. ACTION PLAN:

OBJECTIVE	ACTION TO ACCOMPLISH	PROJECTED YEAR OF COMPLETION	MEASURE OF PERFORMANCE
<b>A</b>	<b>Be proactive on staff training regarding efficient and effective service to the public.</b>		
1	Quarterly staff re-training	(ongoing)	Decrease in time required to process an applicant.
2	Follow-up and resolution of public complaints	(ongoing)	Decrease in complaints from the public.
<b>B</b>	<b>Optimize the performance of the State ID's Photo ID System to ensure maximum efficiency in processing cards.</b>		
1	Upgrade the current printer technology being used	1 <sup>st</sup> Q 2002	Reliability of printer (downtime)
2	Bi-monthly conference calls with vendor to keep priority issues addressed on a timely basis weekly	(ongoing)	More timely response to hardware and software problems which cannot be handled by the local support office.
<b>C</b>	<b>Implement Act 169, SLH 2000</b>		
1	Analyze changes to SIS to implement features	2001	Requirements specifications to vendor
2	Coordinate with vendor regarding pricing, implementation dates	2001	Quote received
3	Staff training	2002	
4	Public Notification	2002	
<b>D</b>	<b>Provide services to Molokai/Lanai</b>		
1	Determine requirements for off-site temporary processing	2001	Pilot on Molokai
2	Schedule visit	2001	

3	Process Cards	2001	Issue cards to Molokai residents
<b>E</b>	<b>Provide Interface to SSS</b>		
1	Determine requirements for extract of data	2001	Document from SSS for State ID vendor
2	Test & Implement	2001	Data Tape provided to SSS

**CRIMINAL IDENTIFICATION SECTION**  
**GOALS AND OBJECTIVES**

**I. GOAL:**

The goal of the Criminal Identification Section of the Hawaii Criminal Justice Data Center is to provide the law enforcement agencies within the State of Hawaii with the ability to make **accurate and timely identifications** of arrested individuals, latent (crime scene) fingerprints, and applicants who require fingerprinting per local, state and federal laws.

This is to be achieved through the integration of the Hawaii Offender-Based Transaction Statistics/Computerized Criminal History (OBTS/CCH) systems, the Hawaii Automated Fingerprint Identification System (AFIS), and the Federal Bureau of Investigation's (FBI) Integrated Fingerprint Identification System (IAFIS). This goal will be accomplished in a "phased" approach by completing each of the objectives listed below.

**II. OBJECTIVES: In order to accomplish the above Goal, the following objectives must be achieved**

- A. Integration of the Hawaii AFIS and the Hawaii Offender-Based Transaction Statistics/Computerized Criminal History (OBTS/CCH) systems which would provide a "Lights-Out" identification process.
  - 1. Develop and implement the Redesigned OBTS/CCH.
  - 2. Develop the interface allowing the OBTS/CCH and AFIS to communicate and directly exchange information for "lights-out" identification.
- B. Electronic exchange of fingerprint and arrest data between the law enforcement agencies and the Hawaii AFIS and OBTS/CCH.
  - 1. Obtain funding for the purchase of more LiveScan equipment necessary to support this objective. Explore all revenue sources, including federal grants, local law enforcement resources, and legislation.
  - 2. Purchase and install fingerprint livescan equipment at the police booking areas throughout the State.
  - 3. Develop the interface between the livescan workstations and the AFIS GSP.
  - 4. Establish American Samoa as a remote workstation connected to the Hawaii AFIS.

- C. Electronic exchange of identification and arrest/application information between the FBI and the State of Hawaii's law enforcement agencies.  
(Contingent on the completion of objectives A and B above)
1. Request Technical visit from the FBI.
  2. Complete the design and development of an automated interface with IAFIS.

### III. ACTION PLAN:

OBJECTIVE	ACTION TO ACCOMPLISH	PROJECTED YEAR OF COMPLETION	MEASURE OF PERFORMANCE
<b>A</b>	<b>Integration of the Hawaii Offender –Based Transaction Statistics/Computerized Criminal History (OBTS/CCH) System and the Hawaii Automated Fingerprint Identification System (AFIS).</b>		
1	(See OBTS/CCH Report)	2002	(See OBTS/CCH Report)
2	Develop Interface for AFIS and OBTS communications	2002-2003	Success in direct communication and information exchange between OBTS/CCH and AFIS. Decrease in time required to complete a positive ID on an individual.
<b>B</b>	<b>Electronic Exchange of Fingerprint and Arrest Information between the Law Enforcement Agencies and the Hawaii AFIS and OBTS/CCH.</b>		
1	Obtain funding for LiveScan equipment	2002-2003	Success in obtaining funds.
2	Acquisition of the necessary LiveScan Equipment	2002-2003	Successful installation of livescan equipment at pilot sites.
3	Development of Interface software between AFIS GSP and LiveScan equipment	2002-2003	Success in communication and transfer of electronic data from the police departments. Improvement in time required to positive ID an arrested individual.
4	Install/Implement an AFIS remote WS in American Samoa	1 <sup>st</sup> Q 2002	Successful connection to the Hawaii AFIS.
<b>C</b>	<b>Electronic Exchange of Fingerprint Identification and Arrest/Applicant Information between the FBI and the Hawaii AFIS.</b>		
1	Technical Visit from the FBI IAFIS team	2002	
2	Complete programming and testing for connection with FBI IAFIS	2002-2003	Successful connection and exchange of electronic data between the Hawaii AFIS and the FBI IAFIS.

**CRIMINAL HISTORY RECORD CHECKS UNIT**  
**GOALS AND OBJECTIVES**

**I. GOAL:**

The goal of the Criminal History Record Checks Unit of the Hawaii Criminal Justice Data Center is to provide criminal history record checks and current sex offender registration information to the public, criminal justice agencies, and agencies mandated by state statutes in a timely and user-friendly manner.

**II. OBJECTIVES:**

- D. Make criminal history record information more widely available.
  - 3. Completion and implementation of the Redesigned Offender-Based Transaction Statistics/Computerized Criminal History (OBTS/CCH).
  - 4. Provide more public access terminals at different sites across the state.
  - 5. Expand touch screen public access terminals.
  - 6. Provide the capability to electronically capture and transmit applicant fingerprints to the State AFIS and to the FBI's IAFIS for 24-hour turnaround on responses.
- E. Full implementation of the sex offender registry statute.
  - 5. Fill the second sex offender registration position on a permanent basis.
  - 6. Research addresses of those qualifying sex offenders who were convicted before July 1997 in order to locate these individuals who have failed to register. This would also include researching the circumstances of those offenses that do not automatically qualify an offender to register.
  - 7. Research the use of an internet website for sex offender registration information

**IV. ACTION PLAN:**

<b>OBJECTIVE</b>	<b>ACTION TO ACCOMPLISH</b>	<b>PROJECTED YEAR OF COMPLETION</b>	<b>MEASURE OF PERFORMANCE</b>
<b>A</b>	<b>Make criminal history record information more widely available.</b>		
1	(See OBTS/CCH Report)	2002	(See OBTS/CCH Report)
2	Provide more public access terminals at different sites across the state	Ongoing	Success in placing terminals and increased use of the Public Access facility.
3	Expand touch screen public access terminals	Summer 2002	Increased use of terminals by the public at other sites.
4	Pilot the Applicant Fingerprint Livescan by sending to the FBI	2002	24 hour response time from the FBI for the national background check
<b>B</b>	<b>Full implementation of the sex offender registration program.</b>		
1	Fill position	December 2001	Recruitment ongoing
2	Research and notify qualifying sex offenders	2002	Percentage of qualifying sex offenders who are registered.
3	Interactive Internet site	2002	Online Sex offender information verification

**HEALTH & HUMAN SERVICES DIVISION (HHSD)**  
**Goals and Objectives**

**Progress Report**

**Goal 1: Expand division's capacity to represent clients in complex litigation.**

- Our plan for a litigation coordination system is being revised and expanded to include not only a litigation coordinator, an improved case tracking system, and teams for case review, but also a consistent method for establishing, maintaining, closing, and storing case files.
- We have taken advantage of the department's library of training films on selected litigation topics such as settlement, changes in court rules, and courtroom procedures.
- A litigation deputy attended a weeklong litigation seminar in Kansas that was sponsored by the National Association of Attorneys General.
- We assigned teams consisting of one experienced litigator and one new deputy to two new federal court cases.
- We are working closely with specialized outside counsel on one large case, a relationship that provides excellent learning opportunities for several of our deputies.

**Goal 2: Improve division's ability to provide timely, effective legal advice**

- Formal substantive training has included attendance at several conferences and seminars on environmental enforcement, public welfare benefits and programs, and the new federal rules on medical privacy.
- Several deputies have attended program training put on by our clients for their own staffs, which has given us a better understanding of those programs.
- Most deputies now meet at regular intervals with their clients to discuss pending or upcoming matters and to update clients on the status of litigation.
- We have established teams of deputies in selected substantive areas and meet at regular intervals to discuss substantive legal issues.
- We have been advising several clients on how they might speed and streamline their contract preparation and execution process.



- We have received authorization to cross-train deputies assigned to specific programs so that we can better accommodate surges in workloads, absences, and temporary position vacancies.
- The division supervisor provides each newly hired deputy with thorough orientation, and we present for these new deputies special training sessions on the legislative process, rule review, and contract review.

**INVESTIGATION DIVISION (INV)**  
**Goals and Objectives**

**GENERAL GOALS AND OBJECTIVES**

- To provide specialized, technical and skilled investigative services in criminal, civil, and administrative matters for the legal services divisions and as directed by the Attorney General.
- To keep the Attorney General informed of criminal intelligence information affecting the State.
- To coordinate and ensure that investigative requests are reviewed and assigned in a timely manner.
- To ensure the accurate and timely completion of investigative reports.
- To ensure that the Investigation Division keeps abreast with the rapidly changing technology being used by criminals to hide and launder illegal monies.
- To ensure that the Investigation Division has the necessary equipment and supplies to handle computer crimes, telemarketing fraud, and money laundering through electronic transfers.
- To facilitate housing for additional personnel on the newly created positions.
- To train our staff on the voice stress analyzer to take the place of a polygraph examiner.
- Convert the temporary Investigator IV to permanent status.
- To aggressively enforce Tobacco Tax violations.
- To aggressively investigate allegations of Internet Crimes Against Children.
- To develop procedures and work in conjunction with Civil Defense in dealing with natural and manmade disasters.
- To upgrade clerical positions and hire additional support staff.
- Increase investigator personnel due to increased caseload.

### **ACTION PLAN**

- Continue to upgrade obsolete computer equipment, which has hindered our pursuit of computer crimes, telemarketing fraud, money laundering and child pornography on the Internet.
- Increase computer awareness by sending Investigators to advanced computer classes.
- Plan to train two (2) Investigators in Computer Data Recovery and Analysis.
- Purchase new equipment and training.
- Improve/add communication equipment.

### **PERFORMANCE**

Since January 2001, the Investigations Division has handled approximately 3,860 requests for services.

The division will maintain records of performance of the division in meetings and successfully complete investigations of money laundering, computer crimes, telemarketing fraud, tobacco tax, death cases at the prison, child pornography, internet crimes against children, and Interpol; to include indictments and convictions of these types of cases.

**LABOR DIVISION (LBR)**  
**Goals and Objectives**

**GOAL:** PROVIDE QUALITY AND TIMELY LEGAL SERVICES TO CLIENT DEPARTMENT AND AGENCIES.

Objective	Plan	Timetable	Measures
I. Continue to improve the skills and efficiency of each member of the division.	A. Provide and make available current and relevant training to deputies and staff.	1 year and continuous	Meet quarterly to access our progress and review, update and/or modify action plans as necessary. The departmental variance reports and methods used to evaluate deputies' performance will also be used to measure the effectiveness of the plan.
	1. Review and update division training manuals, including steno procedures manuals.	Annually	
	2. Review department legal services manual on legislation.	Bi-annually	
	a. Review other chapters of legal services manual.	Continuous	
	3. Continue in-house division training for all deputies and staff.	Continuous	
	4. Identify training programs outside of department and seek funding to attend programs.	5 years	
	B. Establish a division-wide memo and form bank.	6 months	
	1. Convert forms into new word processing system.	1 year	
	2. Identify scope and format for organization of bank.	1 - 2 years	
	3. Design and implement a system for the bank.	Annually	
	4. Review standard forms and update as necessary.		

<p>II. Maintain positive client relationships and improve those relationships as necessary.</p>	<p>A. Establish, where necessary, and continue effective communication with various clients.</p> <p>1. Meet as needed with clients to:</p> <p>a. Identify clients' priorities and legal needs, both short and long term.</p> <p>b. Suggest ways to improve the flow of information between clients and deputies.</p> <p>2. Inform clients of staffing assignments and changes, absences, etc., when they may affect delivery of legal services.</p> <p>B. Training for clients.</p> <p>1. Identify areas of training in legal issues to facilitate the clients' ability in meeting their goals.</p> <p>a. Provide legal training as the need arises.</p> <p>b. Inform clients of existing training programs in legal and non-legal areas.</p>	<p>1 year and continuous</p> <p>As necessary</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>	<p>Meet quarterly to access our progress and review, update and/or modify action plans as necessary. The departmental variance reports and methods used to evaluate deputies' performance will also be used to measure the effectiveness of the plan.</p>
<p>III. Continue to provide timely legal services to the client.</p>	<p>A. Identify need and justification for legal assistant, describe job functions, and seek funding for a legal</p>	<p>1 - 2 years</p>	<p>Meet quarterly to access our progress and review, update and/or modify action plans as necessary. The</p>

	assistant.		departmental variance reports and methods used to evaluate deputies' performance will also be used to measure the effectiveness of the plan.
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**LAND/TRANSPORTATION DIVISION (L/T)**  
**Goals and Objectives**

**GOAL:** TO PROVIDE HIGH QUALITY, TIMELY LEGAL SERVICES TO STATE AGENCIES ON A SUSTAINED BASIS.

**Five Objectives**

There is a five-part action plan of objectives to support the division goal. The five objectives are as follows:

1. Improve the quality of written work
2. Improve litigation skills
3. Attain and sustain optimum efficiency in the provision of legal services
4. Sustain good relations with clients
5. Eliminate backlog of assignments

**Accomplishments in FY 2000-2001**

Advances have been made with respect to all five objectives.

During FY 2000-01 there were staff turnovers and in a few instances positions remained vacant for several months. This cut into the overall productivity of the division but all essential service was maintained.

The division has been able recently to employ several experienced attorneys from private practice with recognized skill in litigation and Hawaiian land law. Some of the new deputies are very skilled writers. Experienced litigators in the division are being used to teach litigation practice to other deputies as well as handling cases themselves. All of the deputies in the division now have computers. E-mail is used extensively to communicate with clients and other deputies. It simplifies and facilitates communication and speeds up the provision of routine legal advice.

At the end of calendar year 2000, there were twelve new court cases filed involving the Department of Land and Natural Resources or its officers and employees. The division is handling all these cases. As often happens the glut of litigation interfered with the completion of less time-sensitive chores such as reviewing documents and writing letters of legal advice. Still 55 sets of administrative rules and 375 contracts were reviewed in FY 2000-01 and legal written legal advice was issued in 223 instances for the same period.

**LEGISLATIVE DIVISION (LEG)  
Goals and Objectives  
5 Year Plan**

**GOALS AND OBJECTIVES**

- GOAL 1:           Coordinate the legal services review of legislative proposals of the Executive Branch.
- Objective 1:       Ensure the timely review of legislative proposals by divisions possessing pertinent subject matter expertise.
- Objective 2:       Ensure the accurate and effective review of legislative proposals by the divisions to which the proposals were referred.
- Action Plan:       Years One and Two: Continue to refer legislative proposals to divisions possessing pertinent subject matter expertise; continue to set internal staggered deadlines for the review of legislative proposals by the divisions and maintain the manual and computerized logging methods that have been used to keep track of hard copies of legislative proposals sent to divisions for review; continue to attach to legislative proposals checklists to assist divisions in the review of legislative proposals; and continue to review and double-check the legislative proposals reviewed by the divisions.
- Year Five: Seek sufficient funding and data processing staff support to convert manual logs to computerized logs, provide for access by the divisions to the computerized logs through a local area network, and through the local area network, implement procedures to provide for the distribution, review, and editing of legislative proposals in electronic form instead of hard copies.
- Process:           Maintain records of performance of the divisions in meeting internal and Governor's Office deadlines and report the information to the Attorney General.
- GOAL 2:           Coordinate the legal services review of legislative bills pending before the Legislature.
- Objective 1:       Ensure the effective review of pending legislative bills by divisions possessing pertinent subject matter expertise.
- Objective 2:       Assist in the reporting of problems discovered during the review of legislative bills by preparing a list of bills to be tracked, determining



whether hearings have been scheduled for the bills with problems, ensuring that appropriate testimony is prepared, and reviewing testimony and legal advice letters on those bills.

Action Plan: Years One and Two: Continue to obtain, copy, and distribute bills and legislative committee reports in hard copy form to divisions possessing pertinent subject matter expertise needed to effectively review specific bills; continue to maintain the Legislative Bill Tracking System on the Wang VS Minicomputer to provide information on the referrals of bills and to provide necessary reports; and continue to maintain manually prepared problem bill lists.

Year Five: Seek sufficient funding and data processing staff support to be able to refer to divisions for review legislative bills and legislative committee reports in electronic form through a local area computer network; to implement a new legislative bill tracking system on a local area computer network accessible by all divisions; and to incorporate into the new legislative bill tracking system problem bill indicators that will allow computer-generated lists of problem bills.

GOAL 3: Coordinate the legal services review of passed legislative bills referred by the Governor for review.

Objective 1: Ensure the timely review of passed legislative bills by divisions possessing pertinent subject matter expertise.

Objective 2: Assist in ensuring the accurate and effective review of passed legislative bills by the divisions to which the proposals were referred.

Objective 3: Ensure the timely and accurate preparation of suggested veto documents for the Governor.

Action Plan: Years One and Two: Continue to coordinate the review of passed bills with the Legislative Coordinator of the Office of the Governor to attempt to have a reasonable bill review schedule; continue to set internal staggered deadlines for the review of passed bills by the divisions before the deadlines set by the Office of the Governor and distribute hard copies of the passed bills to divisions possessing the pertinent subject matter expertise to effectively review the bills; continue to review and double-check the bills and the reports prepared by the divisions before the reports to the Governor are sent to the Office of the Attorney General for approval; and continue to review, edit, and transmit suggested veto documents to the Governor.

Year Five: Refer to divisions for review passed legislative bills with pertinent legislative committee reports in electronic form through a local area computer network instead of hard copies; maintain computerized records of referrals and deadlines; and review, edit, and transmit reports on passed bills and suggested veto documents to the Governor in electronic form instead of hard copies.

Process: Maintain records of the performance of the divisions in meeting the internal and Governor's Office deadlines and in preparing accurate and complete reports to the Governor on passed bills; and prepare a report to the Attorney General listing the performance information.

GOAL 4: Provide to government officials of the Executive, Legislative, and Judicial Branches appropriate legal services on legislative matters and matters pertaining to administrative rules.

Objective 1: As specifically assigned by the Attorney General or the First Deputy Attorney General, continue to provide timely and accurate legal advice on legislative matters and matters pertaining to administrative rules.

Objective 2: Ensure that the administrative rules of the Department of the Attorney General are prepared and adopted in accordance with the administrative rules format and the Hawaii Administrative Procedure Act.

Action Plan: Years One and Two: Continue to maintain access to computerized legal research services and to maintain a complete set of bills and pertinent committee reports for immediate reference twenty-four hours a day and prepare legal advice in hard copy form; and continue to review hard copies of proposed administrative rules of the Department of the Attorney General.

Year Five: Perform legal research, review documents and rules, and prepare and deliver legal advice in electronic form to expedite research, preparation, and delivery.

GOAL 5: Assist in the promotion of uniform state laws.

Objective 1: Provide staff support and assistance to the Commission to Promote Uniform Legislation.

Objective 2: Participate in and monitor the activities of the National Conference of Commissioners on Uniform State Laws.

Action Plan: Years One, Two, and Five: Continue to prepare meeting notices, agendas, and minutes for the Commission to Promote Uniform

Legislation in compliance with the Sunshine Law; assist in seeking legislative appropriations of funds for the payment of Hawaii's dues for the National Conference of Commissioners on Uniform State Laws and for the payment of the registration and travel expenses for Hawaii's commissioners to attend the National Conference's annual meetings; continue to prepare bills to enact uniform laws for introduction by legislators; and continue to annually prepare for the Commission to Promote Uniform Legislation reports to the Legislature on the activities of the National Conference and the Commission to Promote Uniform Legislation.

**MEDICAID INVESTIGATIONS DIVISION (MID)**  
**Goals and Objectives**  
**5 Year Plan**

- GOAL #1: To fight health care fraud and patient abuse through efficient and just prosecution.
- GOAL #2: To secure recovery of fraudulently obtained Medicaid funds and deter fraud by providers.
- GOAL #3: To secure punitive and penal sanctions against organizations and individuals involved in fraud and patient abuse.
- GOAL #4: To increase awareness of severe patient-neglect abuse cases that result in death, serious, or substantial-bodily injury, and to vigorously prosecute such cases.
- GOAL #5: To improve upon our reputation as one of the most successful Medicaid Fraud Control units in the country.
- GOAL #6: To investigate and prosecute heretofore unrecognized patient abuse cases.

**Objectives of the Medicaid Investigations Division**

- OBJECTIVE #1: Secure recovery of Medicaid funds from a local billing organization presently involved in numerous schemes that resulted in overpayment of substantial sums of Medicaid money. Secure punitive sanctions and criminal charges against officers of the organization.
- OBJECTIVE #2: Further prosecute criminal acts by officers of a local pharmaceutical company. Secure recovery of Medicaid funds obtained through fraudulent means. Obtain further punitive sanctions against the organization.
- OBJECTIVE #3: Assist in the Federal criminal prosecution of a local-individual healthcare provider. Obtain punitive sanctions against the individual, and recover fraudulently obtained Medicaid funds.
- OBJECTIVE #4: Secure recovery of Medicaid funds from a national corporation involved in computer billing for pharmaceuticals. Obtain punitive sanctions against the corporation. Organize a statewide and national training for severe elder abuse.

- OBJECTIVE #5: Continue to actively investigate fraud and abuse cases, as well as initiate new investigations.
- OBJECTIVE #6: To foster greater intra-agency coordination in the fight against elder abuse ultimately creating a care home task force capable of conducting random checks of care-homes operating in violation of regulations, ordinances, and safety codes, in order to prevent severe patient-neglect abuse cases.

### **Action Plan of the Medicaid Investigations Division**

The Medicaid Investigations Division will continue its work to improve relationships with our Federal and State counterparts. We will foster strong working relationships with independent organizations like California Blue Cross and Blue Shield, which often provide valuable information about Medicaid violators. We will also strengthen our ties to local law enforcement and social services agencies by conducting annual training.

The Medicaid Investigations Division will improve upon a recently implemented case management system in order to promote more interoffice and intra-office efficiency. We will attempt to be more goal and objective oriented in our prosecution of fraud and abuse cases.

The Medicaid Investigations Division will attempt to organize a multi-disciplinary task force responsible for enforcing regulations, safety codes, and ordinances in an effort to prevent severe patient-neglect abuse cases.

The Medicaid Investigations Division has effectively implemented policies that foster timely case (objective) closure, and that promote greater casework efficiency, and we will continue to improve this process.

### **Process**

The Medicaid Investigation Division will continue to prosecute criminal cases through the use of the Grand Jury and Complaint processes. Additionally, the Medicaid Investigation Division will utilize the civil process when necessary to ensure recovery of Medicaid funds fraudulently obtained, and punitive damages when appropriate.

The Medicaid Investigations Division will also continue to support legislative and policymaking efforts of committees such as the Commission on Elder Abuse and Fraud, Executive Committee on Elder Abuse, and the Governor's Committee on Elder Abuse.

**Status Report**

The Medicaid Investigations Division has executed and attained many of its objectives and goals as put forth in its 2000 report. In April 2001, the Medicaid Investigations Division successfully hosted a symposium and training that involved law enforcement, medical, and social services personnel. The conference focused on elder abuse and financial exploitation, and did not require expenditure of any state funds. The current Federal/State criminal and civil prosecution of a local physician is further indication of our vigorous prosecution of medical fraud cases. The Division has successfully prosecuted several care home operators for neglect in cases that until recently have gone un-prosecuted. The Division has also made great strides in securing a recovery of Medicaid funds from a local HMO involved in billing fraud for services and pharmaceuticals. Lastly, the Division is on the brink of a substantial criminal and civil prosecution of long-term care facilities who altered records and illegally billed the State Medicaid program.

**OFFICE OF CHILD SUPPORT HEARINGS (OCSH)  
GOALS AND OBJECTIVES**

**I. MISSION STATEMENT**

The mission of the Office of Child Support Hearings is to provide a fair and impartial administrative forum for the expeditious resolution of child support disputes in accordance with the law.

**II. GOALS, OBJECTIVES, AND ACTION PLANS**

**GOAL 1:** Maintain excellence in the adjudication of child support cases.

**Background:** The Office of Child Support Hearings (OCSH) operates a statewide high volume, expeditious administrative process. A total of 5,562 orders and decisions were issued this fiscal year.

**Objective 1A:** Ensure that every administrative order issued by a hearings officer is based upon the relevant facts and applicable law.

**Objective 1B:** Maintain and improve hearings officer skills through continuing education and training.

**Status:** No or low cost training this year included the National Child Support Enforcement Association's tele-talk seminars, judiciary sponsored training on prehearing negotiations, Department of Land and Natural Resources' training on Safety and Managing Administrative Hearings Rooms and Parties.

**Action Plan 1:** Keep hearing officers abreast of current developments in the law by implementing internet access to on-line research resources by December 2001.

**Action Plan 2:** Continue participation in interstate federal conferences and intrastate agency discussions.

**Action Plan 3:** Continue researching and analyzing current developments in family and administrative law.

**Action Plan 4:** Continue providing fiscally responsible training via national tele-talk seminars, interdepartment training and in-house expertise.

**Objective 2A:** Ensure that every administrative order issued by a hearings officer is free of bias or prejudice.

**Objective 2B:** Increase the confidence of hearing participants in the fairness of hearings officers and the administrative child support hearing process.

**Objective 2C:** Keep appeal rates at less than 1% of the total number of decisions and orders issued. (Of the 5,562 orders and decisions issued by OCSH this fiscal year only 23, or .41%, were appealed.)

**Action Plan 1:** Allow state and private sector participants of child support hearings the opportunity to submit confidential evaluations of each hearings officer.

**Action Plan 2:** Allow attorneys the opportunity to submit confidential evaluations of hearings officers before whom they have appeared.

**Status:** 185 attorneys appeared before the OCSH this fiscal year. 40 attorneys and legal assistants were asked to evaluate the hearings officers in February 2001.

**Action Plan 3:** Obtain comments from family court judges regarding cases on appeal.

**Action Plan 4:** Train and counsel each hearings officer using the evaluations by participants and attorneys and comments from family court judges.

**Action Plan 5:** Continue public education efforts on the administrative process and the OCSH.

**Status:** Hearings officers this year volunteered with the Volunteer Legal Services Hawaii, the Richardson School of Law, the Family Court of the First Circuit, the Hawaii Women Lawyers, the Kapiolani Community College, and Ask A Lawyer Clinic.

**Objective 3:** Adjudicate cases in an expeditious manner.

**Action Plan 1:** Continue disposing of 86% of all uncontested cases within 7 days of receipt of the cases. Continue disposing of 94% of all contested cases within 30 days of the hearings.



**Status:** A clerical staff of two support four hearings officers and a legal assistant to process all OCSH cases.

**Action Plan 2:** Continue processing all cases within federally mandated time frames. Maintain database of cases to monitor dispositions and recurring legal issues or procedural matters.

**Action Plan 3:** Continue to research and implement technology to enhance litigants' access to the hearings process, including teleconferencing and video conferencing.

**GOAL 2:** Improve Office of Child Support Hearings practice and procedures.

**Objective 1:** Maintain and enhance interagency communications with federal, state, and county agencies, the judiciary and the Hawaii State Bar Association.

**Action Plan 1:** Continue participating on committees and in meetings with the judiciary and other administrative law programs.

**Action Plan 2:** Continue working with the Child Support Enforcement Agency and the Federal Office of Child Support Enforcement to improve case processing and the administration of child support programs between states.

**Action Plan 3:** Continue providing the public access to the OCSH via its website, telephone, fax and mail.

**Objective 2:** Amend and update Hawaii Administrative Rules of Practice and Procedures for the Office of Child Support Hearings.

**Action Plan 1:** Obtain final approval for amendments to Chapter 34 of Title 5 of the Hawaii Administrative Rules by December 2001.

**Action Plan 2:** File amendments with the Lieutenant Governor's office and post amended rules on the Attorney General and Lieutenant Governor websites by January 2002.

**GOAL 3:** Ensure safety of OCSH personnel

**Objective 1:** Revise and update security strategies and emergency plans and procedures.

**Action Plan 1:** Continue evacuation drills and safety training; maintain first aid and CPR certification; update safety equipment.

**Action Plan 2:** Coordinate emergency plans and procedures with other building tenants; develop telephone trees and floor captains by December 2001.

**Objective 2:** Provide adequate office and storage space for personnel and records.

**Action Plan 1:** Continue planning space renovations.

**Objective 3:** Prevent and/or significantly reduce the likelihood of physical harm to personnel who conduct contested administrative hearings.

**Action Plan 1:** Bolt hearing room furniture to the ground; remove office supplies that may be used as weapons.

**Action Plan 2:** Activate metal detector and continue using state law enforcement officers to minimize security risks for litigants and hearings officers.

**Action Plan 3:** Continue training on hearings management and control.

**Objective 4:** Prevent and/or significantly reduce the likelihood of workplace violence.

**Action Plan 1:** Continue training supervisor to observe potential volatile situations or personalities and to diffuse or handle the situations or persons.

**Action Plan 2:** Continue open-door policy for personnel to discuss matters with supervisor.

**Action Plan 3:** Maintain and practice office policies and procedures on workplace violence prevention, intervention and recovery.

**Status:** Supervisor attended attorney management and managing the generations workshops this year; all staff attended training in spotting and diffusing workplace violence. No injuries or incidents of workplace violence were reported this year.

**GOAL 4:** Maintain Fiscally Responsible Operations

**Objective 1:** Keep operational costs low.

**Action Plan 1:** Conduct neighbor island hearings via telephone conferences.

**Action Plan 2:** Attend interstate conferences and meetings via telephone.

**Action Plan 3:** Conduct legal research via the internet.

**Action Plan 4:** Utilize low or no cost training.

**Objective 2:** Ensure compliance with federal and state funding mandates.

**Action Plan 1:** Maintain and update the cooperative agreement with the state IV-D agency.

**Action Plan 2:** Continue communications with federal region IX specialists.

**Objective 3:** Inform and update the Governor and the Legislature through the Attorney General of the activities of this office.

**Action Plan 1:** Continue reporting to the Attorney General on all matters concerning legal issues, legislation or initiatives affecting OCSH and the Department.

## **PUBLIC SAFETY, HOMELANDS, AND HOUSING DIVISION (PSHHD)**

### **ACCOMPLISHMENTS**

1. We achieved each of the goals set last year for the Year 2001.

#### **GOAL NO. 1. Establish a Strong Communication Network Within the Division.**

As outlined in our plan, we held the division's first retreat on June 8, 2001. We discussed issues and concerns, and established more cohesive interpersonal relationships. Next year, we will need to continue working on the goals of the retreat, and may include clients as part of the discussion. We also conducted supervisor and deputy evaluations, furthering the goals of establishing a strong communication network within the division.

#### **GOAL NO. 2. Maintain the Quality Level of Legal Services to the Agency Clients.**

As outlined in our plan, we have filled all legal positions, met with each one of the agency heads, and established a preliminary method to track legal services. As a result of one of our meetings, we established office hours at the Department of Public Safety and the Department of Hawaiian Home Lands. It is hoped that by creating a regular and predetermined time to be present at the clients' offices, we will be more available to provide legal advice to the clients on an informal basis. Next year, we will need to review the success of the program, and possibly make adjustments to the length of time spent. We have also established a preliminary method to track legal services, and will need to review the kind of information gathered. Additional changes may also be required to be consistent with department-wide efforts in this area.

#### **GOAL NO. 3: Expand the Current Training Schedule and Communication Network for the Division and the Agency Clients.**

Deputies have attended training on power point, Word2000, corrections law, bankruptcy law, intellectual property, and ADA. We have also provided training to the clients on new federal legislation, the UIPA, and the ADA. Next year, we will need training on privatized prison services, litigation, and other issues identified by the individual employees. We will also need to identify those new issues needed by the clients. The training may need to be coordinated with department-wide efforts in the same area.

## **PSHHD GOALS AND OBJECTIVES**

**GOAL NO. 1.**        Establish a Strong Communication Network With the Client.

Objective 1: Schedule a "retreat" for the division that includes the clients to establish stronger bonds between the deputies and clients and a common understanding on expectations.

Objective 2: Schedule regular meetings between unit supervisors and agency heads.

**ACTION PLAN:** Timetable

1. Schedule the retreat before the end of the first quarter of the fiscal year, and the regular meetings to begin after the retreat.

**PERFORMANCE MEASUREMENT:**

1. Annual client evaluations and the annual retreat will provide two methods of evaluating the success of the efforts to build a stronger communications network with the client.

**GOAL NO. 2.**        Maintain the Quality Level of Legal Services to the Agency Clients.

Objective 1: Review legal services with the clients, thereby obtaining input from the clients about the perceived challenges in obtaining legal services.

Objective 2: Review and revise the method by which we keep information to evaluate legal service performance, contingent upon any department-wide changes in the method of data collection.

**ACTION PLAN:** Timetable

1. Review legal services with the clients in the first quarter of the next fiscal year, and review the method by which we keep information to evaluate legal service performance by the end of the current fiscal year unless the department makes further changes in data collection.

**PERFORMANCE MEASUREMENT:**

1. The supervisor evaluations and the client evaluation will provide us with a method to gauge whether the quality of legal services is being maintained.

GOAL NO. 3: Expand the Current Training Schedule and Communication Network for the Division and the Agency Clients.

Objective 1: Ensure that the training needs of all employees are met, with a special emphasis on new employees and information technology skills.

Objective 2: Continue to provide training to clients based upon the client's stated needs and requests.

ACTION PLAN: Timetable

1. The training will occur throughout the year.

PERFORMANCE MEASUREMENT:

1. We will start to keep a single list of training sessions attended and given to establish a baseline to compare with future years.

**TAX DIVISION (TAX)  
GOALS AND OBJECTIVES**

**I. TAX ADMINISTRATION**

**GOAL 1:** Advise and represent the Department of Taxation ("DOTAX") in promoting a tax system which assures the public that the tax laws are administered and enforced fairly, efficiently, and with integrity for all taxpayers.

**Objective 1:** Vigorously and aggressively litigate claims against taxpayers who fail to pay their fair share of taxes with appropriate consideration for the issue or amount involved.

**Action Plan:** Supervise and monitor litigation of Deputy Attorneys General including periodic case audits to discuss strategy, development, and resolution.

**Process:** Educate the public and affected taxpayers of major decisions or policies which could affect their tax liability and assures them that other taxpayers are paying their fair share of taxes, including, as appropriate, press releases through the Department of Attorney General (DAG). Continue the annual report card from the DOTAX.

**Objective 2:** Protect the government's tax claims in the U.S. Bankruptcy Court, foreclosure suits, and interpleaders.

**Action Plan:** Supervise and monitor litigation of Deputy Attorneys General (DAGs) including periodic cases audits to discuss strategy, development, and resolution.

**Process:** Continue the report card from the DOTAX. Review annually how the Tax Division has met this objective.

**Objective 3:** Advise and counsel the DOTAX on the legality of proposed legislation, regulations, and interpretations.

**Action Plan:** Supervise and review each legislation, regulation, and case.

**Process:** Review annually how the Tax Division has met its objectives.

**Objective 4:** Be sensitive to and aware of abusive or less than quality service to the public and take appropriate measures to avoid what happened to the IRS in recent Congressional hearings and the IRS Restructuring and Reformation Act of 1998.

**Action Plan:** Encourage and foster frank communications with the DOTAX, professionals (attorneys, accountants, and tax professionals), the

business community and the public regarding how the tax system can be improved and specific instances of alleged abuse or less than quality service to the public.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 5:** Provide Hawaii's taxpayers top quality service by helping them understand and meet their tax responsibilities.

**Action Plan:** Educate the public and affected taxpayers of major decisions and AG and DOTAX positions which could affect their tax liability, including, as appropriate, press releases through the Department of Attorney General. Assist the DOTAX in its workshops and practitioner forums, as appropriate, in educating such professionals and the public.

**Process:** Review annually how the Tax Division has met this objective.

**GOAL 2:** **Advise and represent the DOTAX in creating a tax system which stimulates and promotes business activities and investments in Hawaii and permits law-abiding taxpayers the opportunity to succeed and prosper.**

**Objective 1:** Assist the DOTAX in proposing tax legislation which promotes and encourages business activity and investment in Hawaii with appropriate consideration for revenue impact.

**Action Plan:** Advise and counsel the DOTAX on proposed tax legislation as well as suggesting additional tax legislation with appropriate consideration for revenue impact.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 2:** Work with the private sector including the Chamber of Commerce, HSCPA, and HSBA in promoting tax legislation which will encourage and stimulate business activity and investment in Hawaii with appropriate consideration for revenue impact.

**Action Plan:** Be accessible to and communicate with representatives of the private sector including the Chamber of Commerce, HSCPA, and HSBA to discuss tax legislation which encourages and stimulates business activity and investment in Hawaii.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 3:** To the extent feasible, work with the private sector and other government agencies, state, federal and city, towards improving the



business environment and stream-lining the regulation of starting, operating and growing a business in Hawaii.

**Action Plan:** Attend meetings with and explore the possibility for formal and informal discussion groups with representatives of the private sector and governmental agencies, federal, state and city, to improve the business environment and stream-lining the regulation of starting, operating, and growing a business in Hawaii.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 4:** Advise and counsel the DOTAX on the legal aspects of tax regulations and rules to advance fairness and flexibility.

**Action Plan:** Supervise and review DOTAX tax regulations.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 5:** Continue to create a tax system which is fair, efficient and productive for all taxpayers yet protects the government's interests.

**Action Plan:** Supervise and administer the tax laws in a legal manner which protects the government's interest but is also fair, efficient and productive for all taxpayers.

**Process:** Review annually how the Tax Division has met this objective.

**GOAL 3:** **Improve the quality and timeliness of legal services provided to or on behalf of the DOTAX.**

**Objective 1:** Provide quality and timely representation for the DOTAX including vigorous and aggressive representation of the DOTAX in major cases and against taxpayers who fail to pay their fair share of taxes.

**Action Plan:** Supervise and monitor litigation of Deputy Attorneys General (DAGs) including periodic cases audits to discuss strategy, development, and resolution.

**Process:** Educate the public and affected taxpayers of major decisions or policies which could affect their tax liability and assures them that other taxpayers are paying their fair share of taxes, including, as appropriate, press releases through the Department of Attorney General.

**Objective 2:** Improve the quality and timeliness of advice and counsel to the DOTAX on the legal aspects of proposed legislation, regulations, and cases.

- Action Plan:** Supervise and review each legislation, regulation, and case.
- Process:** Review annually how the Tax Division has met his objective.
- Objective 3:** Improve communication with DOTAX at all levels.
- Action Plan:** Encourage and foster open and timely communication with DOTAX.
- i. Meet frequently, formally and informally, with the Director, Compliance Coordinator and Division Chiefs.
  - ii. Encourage all Tax Division DAGs to openly and consistently communicate with the DOTAX at all levels while keeping the Director, Division Chief, and supervisors apprised of developments in major cases or issues affecting other taxpayers.
- Process:** Continue to have an annual report card from the DOTAX. Review annually to how the Tax Division has met this objective.
- Objective 4:** Improve the working relationship with DOTAX at all levels.
- Action Plan:** Encourage formal and informal interaction with DOTAX.
- i. Encourage joint participation in in-house seminars and meetings.
  - ii. Encourage the sharing of resources to the extent possible.
  - iii. Encourage cross-training by AG and DOTAX professionals.
- Process:** Review annually how the Tax Division has met this objective.
- GOAL 4:** **Earn the respect of the public including the legal community---judiciary, private and public---for competence, integrity, diligence, and fairness.**
- Objective 1:** Encourage all Tax Division DAGs to improve and continue to grow professionally by continuously upgrading their education and professional skills and interfacing with the professional community and the public.
- Action Plan:** Efficiently allocate resources to Tax Division DAGs cases and encourage them to expand their practices and train and teach the less experienced Tax Division DAGs; provide the less experienced Tax Division DAGs the opportunity to work on increasingly

challenging cases; and encourage all DAGs to develop and grow professionally.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 2:** Encourage and foster education and training by third-parties and among each other.

**Action Plan:** Promote education and training by outsourcing, for example, attending seminars, and by in-house training sessions, for example, brown bags.

**Process:** Review annually how the Tax Division has met this objective.

**Objective 3:** The supervisor and senior DAGs should strive to set good examples of integrity, diligence, and fairness for the less experienced DAGs.

**Action Plan:** Be prepared, professional, timely, courteous, accessible, and prepared. Meet deadlines. Strive to continuously improve the quality of legal services and representation. Timely return calls and written communication.

**Process:** Review annually how the Tax Division has met this objective.

**GOAL 5: Improve and integrate technology in the Tax Division.**

**Objective 1:** Encourage improved technology in the Tax Division.

**Action Plan:** To have a network for all attorneys and staff in the Tax Division, where we can communicate within the Department and Tax Division within the next 2 years.

**Process:** Review annually how the Tax Division can improve and integrate technology within the Tax Division, DAG and with the DOTAX.

**II. CHARITABLE TRUSTS AND NONPROFITS**

**GOAL 1: Vigilantly supervise charitable trusts and nonprofit entities, including private foundations, to assure the public that such tax-exempt trusts and nonprofit entities are properly fulfilling their charitable purposes.**

**Objective 1:** Monitor charitable trusts and nonprofit entities, and if warranted, commence an investigation or appropriate action related to such charitable trusts and nonprofit entities.

- Action Plan:** Supervise and monitor litigation of Deputy Attorneys General (DAGs) including periodic case audits to discuss strategy, development, and resolution.
- Process:** Monitor and take appropriate action related to the charitable trusts and nonprofit entities.
- Objective 2:** Educate the public about charitable trusts and nonprofit entities.
- Action Plan:** Public education and outreach through presentations and interaction with the professional community and the public.
- Process:** Review annually how the Tax Division has met this objective.
- Objective 3:** Encourage and support education and training for Deputy Attorney Generals.
- Action Plan:** Promote education and training by outsourcing, for example, attending seminars, and in-house training sessions, for example, brown bags.
- Process:** Review annually how the Tax Division has met this objective.

**TORT LITIGATION DIVISION (TLD)  
GOALS AND OBJECTIVES PROGRESS REPORT**

**FUNCTIONAL PURPOSE:**

The Tort Litigation Division (TLD) provides legal services to all State departments and agencies and their officers and employees who are sued in personal injury/tort cases. TLD's main area of concentration is civil defense litigation.

**GOALS:**

**GOAL #1: Resolve Legal Claims Efficiently and Economically by Developing and Maintaining a Cost-Effective Litigation Capability.**

Objective 1: Develop a litigation information management system that contains case summaries, due dates, and other key information necessary to manage cases.

**Action Plan Year 1:**

- Continue to require quarterly case status reports from individual deputies.
- In addition to quarterly reports, meet with individual deputies every six months to review case statuses.
- Seek and identify better sources for capturing litigation case management data. acquiring, including funding, of computer-based systems that supply TLD division supervisor with data, information, and reports that can be used to support litigation management functions.

**Progress Year 1:**

- Quarterly reporting system in place and operational - deputies have been submitting these reports as required.
- Meetings with deputies to review cases have taken place.
- Litigation software committee formed and studying software options for department-wide usage. Currently this Division has installed the summation software as a pilot program on 9 of its computers and training for use of the summation software is on-going.

**Action Plan Year 2:**

- Installation of litigation management information software.
- Input and integrate information obtained from case status reports and bi-annual meetings with deputies into the management information database.
- Develop additional office information and database capabilities that can be used by both deputies and support staff.

- Seek and identify funding to develop a local area network (LAN) to link all TLD computers.

**Progress Year 2:**

- "SUMMATION," a litigation management information software continues to be in place on nine desktop computers.
- Case information captured from deputies' case status reports and bi-annual meetings continue to be imputed into SUMMATION case management database.
- Internet access has been made available on all desktop computers.

**Action Plan Year 5:**

- All TLD computers have networking capability.
- Previously hand-written quarterly case status reports are directly inputted by the deputies into the computer database.
- TLD supervisor will continue bi-annual case assessment meetings with individual deputies.

Objective 2: Develop an effective telecommunications system which is a key aspect of law office management.

**Action Plan Year 1:**

- Examine methods of upgrading the existing telephone system to one which provides options that increase flexibility and decrease waiting time when using the telephone.
- Install a more efficient facsimile machine.
- Have a division laptop computer.

**Progress Year 1:**

- Voice mail installed for Division.
- Facsimile machine upgraded to more efficient model.
- The Division has access to a laptop as needed.

**Action Plan Year 2:**

TLD's telephone system will incorporate the following features:

- a) Call forwarding;
- b) Conferencing features;
- c) Hold features;
- d) Paging, which enables the receptionist to use the telephone system to page people;
- e) Speaker options, which enable to use the telephone hands-free;
- f) Queuing, which automatically places you on a waiting list when outgoing lines are busy so you do not have to redial numbers;
- g) Voice mail, which enable you to send and to receive messages at your office or remotely;

- h) Speed calling, which enables you to save time by entering frequently called numbers into your phone's memory, then accessing those numbers by pressing a single button or entering a code.
- i) Obtain a division cellular phone.
- j) Every TLD computer will have internet.

**Progress Year 2:**

TLD'S telephone system has the following updated features:

- Call forwarding;
- Conferencing capability;
- Call holding feature;
- Speaker option available via hands-free feature;
- Voice mail which was installed last year is still in place;
- Division Supervisor has cellular phone.
- Every TLD computer now has Internet access.

**Action Plan Year 5:**

- The use of electronic mail (e-mail) will be mandated for interoffice communications.
- Conduct a telecommunications audit to continually assess the effectiveness of the telephone system. This audit should be conducted every two years and would involve a thorough examination and analysis of the telephone equipment and the trunking and long-distance network, as well as the cost of these services and equipment.
- Included in the comprehensive telecommunications audit are data communications and local area networking . Networking standards should be established and observed to ensure the division's ability to handle future networking needs.

Objective 3: Develop policy for early case consultation with assigned deputies to develop best strategies for prompt disposition of appropriate cases.

**Action Plan Year 1:**

- Continue established practice of initial case evaluation at weekly division meetings.
- All TLD deputies should attend seminars regarding motions practice to fine-tune their skills, and be encouraged to use motions practice as an effective means of disposing a case.
- Develop training on the use of Alternative Dispute Resolution in appropriate cases and as a means of early resolution of a case.
- Consider feasibility and methods for early settlement, particularly within the fabric of the "individual calendaring system" shortly to be implemented within the State Circuit Courts. (Date set for implementing individual calendaring system is February 14, 2000.)

- Attend state judicial or bench/bar conferences to assist judges in current developments on recurring and problematic legal issues, including settlement issues.

**Progress Year 1:**

- Weekly case evaluations at Division meeting is on-going.
- Deputies are periodically sent to attend seminars on rule changes and motions practice. Deputies are more aggressive in filing dispositive motions.
- A training program is currently in the process of being developed and implemented for ADR training.
- Cases are being evaluated as early as practicable, i.e. after appropriate/adequate amount of discovery. Early settlement conferences are often requested of the court.
- This division supervisor attended the 1999 bench/bar conference and gave significant input on the government's role in case settlements.
- 

**Action Plan Year 2:**

- Continue and reassess what was implemented in first year.

**Progress Year 2:**

- Policies and vehicles established in the first year are currently in place and on-going: periodic case evaluations and case audits continue to be conducted .
- Deputies continue to periodically attend seminars and training: more in-house training have been provided by the department including legal writing and ethics seminars, work place harassment workshops, and briefing on the aftermath of September 11, 2001.
- This division has been allocated a budget of \$600 for deputy training.

**Action Plan Year 5:**

- Continue and reassess what was implemented in preceding years.

Objective 4: Continual review and update of existing division memorandum and litigation form banks.

**Action Plan Year 1:**

- Secure or identify funding for an additional legal assistant position dedicated to the maintenance and update of the division's form bank, as well as the division's centralized memo bank currently comprised of 600+ legal briefs.

**Progress Year 1:**

- Two additional legal assistant positions have been sought and secured: 1 temporary and 1 permanent position. The temporary



legal assistant is charged with the task of centralizing forms and memos for the division.

**Action Plan Year 2:**

- That a legal assistant tasked for the duties identified in Year 1 be employed and on staff at TLD.
- TLD's memo bank should be indexed and made accessible to deputies within the entire department.

**Progress Year 2:**

- The legal assistant who has been tasked for the duties identified in Year 1 is now permanently employed on TLD's staff.
- TLD's memo bank has been indexed and made accessible to deputies within the entire department.

**Action Plan Year 5:**

- Continue and reassess what was implemented in preceding years.
- By this time, TLD's memorandum and form banks should be accessible by computer.

Objective 5: Provide on-going training to deputies.

**Action Plan Year 1:**

- Continue the requirement of taking appropriate cases to AOR and LRC.
- Have deputies attend Continuing Legal Education Classes/seminars.
- Have deputies attend Hawaii State Bar Association brown bag seminars.
- Send appropriate deputies to NITTA training.
- Develop structured, abbreviated in-house training for deputies, to include TLD legal assistants who routinely assist in litigation.
- Maintain and update the division library.

**Progress Year 1:**

- Deputies routinely take appropriate cases to AOR and LRC.
- Deputies have attended continuing legal education classes/seminars on various subjects of importance to their work and the division.
- Deputies have attended HSBA sponsored brown bag seminars as their schedules permit.
- All deputies in this division were required and did attend NITA training which was offered in June 2000.
- Structured settlement presentations were conducted by Ringler and Associates twice in the last fiscal year.
- Division library is continually maintained and updated.

**Action Plan Year 2:**

- Continue and reassess what was implemented in Year 1.

**Progress Year 2:**

- Deputies continue to attend continuing legal education classes/seminars on various subjects of importance to their work and the division.
- Deputies have attended HSBA sponsored brown bag seminars as their schedules permit.
- Deputies in this division were required and did attend in-house legal writing and ethics workshops, workplace harassment workshops, and briefing on the aftermath of September 11, 2001.
- This division has been allocated a budget of \$600 for deputy training.
- Division library continues to be maintained and updated.

**Action Plan Year 5:**

- Continue and reassess what was implemented in preceding years.

**GOAL #2: Risk Management.**

Objective 1: Nip it at the bud! – Don't wait for the accident to happen.

**Action Plan Year 1:**

- Establish and promote preventive law objectives.
- Provide pro-active advice and training to client agencies on how to reduce their potential for risk.
- Establish a procedure for client agencies to report liability risks as soon as the risk is perceived.
- Continued compliance with Act 111, SLH 1999, which requires the Attorney General to advise client agencies how to avoid future claims by requesting corrective action that will eliminate or mitigate factors that contributed to the State's negligence.
- Draft legislation which would minimize the risk of legal challenges.
- Collaborate liability risk investigation efforts with DAGS- Risk Management.

**Progress Year 1:**

- The Supervisor and designated deputies routinely meet with client agencies and Director of Risk Management to discuss both preventive and remedial measures.
- Individual deputies from this division routinely meet with client agencies to provide advise on reducing that particular agency's potential for risk.
- Individual deputies have consulted with client agencies to request that they report any on-going or perceived liability risks, and have

also provided client agencies with names and phone numbers of AG personnel to contact in that regard.

- Deputies continue to comply with Act 111 in all cases.
- This division continues to draft appropriate legislation which is addressed to reducing the State's liability risks.
- This effort with DAGS is in place and on-going.

**Action Plan Year 2:**

- Continue and reassess what was implemented in Year 1.

**Progress Year 2:**

- Continuation of what was implemented in Year 1 and continued in Year 2.
- TLD's supervisor has been designated the risk manager for the department and works closely in conjunction with the State risk manager.

**Action Plan Year 5:**

- Continue and reassess what was implemented in preceding years.

**GOAL #3: Promote Effective Relationship with Client Agencies in Order to Maximize Litigation Success, to Achieve Risk Prevention Objectives, and to Enhance Client Satisfaction**

Objective 1: Enhance client relationships by working closely with agency officials to gain greater participation in the decision-making and handling of legal matters.

**Action Plan Year 1:**

- Identify opportunities to work with client agencies to achieve preventive law objectives via recurring dialogue, seminars and other written communications.
- Engage the client agency's effective participation in the litigation by routinely reporting the status of the litigation to the client.
- Canvass client expectations and requirements concerning their information needs during on-going litigation, as well as information required to support budget motivated decisions.

**Progress Year 1:**

- Deputies are engaged with their client agencies early in the litigation process to obtain information needed to defend cases and have also conducted seminars in preventative measures and techniques in dealing with the litigation process such as preparing state employees for depositions, court testimonies, and responding to discovery requests.
- Deputies are required to provide on-going reports to clients and are currently doing so.

- Deputies consult with client agencies to obtain their input for settlements and alternative dispute resolution.

**Action Plan Year 2:**

- Continue and reassess what was implemented in Year 1.

**Progress Year 2:**

- Continuation of what was implemented in Year 1 and continued in Year 2.

**Action Plan Year 5:**

- Continue and reassess what was implemented in preceding years.

# APPENDIX A



STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
ORGANIZATION CHART  
PLAN OF ORGANIZATION

Acknowledged:

*Neal Miyahira*

Neal Miyahira  
Director of Finance

OCT 26 2001

Date

Office of the  
Attorney General  
Page 1

Commission to Promote  
Uniform Legislation  
(Advisory)

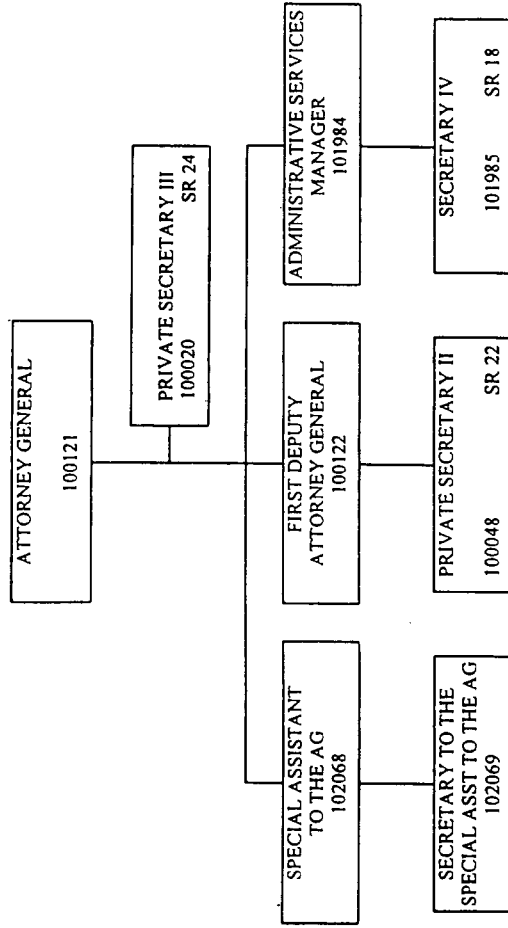
Administrative  
Service Office  
Page 3

Office of Child  
Support Hearings  
Page 4

Child Support Enforcement Division Page 5	Hawaii Criminal Justice Data Center Division Page 12	Investigation Division Page 14	Medicaid Fraud Division Page 15
Crime Prevention & Justice Administration Division Page 16	Administration Division Page 17	Commerce & Economic Development/Antitrust Division Page 18	Criminal Justice Division Page 19
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Health and Human Services Division Page 24	Family Law Division Page 25	Special Assignment Division Page 26	Tax Division Page 27
Civil Recoveries Division Page 28	Education Division Page 29	Public Safety, Hawaiian Homelands and Housing Division Page 30	Civil Rights Litigation Division Page 31

APPENDIX A

STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 OFFICE OF THE ATTORNEY GENERAL  
 POSITION ORGANIZATION CHART

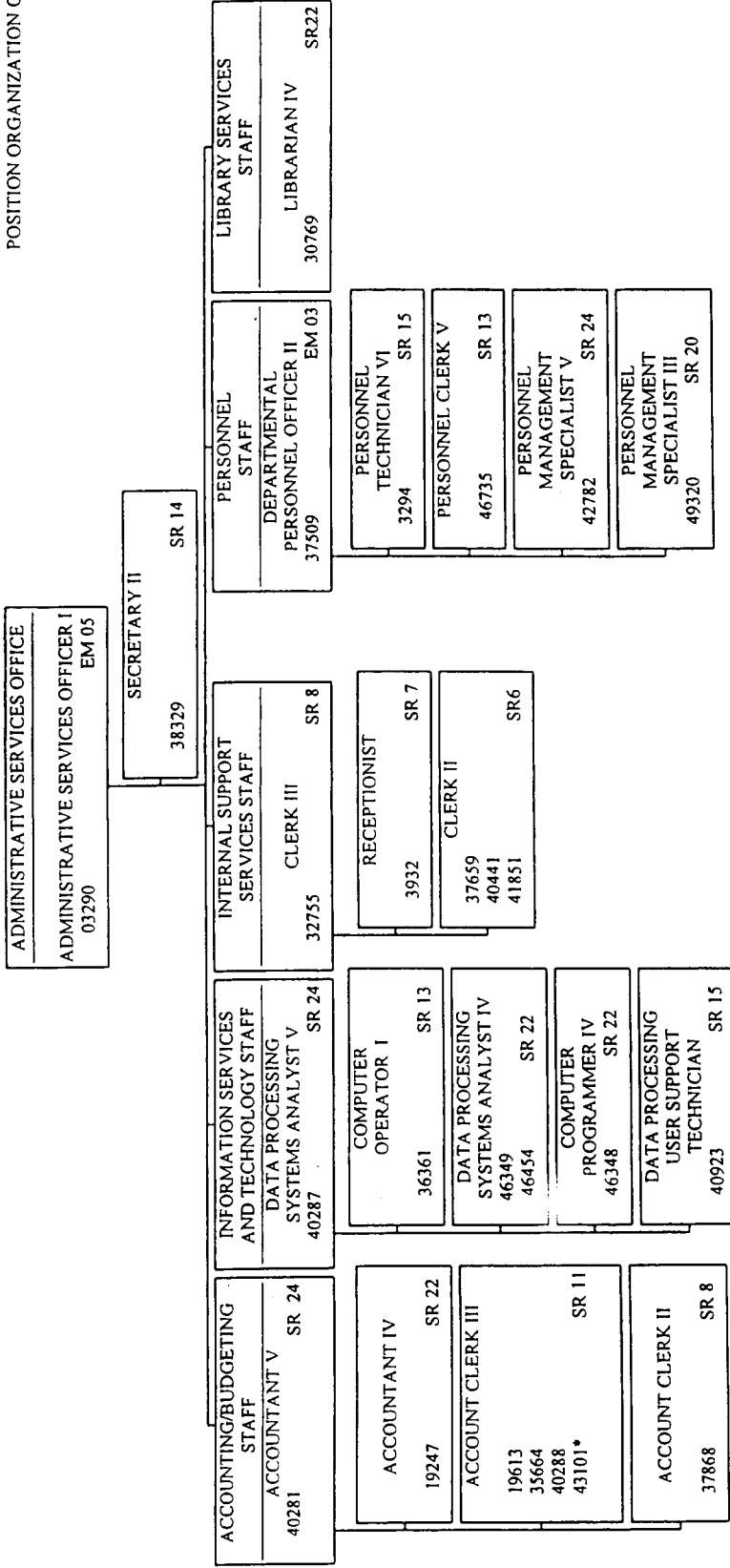


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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
ADMINISTRATIVE SERVICES OFFICE

POSITION ORGANIZATION CHART

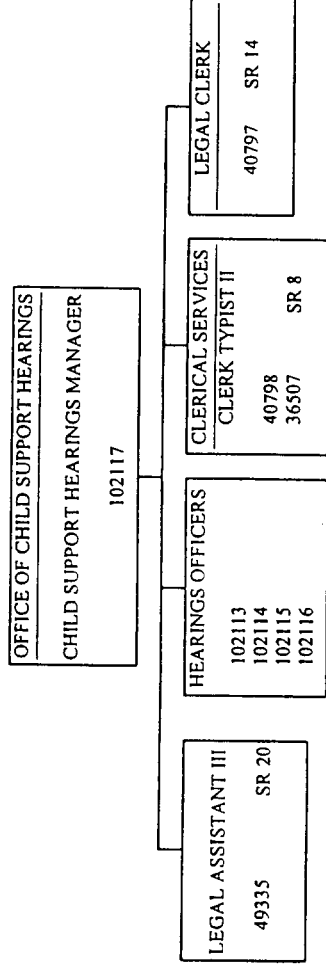


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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
OFFICE OF CHILD SUPPORT HEARINGS

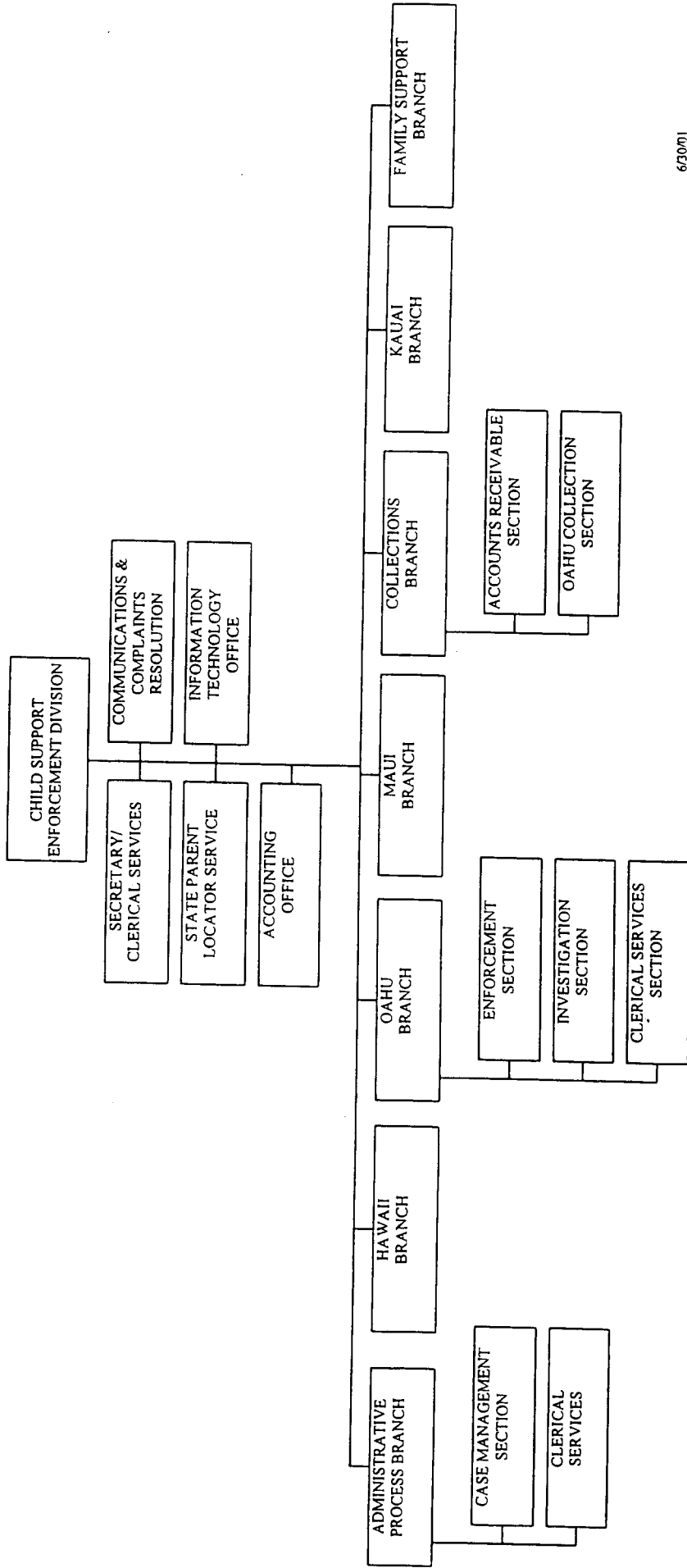
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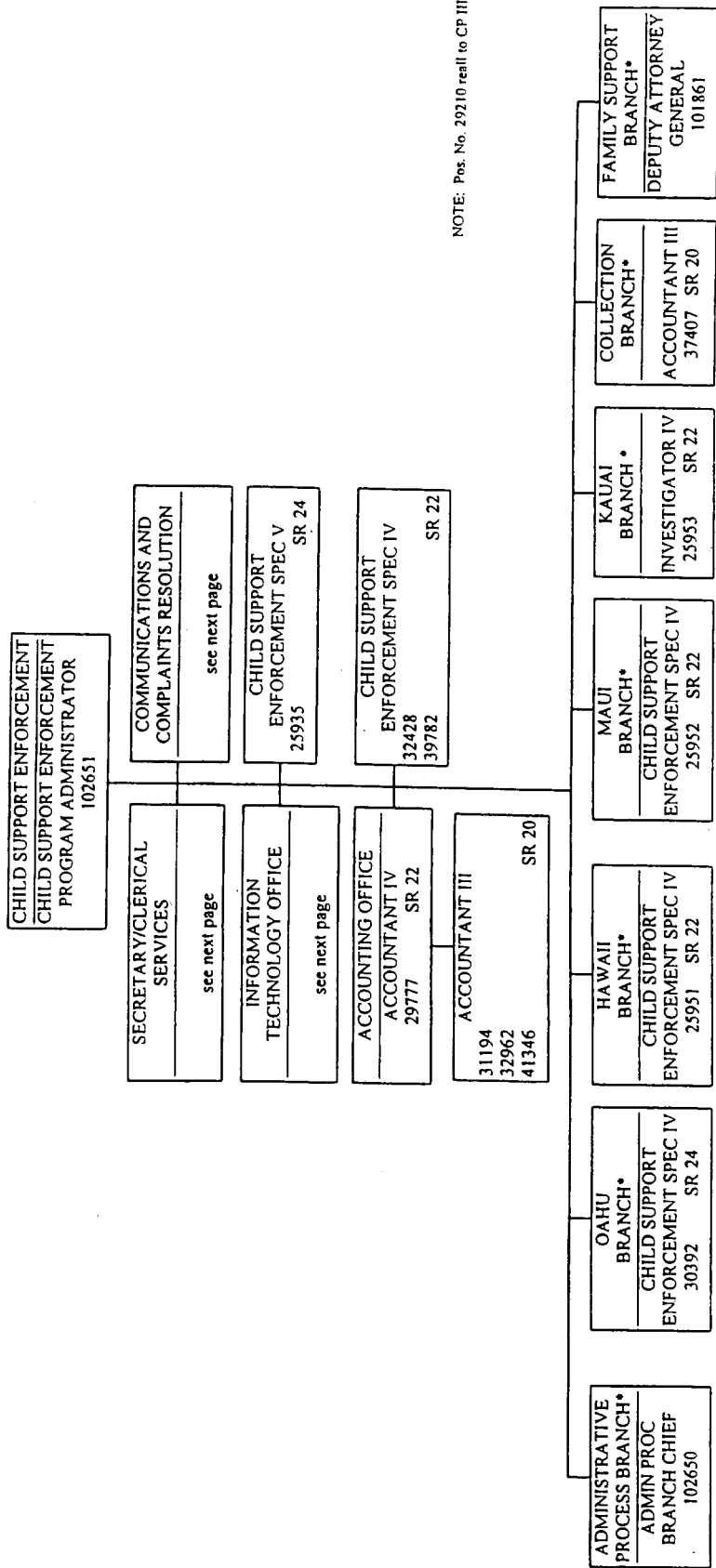
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CHILD SUPPORT ENFORCEMENT DIVISION  
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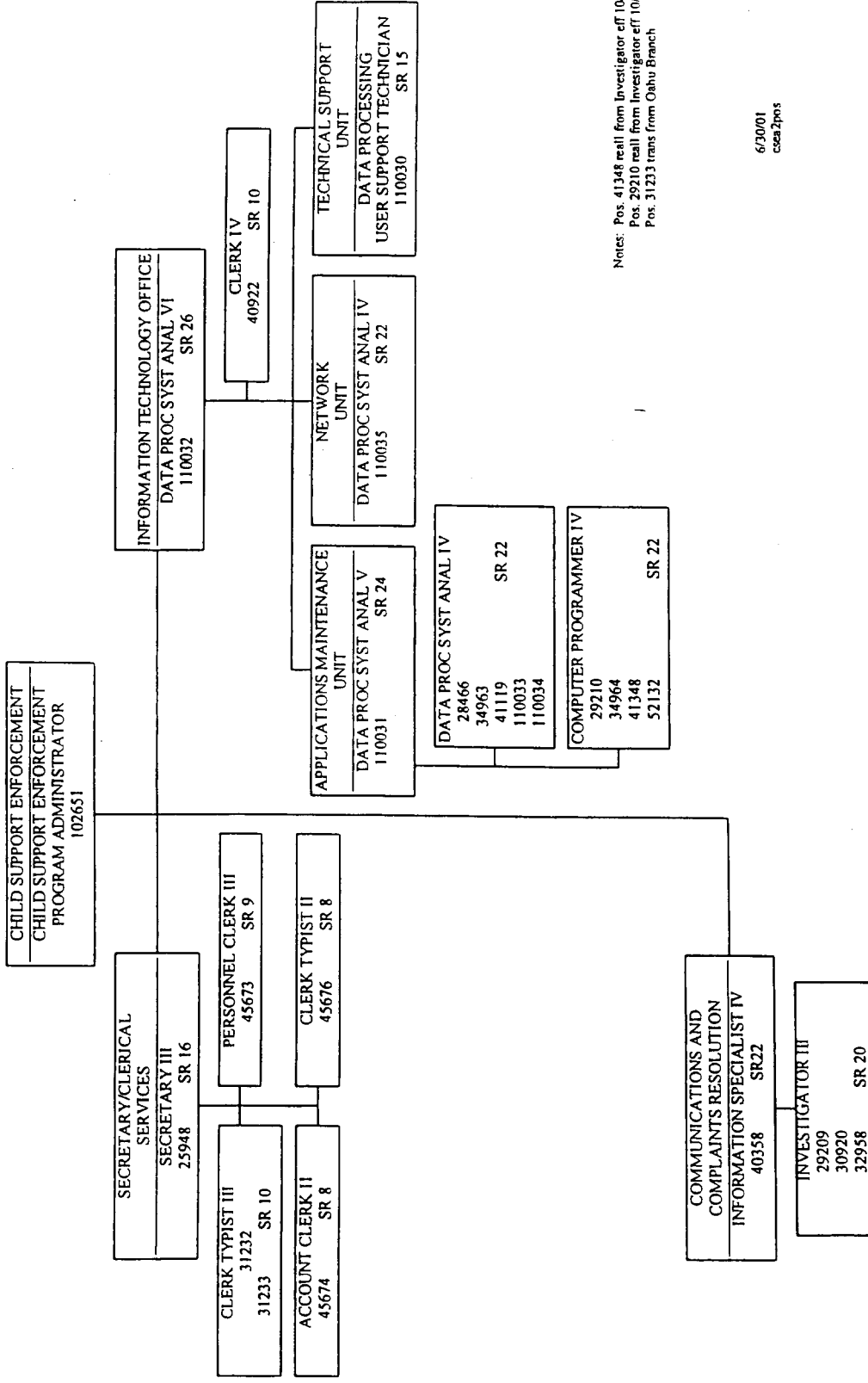
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CHILD SUPPORT ENFORCEMENT DIVISION  
POSITION ORGANIZATION CHART



\*Refer to following pages

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DEPARTMENT OF THE ATTORNEY GENERAL  
CHILD SUPPORT ENFORCEMENT DIVISION  
POSITION ORGANIZATION CHART

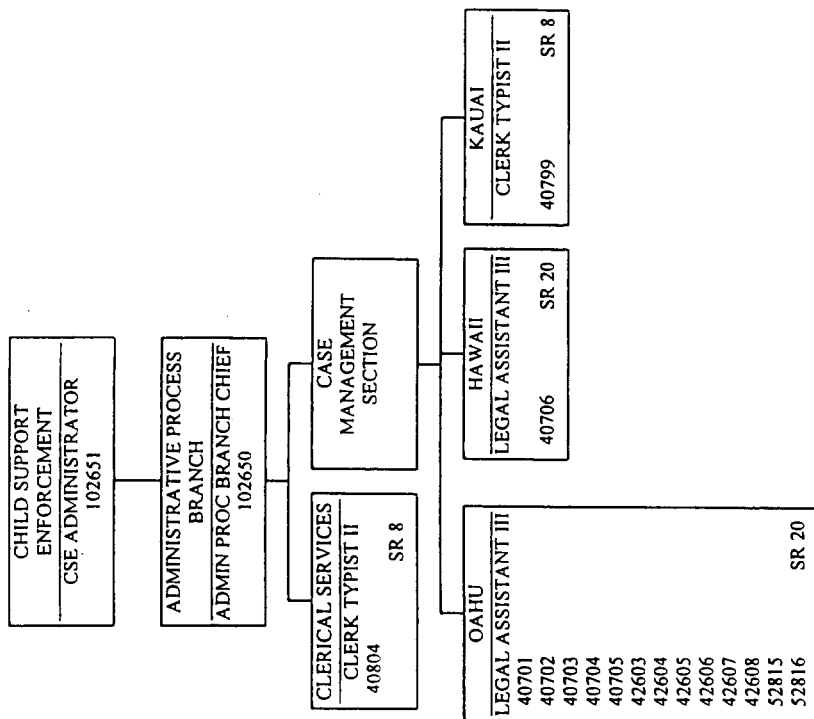


Notes: Pos. 41348 reall from Investigator eff 10/1/00  
Pos. 29210 reall from Investigator eff 10/1/00  
Pos. 31233 trans from Oahu Branch

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csea2pos

STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 CHILD SUPPORT ENFORCEMENT DIVISION  
 ADMINISTRATIVE PROCESS BRANCH

POSITION ORGANIZATION CHART

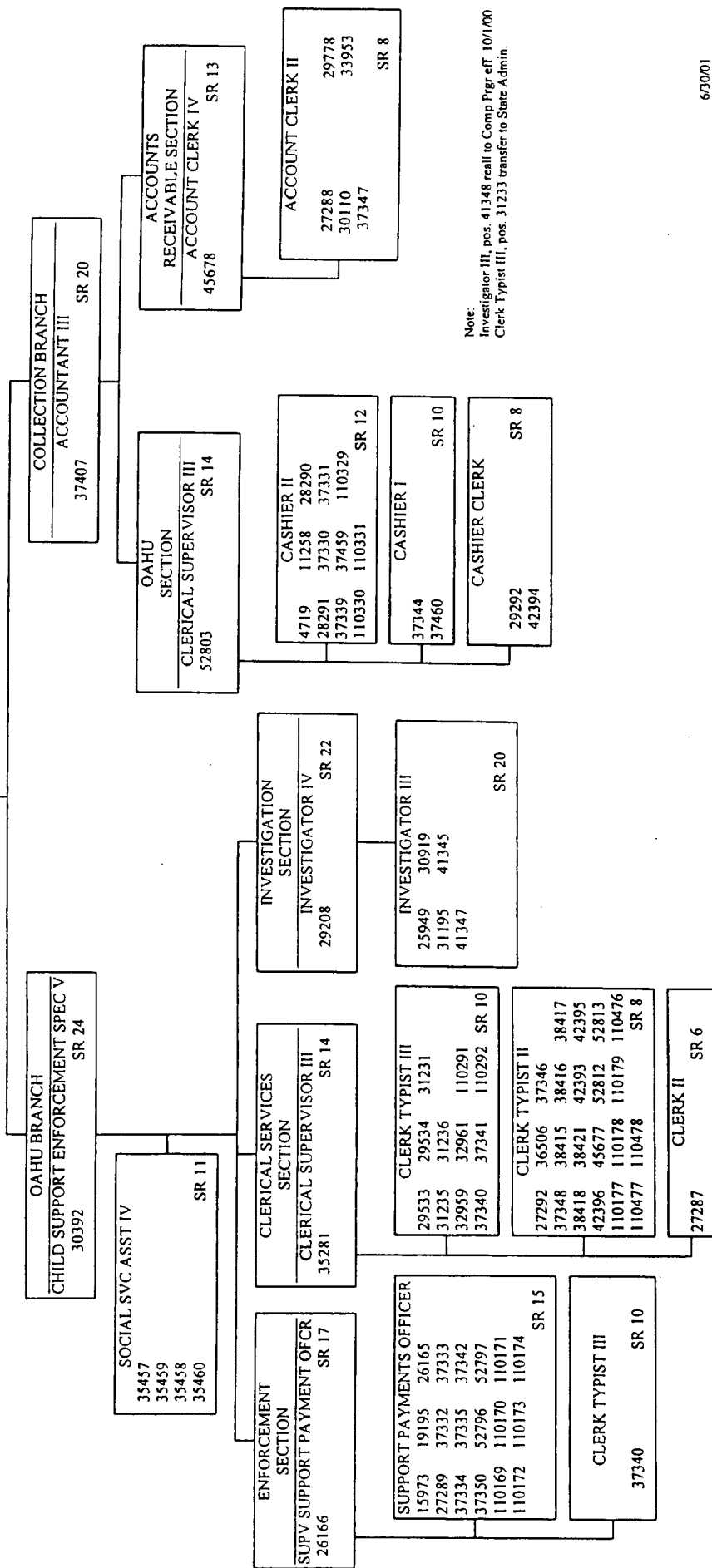


## STATE OF HAWAII

## DEPARTMENT OF THE ATTORNEY GENERAL

## CHILD SUPPORT ENFORCEMENT DIVISION

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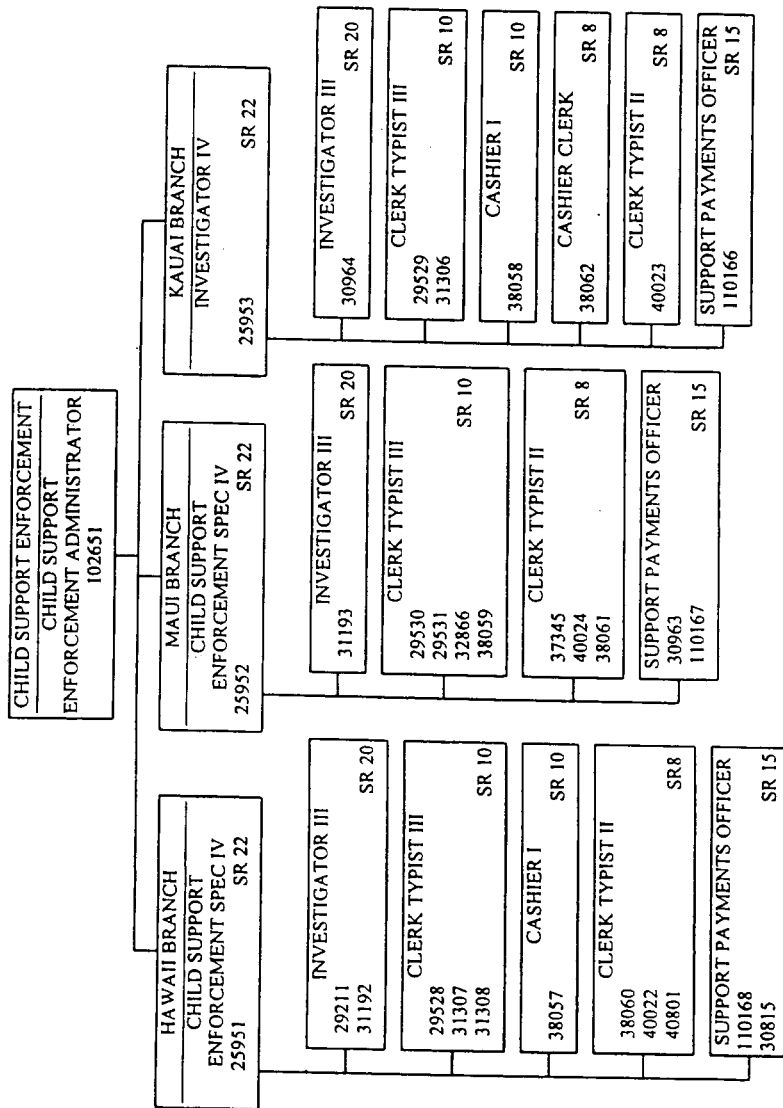


**Note:**  
Investigator III, pos. 41348 reall to Comp Prgr eff 10/1/00  
Clerk Typist III, pos. 31233 transfer to State Admin.

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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
CHILD SUPPORT ENFORCEMENT DIVISION

POSITION ORGANIZATION CHART



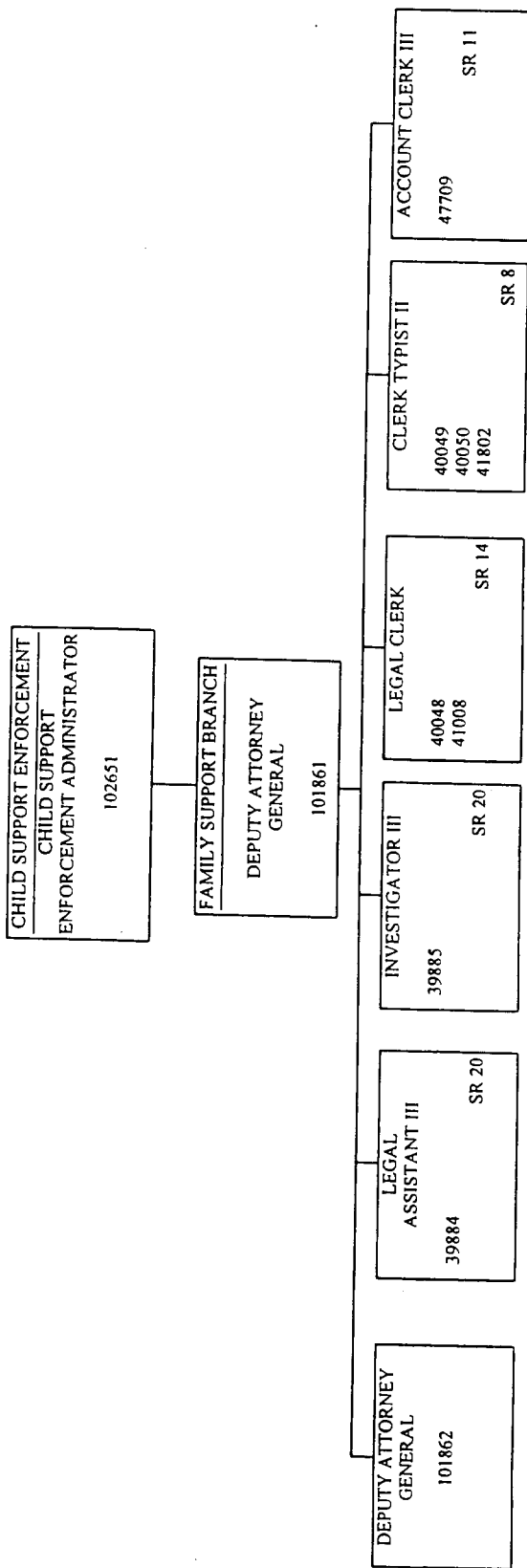
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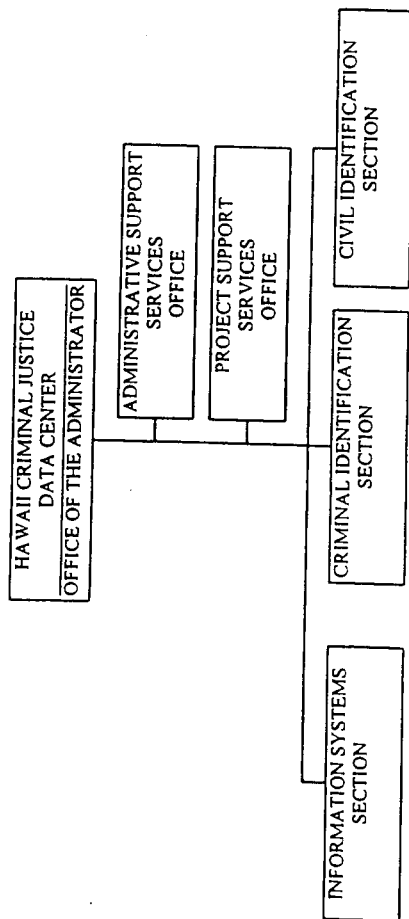
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 DEPARTMENT OF THE ATTORNEY GENERAL  
 CHILD SUPPORT ENFORCEMENT DIVISION  
 FAMILY SUPPORT BRANCH

POSITION ORGANIZATION CHART



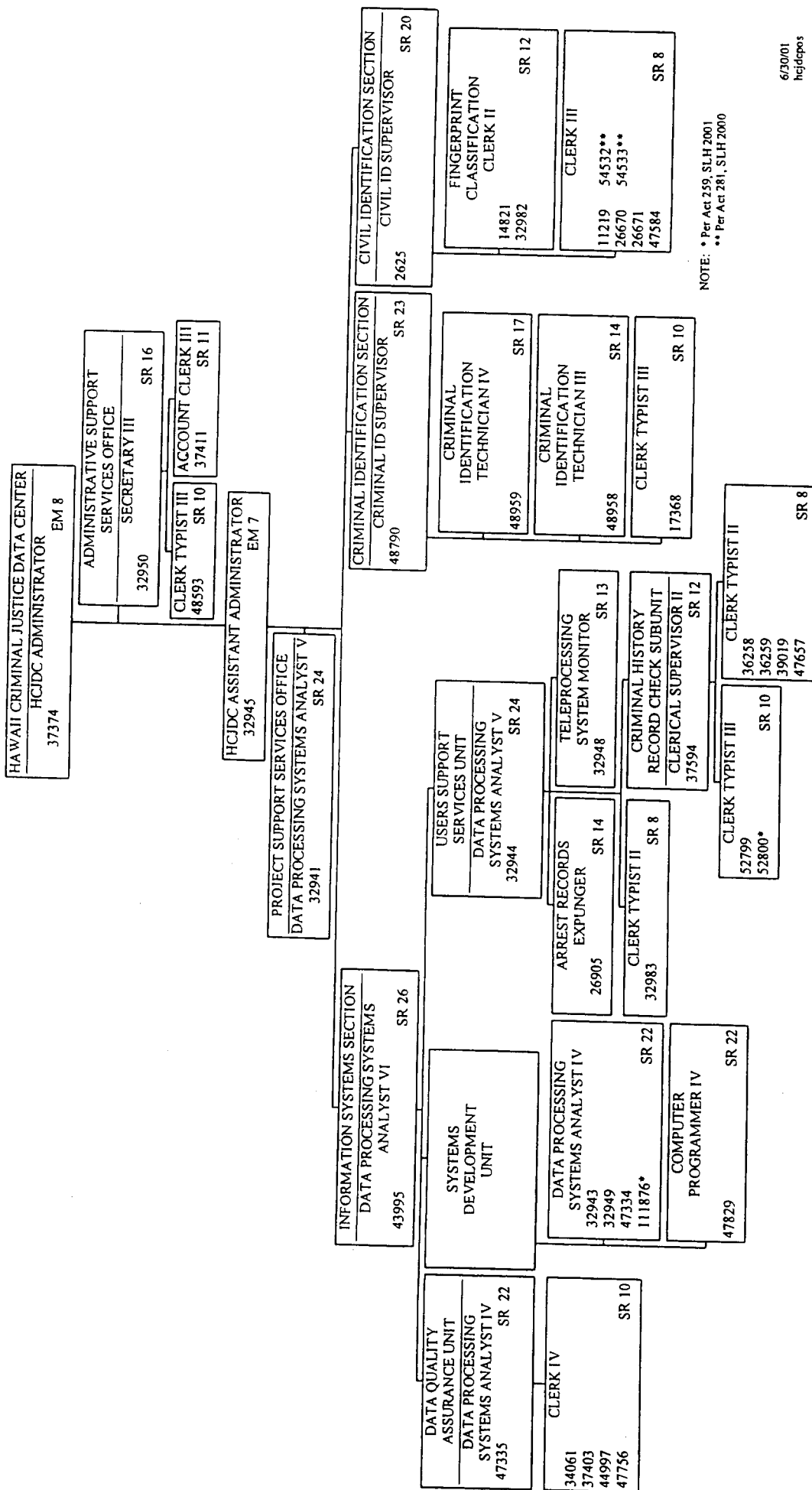
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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
HAWAII CRIMINAL JUSTICE DATA CENTER  
ORGANIZATION CHART

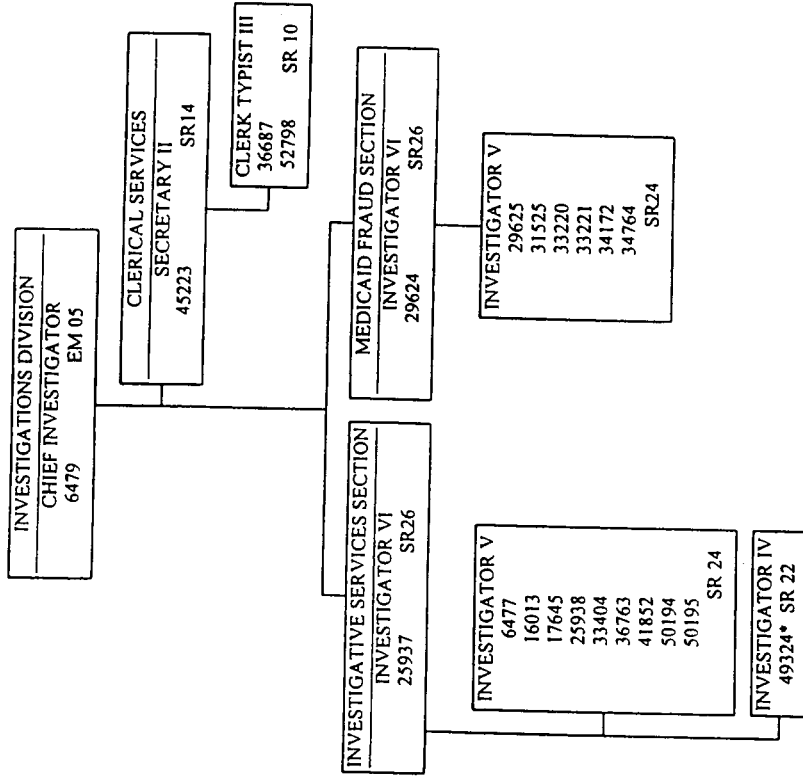


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POSITION ORGANIZATION CHART



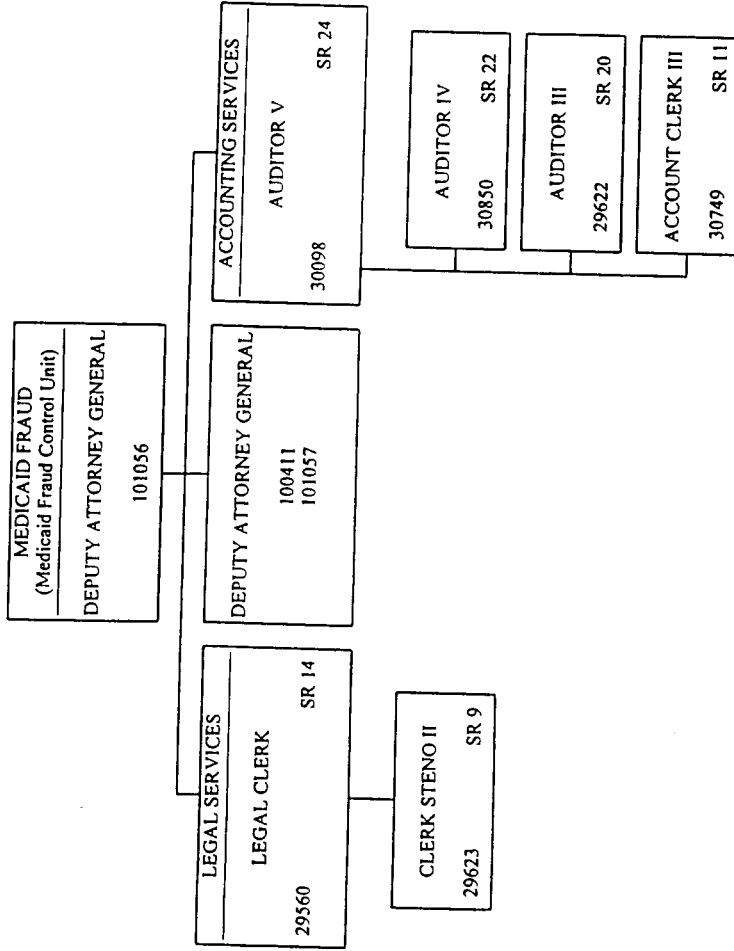
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DEPARTMENT OF THE ATTORNEY GENERAL  
INVESTIGATION DIVISION  
POSITION ORGANIZATION CHART



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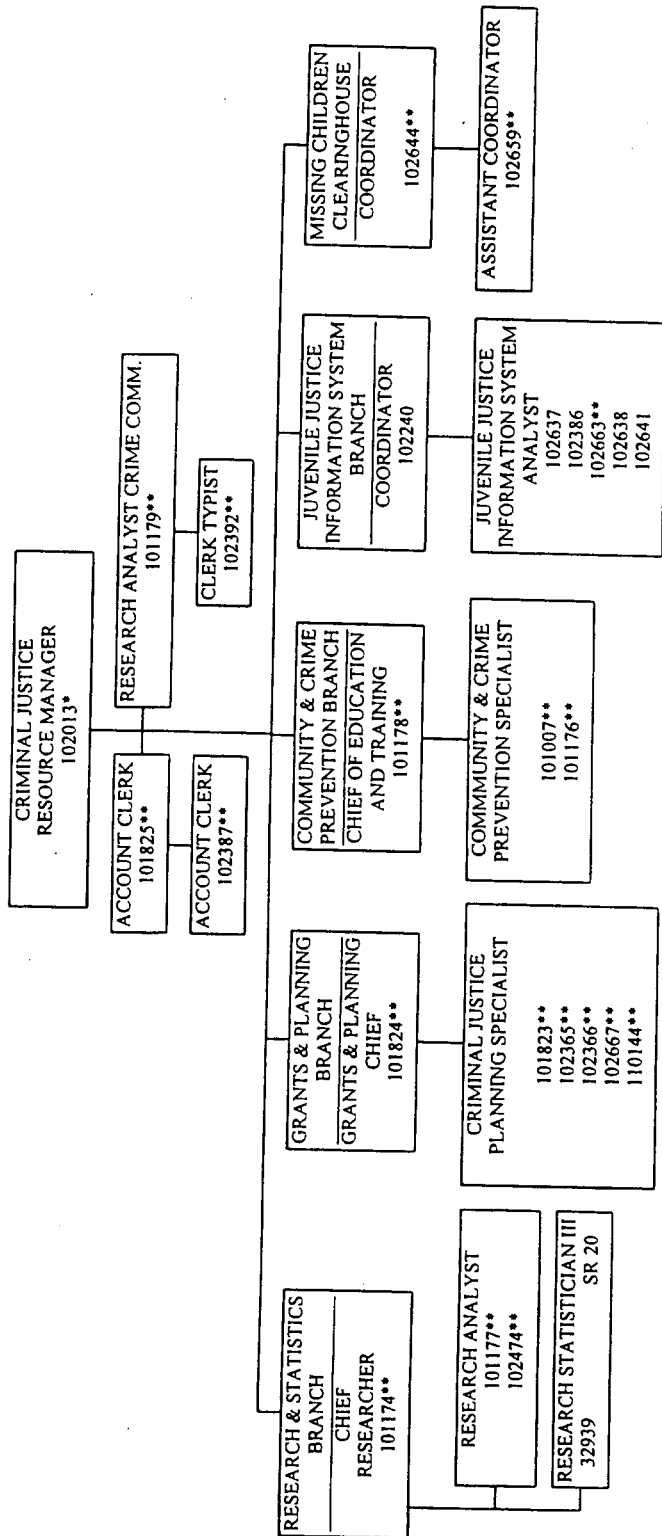
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STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 MEDICAID FRAUD DIVISION  
 POSITION ORGANIZATION CHART



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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
CRIME PREVENTION AND JUSTICE ASSISTANCE DIVISION  
POSITION ORGANIZATION CHART

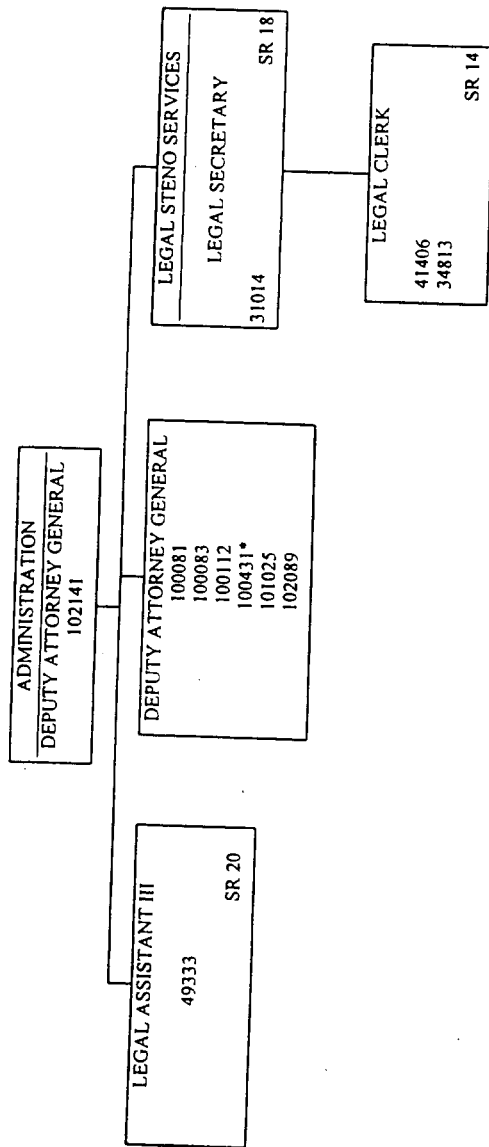


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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
ADMINISTRATION DIVISION

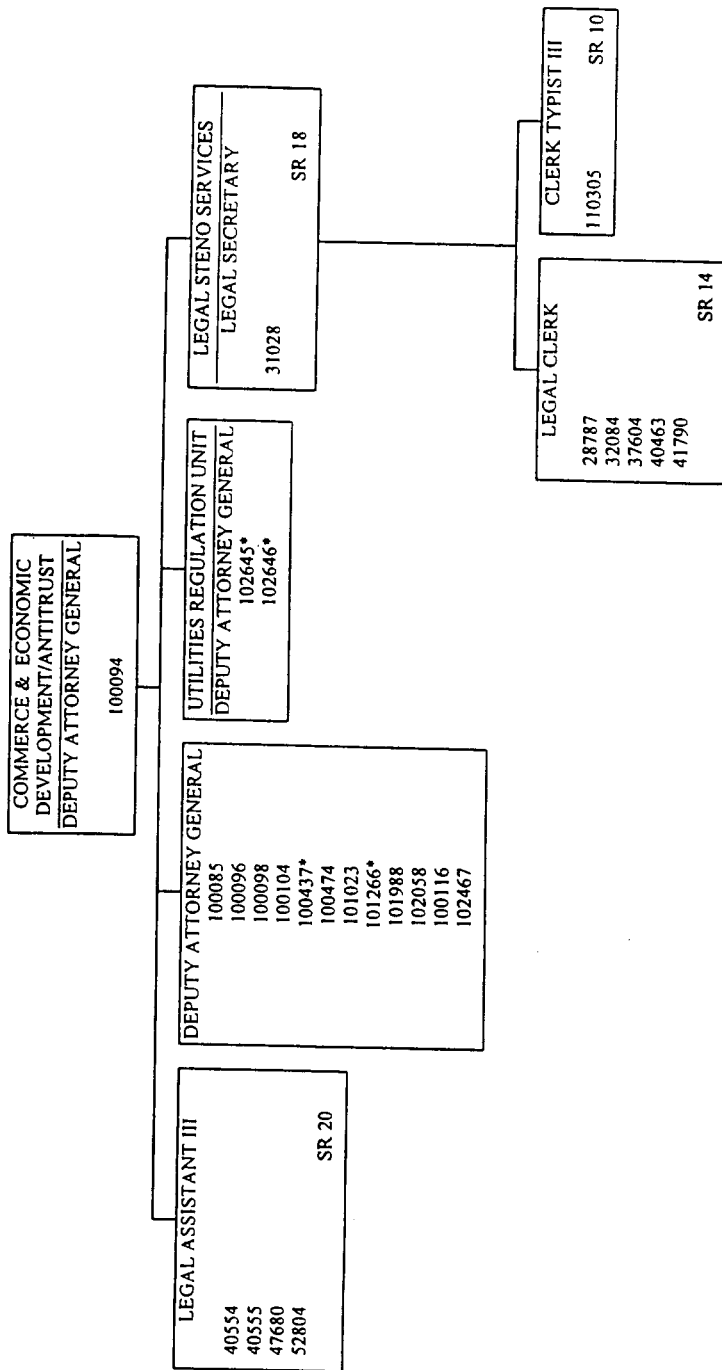
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STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
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 DEVELOPMENT/ANTITRUST DIVISION  
 POSITION ORGANIZATION CHART



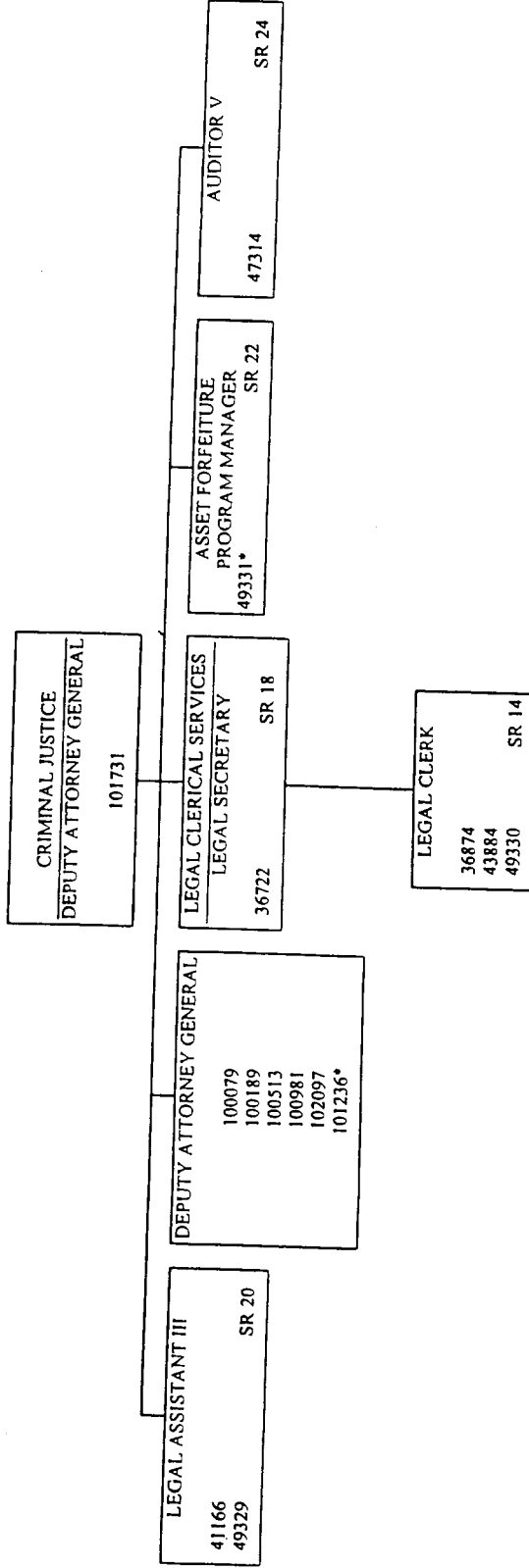
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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
CRIMINAL JUSTICE DIVISION

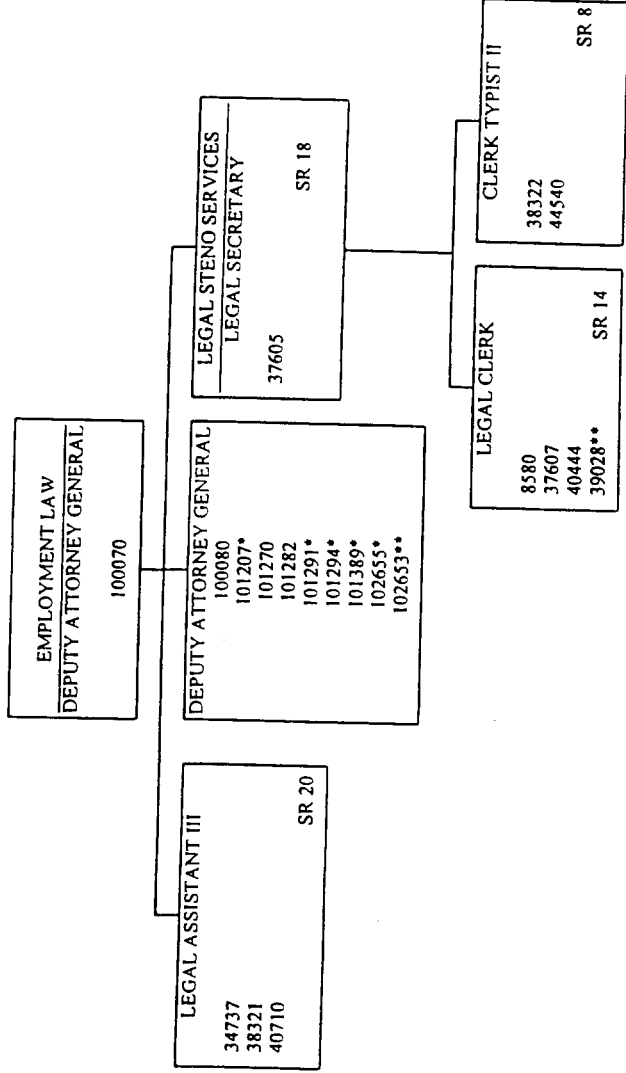
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\*Temporary Position NTE 6/30/2003

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cjdpos

STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 EMPLOYMENT LAW DIVISION  
 POSITION ORGANIZATION CHART

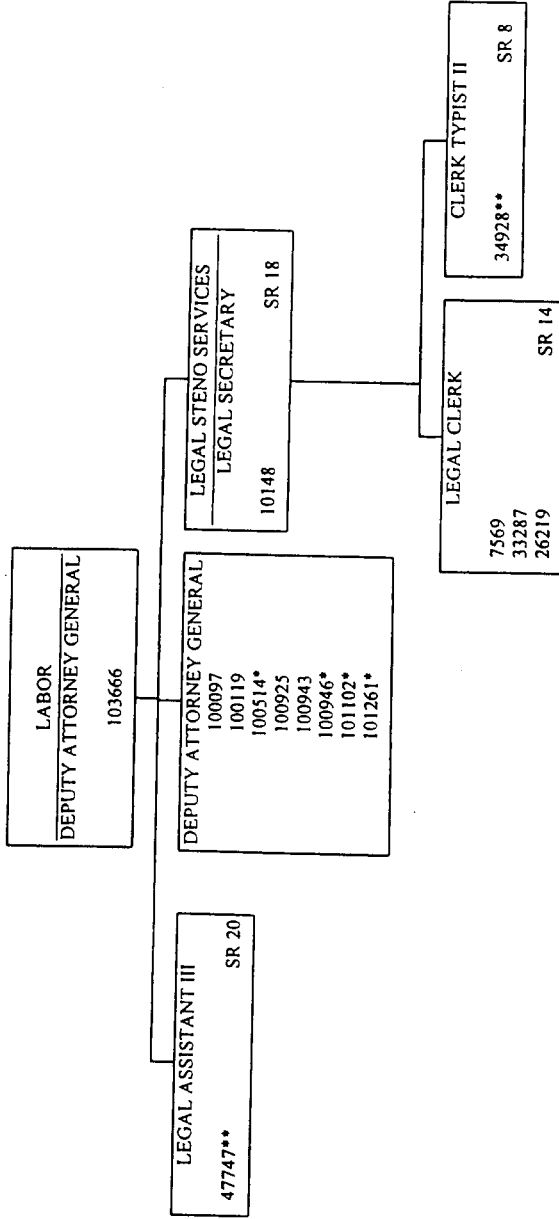


\* Temporary Position NTE Indefinite  
 \*\* Temporary Position NTE 6/30/03

6/30/01  
 eldpos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
LABOR DIVISION

POSITION ORGANIZATION CHART

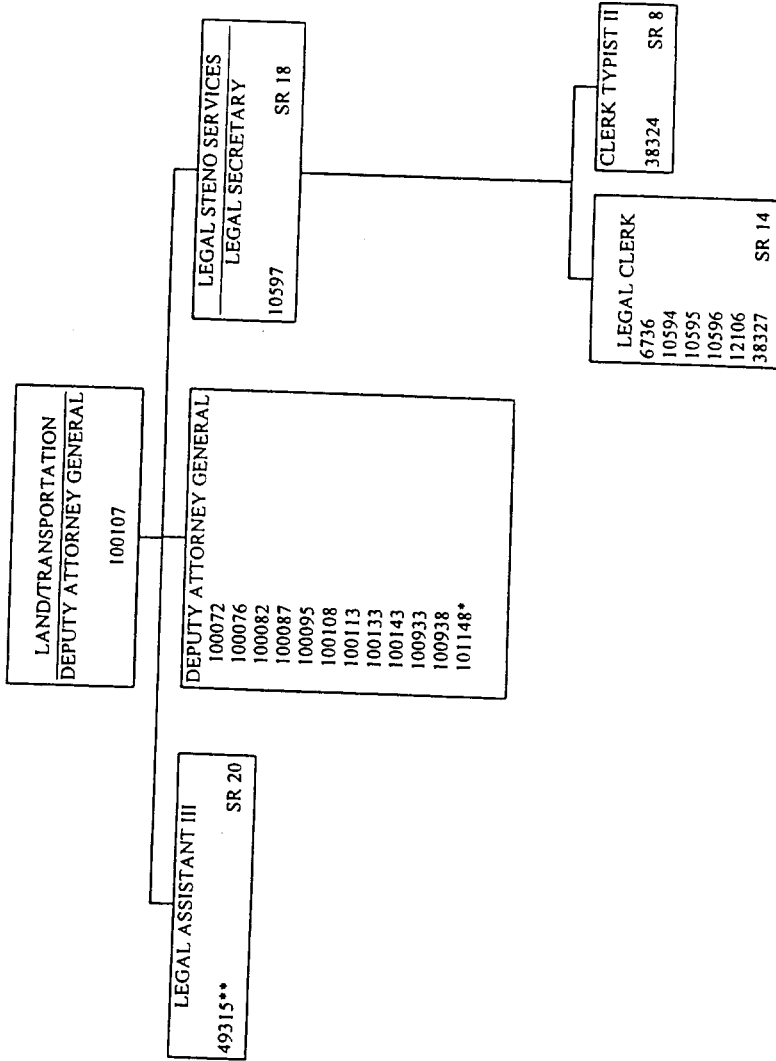


\*Temporary position Indefinite  
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6/30/01  
laborpos

STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 LAND AND TRANSPORTATION DIVISION

POSITION ORGANIZATION CHART



\*Temporary Indefinite  
 \*\* Temporary NTE 6/30/2003

6/30/01  
 landpos

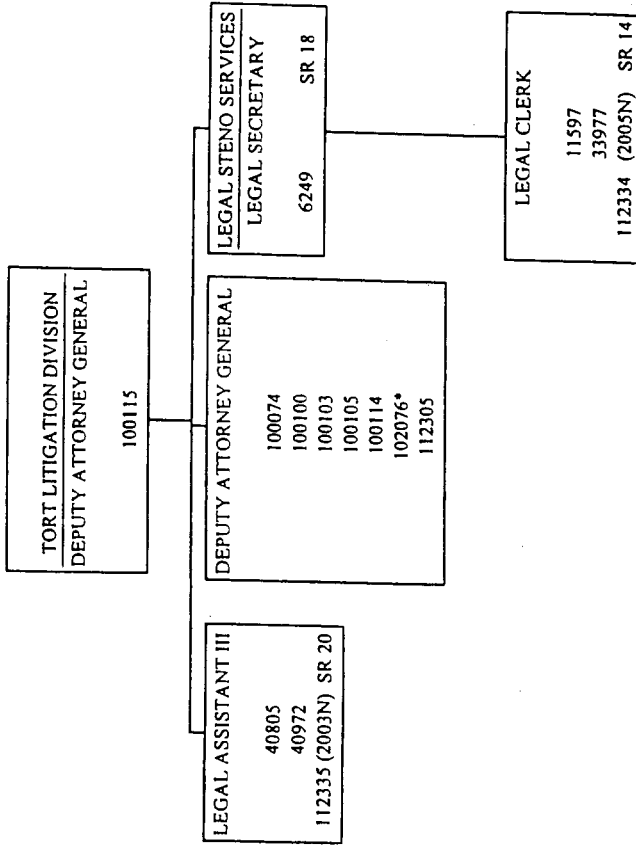
STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
TORT LITIGATION DIVISION

POSITION ORGANIZATION CHART

Acknowledged:

  
Neal Miyahira  
Director of Finance

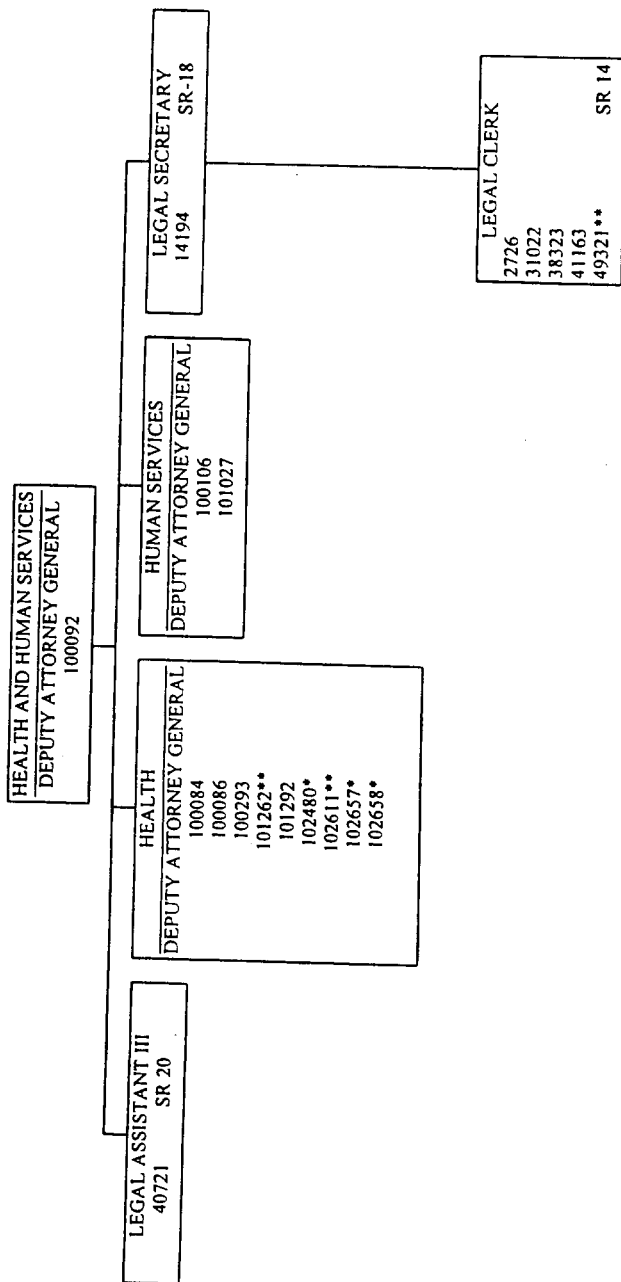
OCT 26 2001  
Date



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STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
HEALTH AND HUMAN SERVICES DIVISION

POSITION ORGANIZATION CHART

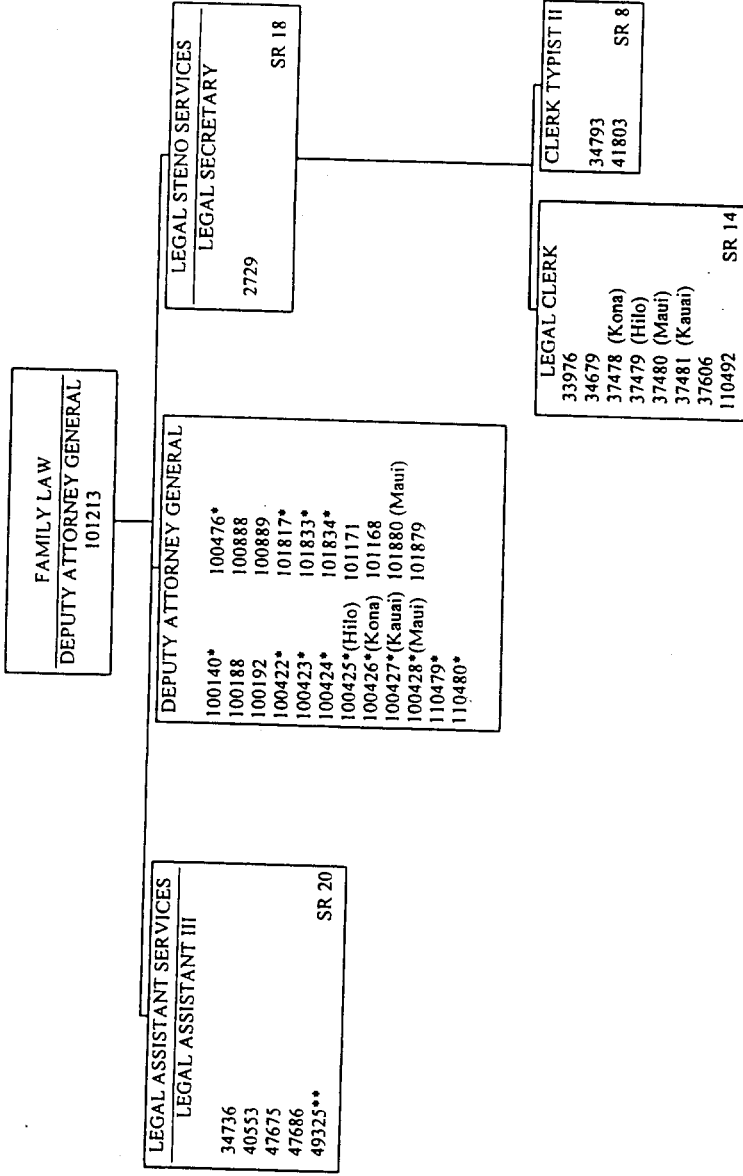


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hispos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
FAMILY LAW DIVISION

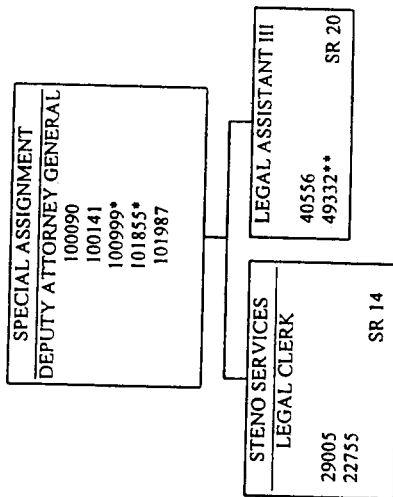
POSITION ORGANIZATION CHART



\*Temporary Position Indefinite  
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6/30/01  
fjdos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
SPECIAL ASSIGNMENTS DIVISION  
POSITION ORGANIZATION CHART

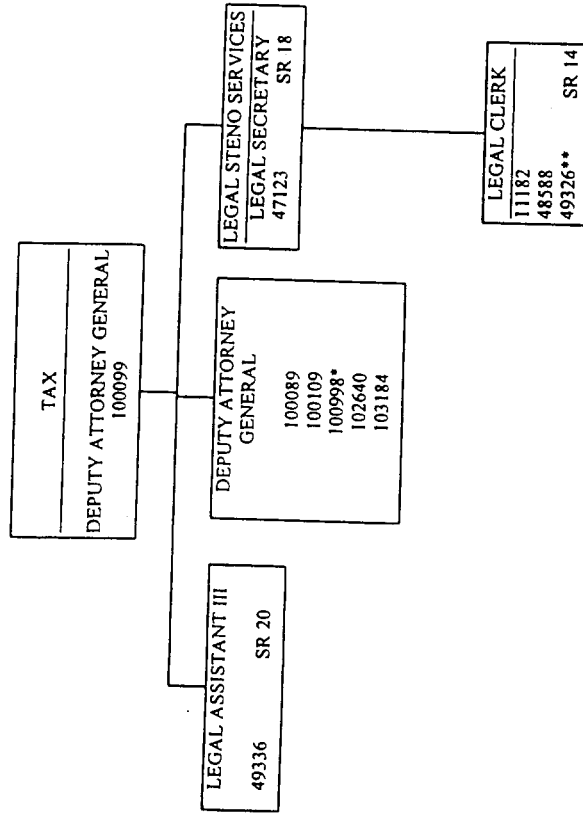


\*Temporary Position Indefinite  
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Deputy Attorney General, Pos. No. 101987  
transferred from Commerce and Economic  
Dev. Div. 2/01

6/30/01  
specpro



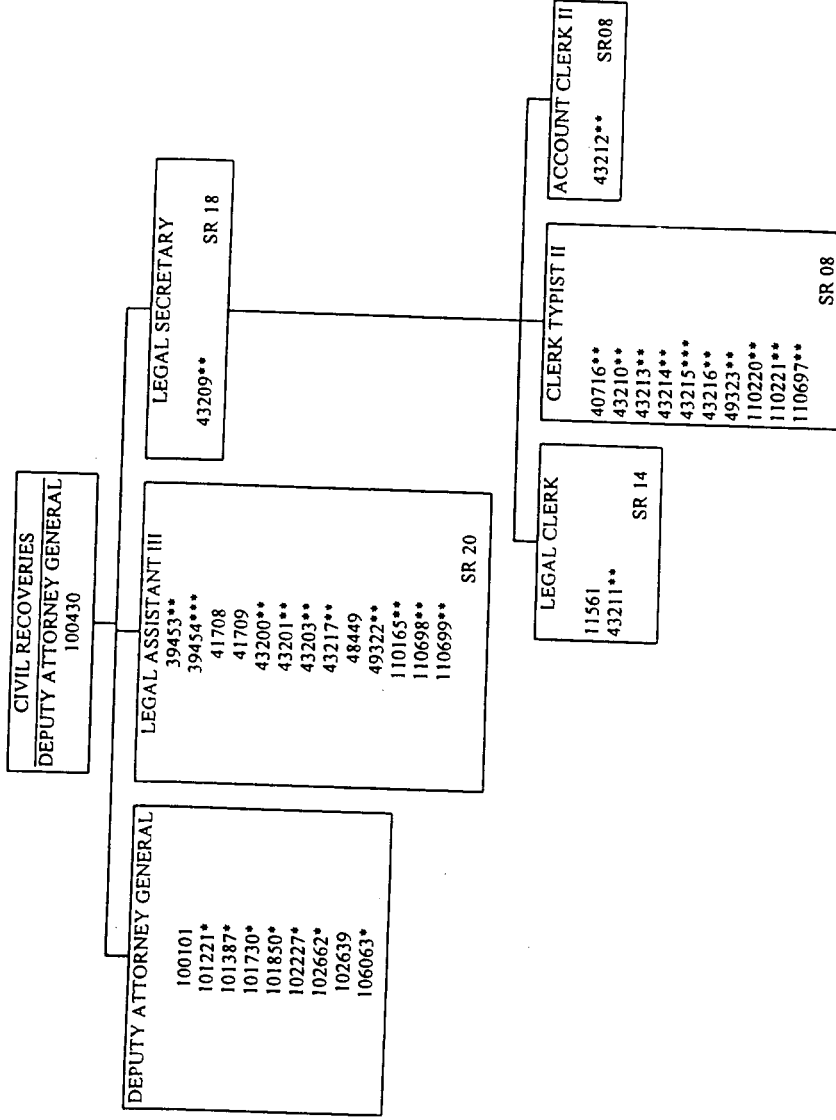
STATE OF HAWAII  
 DEPARTMENT OF THE ATTORNEY GENERAL  
 TAX DIVISION  
 POSITION ORGANIZATION CHART



\*Temporary NTE Indefinite  
 \*\*Temporary NTE 6/30/2003

6/30/01  
 taxpos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
CIVIL RECOVERIES DIVISION  
POSITION ORGANIZATION CHART

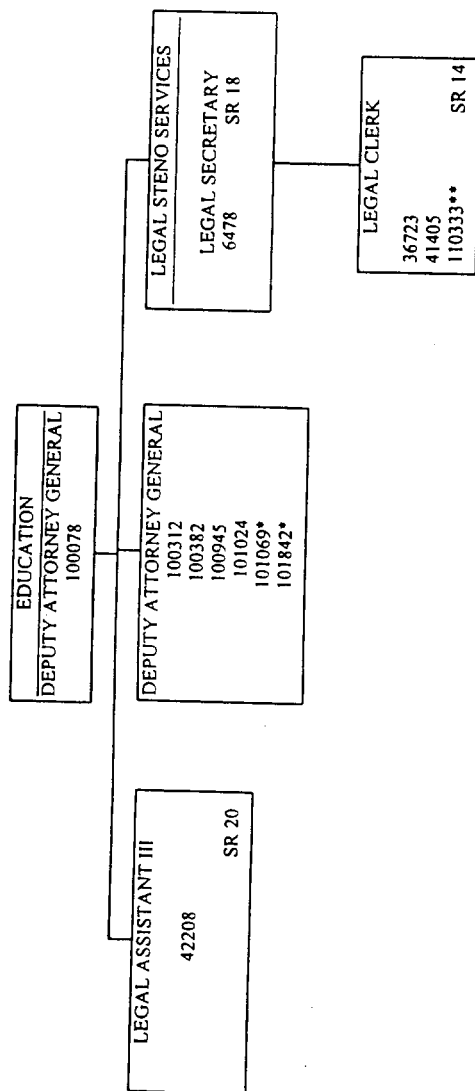


\*Temporary Indefinite  
\*\*Temporary NTE 6/30/2003  
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crdpos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
EDUCATION DIVISION

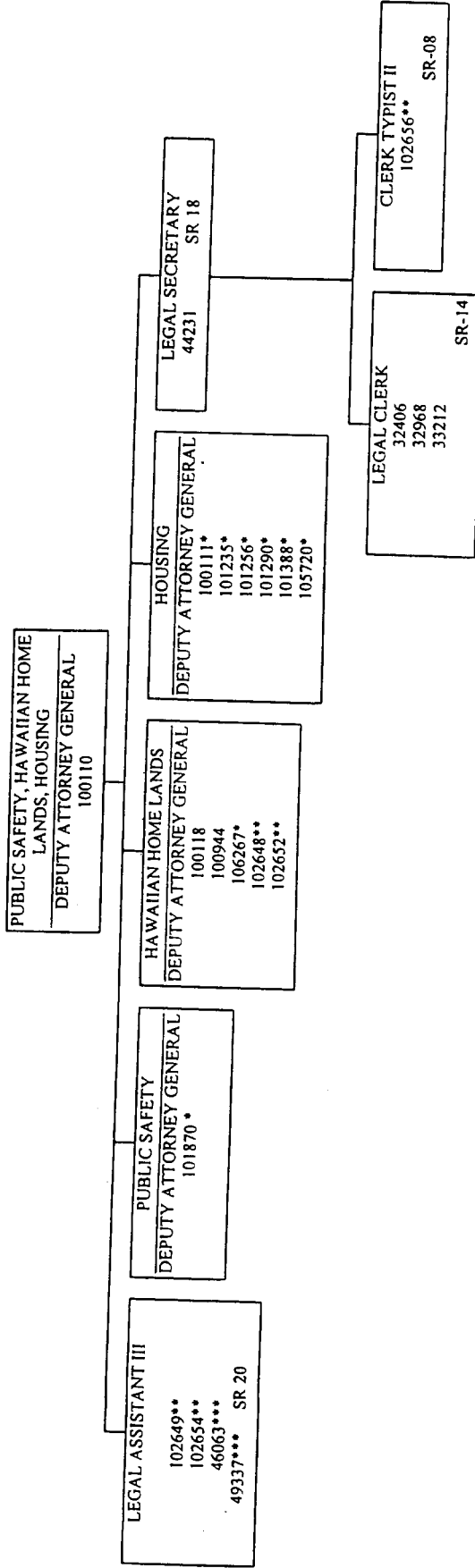
POSITION ORGANIZATION CHART



\* Temporary Position NTE Indefinite  
\*\* Temporary Position NTE 6/30/03

6/30/01  
edpos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
PUBLIC SAFETY, HAWAIIAN HOME LANDS, HOUSING DIVISION  
POSITION ORGANIZATION CHART



\* Temporary position NTE indefinite  
\*\* Temporary position NTE 6/30/2003

6/30/01  
pshpos

STATE OF HAWAII  
DEPARTMENT OF THE ATTORNEY GENERAL  
CIVIL RIGHTS LITIGATION DIVISION

POSITION ORGANIZATION CHART

Acknowledged:

  
Neal Miyahira  
Director of Finance

OCT 26 2001  
Date

