

STATE OF HAWAII
EDWARD BYRNE MEMORIAL
JUSTICE ASSISTANCE GRANT PROGRAM

2024-2028 STRATEGIC PLAN

January 2024



State of Hawaii
Department of the Attorney General
Crime Prevention and Justice Assistance Division
Grants and Planning Branch

PAGE INTENTIONALLY LEFT BLANK

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
ACKNOWLEDGEMENTS.....	3
INTRODUCTION.....	5
PART I. EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT PROGRAM.....	5
Authorizing Statute.....	5
Federal Program Areas.....	6
Calculation of State JAG Awards	6
Variable Pass-Through Requirement.....	7
Federal Compliance and Award Reductions	7
Strategic Plan Requirement	8
PART II. JAG PROGRAM IN THE STATE OF HAWAII.....	9
Department of the Attorney General	9
Governor’s Committee on Crime	10
Solicitation and Subgrant Award Process.....	10
PART III. STRATEGIC PLANNING PROCESS.....	11
Guiding Principles	11
Stakeholder Engagement Strategy	11
A. Stakeholder Survey.....	11
B. Focus Group Discussions.....	13
C. GCOC Engagement and Recommendations.....	14
PART IV. PRIORITIES FOR 2024-2028.....	15
PART V. GOALS, OBJECTIVES, AND ACTION PLANS.....	16
Goal 1: Decrease the Impact of Drug Crime in Hawaii.....	18
A. Overview of the Issue	18
B. Relevant Data	18
C. Goal and Objective Statement; Action Plan.....	23

Goal 2: Decrease the Barriers to Community Integration.....	23
A. Overview of the Issue	23
B. Relevant Data	24
C. Goal and Objective Statement; Action Plan.....	27
 Goal 3: Support Capacity Building and Coordination in Hawaii’s Criminal Justice System.....	 28
A. Stakeholders Emphasized Capacity Building and Coordination During the Focus Group Discussions	 28
B. SAA Support for Capacity Building and Coordination.....	28
C. Goal and Objective Statement; Action Plan.....	29
 Goal 4: Support the State’s and Counties’ Ability to Address Urgent/Emergent Criminal Justice Issues.....	 30
A. Overview.....	30
B. Goal and Objective Statement; Action Plan.....	30
 PART VI. REPORTING AND PERFORMANCE MEASUREMENT	 31
JAG Annual Report	31
Subgrantee Reporting and Performance Measurement.....	31
A. Performance Measurement Tool	31
B. Semi-Annual Reporting; Monitoring	31
Process to Gather and Use Data in Support of Funding Decisions	32
Barriers for Accessing Data and Implementing Evidence-Based Approaches	32
 PART VII. APPENDICES	 A-1
Appendix A. List of Abbreviations and Acronyms.....	A-1
Appendix B. List of Boxes	A-3
Appendix C. Governor’s Committee on Crime Members List.....	A-4
Appendix D. 2023 Stakeholder Survey Report (Prepared by the National Criminal Justice Association).....	 A-5
Appendix E. 2023 Focus Group Summary (Prepared by the National Criminal Justice Association).....	 A-59
Appendix F. Action Plans (Goals 1- 4)	A-65
 ENDNOTES.....	 E-1

EXECUTIVE SUMMARY

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program, a federal formula grant authorized by Title I of the Omnibus Crime Control and Safe Streets Act of 1968, as amended (Public Law 90-351), is the leading federal source of criminal justice funding to state and local jurisdictions. The United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance administers the JAG Program.

States, territories, units of local governments, and tribes are eligible to receive JAG funding to support a range of program areas. JAG funds may be used to support law enforcement; prosecution and court; prevention and education; corrections and community corrections, including reentry; drug treatment and enforcement; planning, evaluation, and technology improvement; crime victim and witness initiatives; mental health programs and related law enforcement and correction programs; and the implementation of state crisis intervention court proceedings and related programs/initiatives.

The Department of the Attorney General, Crime Prevention and Justice Assistance Division (Department), as the State Administering Agency of Hawaii's JAG Program, manages JAG funds and develops the comprehensive statewide plan to guide the JAG Program's funding priorities. The JAG Program requires that the strategic plan be developed with input from criminal justice stakeholders. This plan covers the period from January 1, 2024 to December 31, 2028.

In 2023, the Department, with assistance from the National Criminal Justice Association, used a three-pronged approach to engage with stakeholders. First, the Department conducted an online survey of criminal justice stakeholders that included questions related to specific crimes, the prevalence and significance of certain crimes, priorities for JAG funds, and training needs.

Second, based on the survey results, the Department convened six focus groups across the State with individuals representing the courts, law enforcement, corrections, indigent defense, victim services, juvenile justice, crime prevention, community corrections, reentry services, and non-traditional groups.

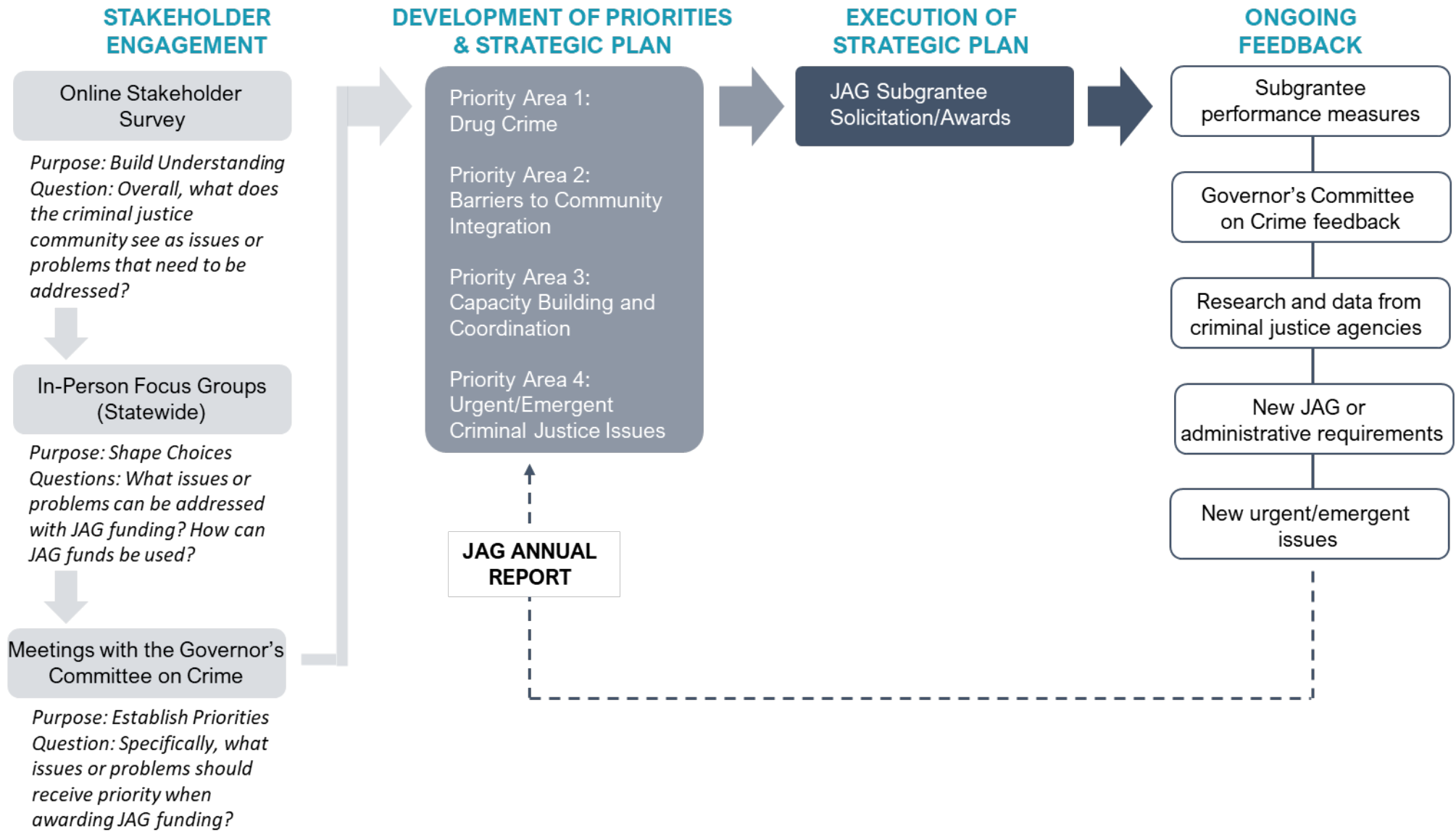
Third, the Department presented the information gathered from the survey and focus groups to the Governor's Committee on Crime (GCOC), the JAG advisory group, and solicited their feedback. The GCOC recommended four priorities and goals for Hawaii's JAG Strategic Plan:

- Decrease the Impact of Drug Crime
- Decrease the Barriers to Community Integration
- Support Capacity Building and Coordination Efforts
- Support Urgent/Emergent Criminal Justice Issues

Hawaii's JAG Program does not dedicate JAG funds toward specific stakeholder groups (other than the Statewide Multi-Jurisdictional Drug Task Force) or federal program areas. Instead, JAG funds are awarded through a competitive solicitation process. As a result, the yearly distribution/allocation of JAG funds will depend on the applications received in response to the JAG Program's request for applications.

The Department encourages the implementation of data- and evidence-informed approaches and will work with stakeholders and subgrantees to advance these approaches in Hawaii's criminal justice system.

HAWAII'S JAG PROGRAM STRATEGIC PLAN DEVELOPMENT AND EXECUTION



ACKNOWLEDGEMENTS

The National Criminal Justice Association (NCJA) assisted in the development of this Strategic Plan. Specifically, we thank Allison Badger, Simone Greene, and Amanda Blasko from NCJA's Center for Justice Planning for providing technical assistance in the planning process, guiding the stakeholder survey, facilitating focus groups, and contributing ideas and comments on the Strategic Plan's presentation.

The development of this Strategic Plan would not have been possible without the input of stakeholders representing State and county government agencies, nonprofit agencies, and others impacted by Hawaii's criminal justice system. The stakeholders' candor regarding the strengths, weaknesses, needs, barriers, and possible solutions to barriers within the criminal justice system have informed the direction of this Strategic Plan.

The State Administering Agency for Hawaii's Edward Byrne Memorial Justice Assistance Grant Program thanks them all for their contributions.

PAGE INTENTIONALLY LEFT BLANK

INTRODUCTION

The Department of the Attorney General, Crime Prevention and Justice Assistance Division (Department), as the State Administering Agency (SAA) for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program, CFDA #16.738, developed this Strategic Plan with input from stakeholders throughout the State, as required by 34 U.S.C. § 10153(a)(6).

The implementation of this Strategic Plan applies to all subgrant projects awarded by Hawaii's JAG Program during the five-year Strategic Plan period (2024-2028). Because federal JAG awards are awarded annually and span four years, multiple JAG awards and subgrantee projects are affected by this Strategic Plan.

Hawaii's JAG Strategic Plan has four priorities for the period from January 1, 2024 to December 31, 2028. Specifically, the priorities address:

- **Drug Crime** (a prevalent crime that negatively impacts Hawaii's communities);
- **Barriers to Community Integration** (including prevention and reentry efforts, which are under-resourced areas of the criminal justice system);
- **Capacity Building and Coordination** (activities to leverage limited resources across systems and between public/private agencies); and
- **Urgent/Emergent Criminal Justice Issues**, as determined annually by the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance and amended, as needed, by the Governor's Committee on Crime.

The Department is dedicated to supporting projects that have demonstrable impact to the community. To that end, the Department plans to: (1) work with funded projects to identify and monitor key performance indicators; (2) seek input to develop a process that incorporates and encourages data-driven decision-making; and (3) encourage the implementation of evidence-informed programming by subgrantees.

PART I. EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT PROGRAM

Authorizing Statute

The United States Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA) administers the JAG Program, the leading federal source of criminal justice funding to state and local jurisdictions.¹ The JAG program is authorized by Title I of Public Law 90-351, generally codified at 34 U.S.C. §§ 10151 – 10726.

Federal Program Areas

The JAG Program is the most flexible federal criminal justice funding. JAG funds may be used to support a range of program areas:

- Law enforcement;
- Prosecution and court;
- Prevention and education;
- Corrections and community corrections, including reentry;
- Drug treatment and enforcement;
- Planning, evaluation, and technology improvement;
- Crime victim and witness initiatives;
- Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams; and
- Implementation of state crisis intervention court proceedings and related programs or initiatives (including but not limited to mental health courts, drug courts, veterans courts, and extreme risk protection order programs).

Hawaii's JAG Program is not used to fund crime victim and witness projects because such projects have available funding through state funding, county funding, and/or other federal grant funds (e.g., federal Victims of Crime Act Victim Assistance and Violence Against Women Act funding).

Calculation of State JAG Awards

JAG awards are calculated by the DOJ's Bureau of Justice Statistics (BJS) using a four-step process:

- Calculate states' initial base allocations
After the allocation for the entire JAG Program has been determined, BJS calculates an initial allocation for each state and territory based on its share of violent crime and population (weighted equally).
- Determine the state's total award
BJS compares the initial allocation to the statutorily-determined de minimus award amount. By statute, a state's JAG award is no less than 0.25% of the entire JAG Program's allocation. Generally, if a state's initial allocation is less than the de minimus award, the state's total JAG allocation will equal the de minimus award amount. If a state's initial allocation exceeds the minimum amount, the state's total JAG allocation will equal the de minimus award amount plus an enhancement based on the state's share of violent crime and population.

- Dividing a state’s total award between state and local governments
Sixty percent (60%) of a state’s total JAG allocation is awarded to the state government, and 40% of the total JAG allocation is set aside for local governments.
- Identify eligible local jurisdictions and calculate local award allocations
For the set aside for local governments, BJS calculates awards to local recipient jurisdictions based on the jurisdictions’ share of all violent crime reported by law enforcement agencies in the state.² In Hawaii, the local recipients jurisdictions are the County of Hawaii, City and County of Honolulu, County of Kauai, and County of Maui.

This Strategic Plan applies to the JAG allocation to the State of Hawaii.

Variable Pass-Through Requirement

States receiving JAG Program funds must “pass through” a predetermined percentage of funds to units of local government. Hawaii’s JAG Program satisfies the Variable Pass-Through (VPT) requirement by awarding subgrants to county agencies.

Non-county entities (e.g., state agencies) may be funded by Hawaii’s JAG Program using JAG funds in excess of the amount determined by the VPT requirement.³ In the past four years, Hawaii’s JAG Program awards to county agencies exceeded the VPT requirement. The VPT for Hawaii’s FY 2023 award is 49.3%

Federal Compliance and Award Reductions

A state’s JAG award is subject to 10% and 5% reductions if the state does not substantially implement the requirements of the Sex Offender Registration and Notification Act (SORNA) and/or fails to comply with the Prison Rape Elimination Act of 2003 (PREA) National Standards, respectively. Additionally, at the discretion of the United States Attorney General, a state’s JAG award may be subject to a reduction of up to 10% if the state does not comply with the Death in Custody Reporting Act of 2013 (DCRA).

One of the SORNA requirements is the registration of juveniles adjudicated of a sex offense. Hawaii law does not require the registration of juveniles adjudicated delinquent of a sex offense.⁴ As a result, Hawaii’s JAG Program is subject to annual reductions equal to 10% of the State’s award, which BJA has allowed Hawaii to reallocate to support the SORNA requirement for covered adult offenders. One hundred fifty-nine (159) jurisdictions have substantially implemented the SORNA requirements, which includes 18 states, 137 tribes, and 4 territories.

Hawaii’s JAG Program falls in and out of compliance with PREA because approximately one-third of Hawaii’s correctional facilities are under review at any given time. Non-compliance can occur when a correctional facility’s review is in progress when the Governor’s PREA certification is due.⁵

A state is required to report information regarding the death of any person detained, under arrest, in the process of being arrested, en route to incarceration, or incarcerated at certain facilities under DCRA. Additionally, states must submit a DCRA state implementation plan with its JAG application.⁶ To date, the DCRA reduction has not been applied to Hawaii’s JAG Program.

Strategic Plan Requirement

Under 34 U.S.C. § 10153(a)(6), state recipients of JAG funding are required to develop a comprehensive statewide strategic plan satisfying the following requirements:

- (A) be designed in consultation with local governments, and representatives of all segments of the criminal justice system, including judges, prosecutors, law enforcement personnel, corrections personnel, and providers of indigent defense services, victim services, juvenile justice delinquency prevention programs, community corrections, and reentry services;
- (B) include a description of how the State will allocate funding within and among each of the uses described in subparagraphs (A) through (G) of section 10152(a)(1) of this title [*see* Box 1];
- (C) describe the process used by the State for gathering evidence-based data and developing and using evidence-based and evidence-gathering approaches in support of funding decisions;
- (D) describe the barriers at the State and local level for accessing data and implementing evidence-based approaches to preventing and reducing crime and recidivism; and
- (E) be updated every 5 years, with annual progress reports that—
 - (i) address changing circumstances in the State, if any;
 - (ii) describe how the State plans to adjust funding within and among each of the uses described in subparagraphs (A) through (G) of section 10152(a)(1) of this title;
 - (iii) provide an ongoing assessment of need;
 - (iv) discuss the accomplishment of goals identified in any plan previously prepared under this paragraph; and
 - (v) reflect how the plan influenced funding decisions in the previous year.

BOX 1

FEDERAL PROGRAM AREAS IDENTIFIED IN 34 U.S.C. § 10152(a)(1)

- Law enforcement
- Prosecution and court
- Prevention and education
- Corrections and community corrections (including reentry)
- Drug treatment and enforcement
- Planning, evaluation, and technology improvement;
- Crime victim and witness initiatives
- Mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams
- Implementation of state crisis intervention court proceedings and related programs or initiatives (including but not limited to mental health courts, drug courts, veterans courts, and extreme risk protection order programs)

This Strategic Plan meets the statutory requirements as follows:

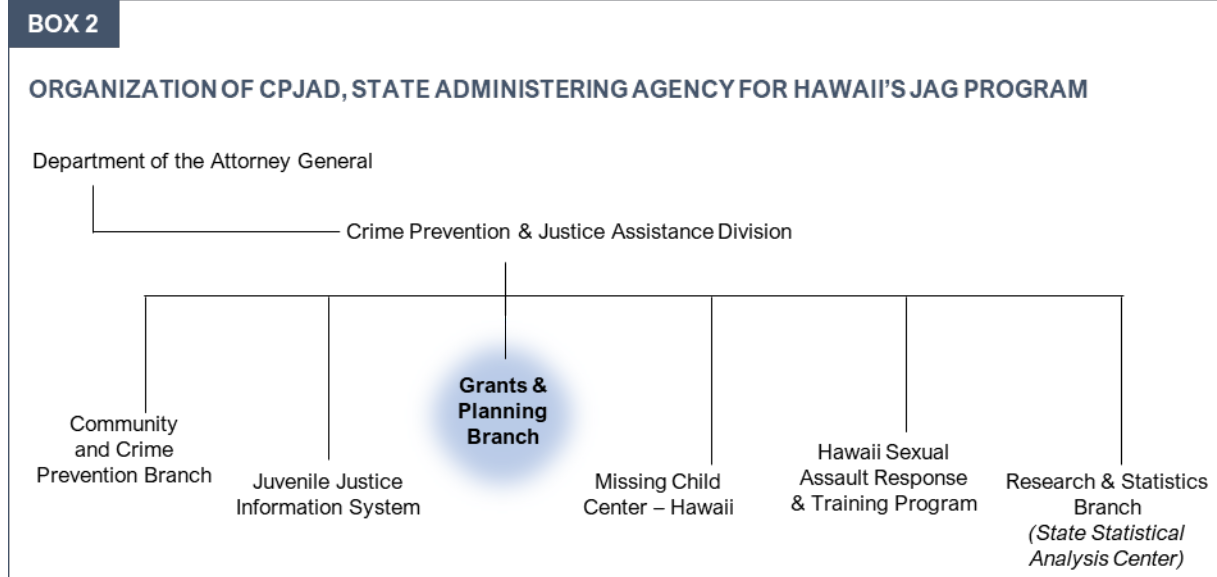
Requirement Under 34 U.S.C. § 10153(a)(6)	Strategic Plan
(A) Stakeholder engagement process	Part III
(B) Allocation of funding by federal program area	Parts II, IV, & V
(C) Evidence gathering process	Part VI
(D) Barriers for accessing data	Part VI
(E) Annual reports	Part VI

PART II. JAG PROGRAM IN THE STATE OF HAWAII

Department of the Attorney General

The Department of the Attorney General, Crime Prevention and Justice Assistance Division (Department) is the State Administering Agency (SAA) for Hawaii’s JAG Program [see Box 2]. SAA is an executive branch agency designated to accept, plan, and distribute criminal justice funds.

Day-to-day management and oversight of Hawaii’s JAG Program is delegated within the Department to the Grants and Planning Branch. A Grants and Planning branch chief and two criminal justice planning specialists are responsible for administering the JAG Program.



Governor's Committee on Crime

The Governor's Committee on Crime (GCOC) is an advisory group convened by the State of Hawaii Attorney General. The GCOC provides guidance to the Attorney General on the use of JAG funds by:

- Identifying statewide trends within their respective areas of expertise;
- Collaborating to develop responses to criminal justice problems;
- Providing insight regarding the efficiency and/or effectiveness of proposed criminal justice projects; and/or
- Developing the JAG Strategic Plan.

The GCOC membership includes two Prosecuting Attorneys; two Police Chiefs; one Administrative Director of the Courts; one Administrative Judge; the Director of the Department of Public Safety; the Chairperson of the Hawaii Paroling Authority, the Director of the Department of Health; the Superintendent of the Department of Education, and the State Public Defender. The United States Attorney for the District of Hawaii is an ex-officio member.

A list of GCOC members (as of December 2023) is attached as Appendix C.⁷

Solicitation and Subgrant Award Process

The Department awards JAG funds through a competitive solicitation process. It is anticipated that the solicitation will be released at the beginning of each calendar year, with projects to begin on July 1 of the same year. The 2024 solicitation will incorporate the priorities, goals, and objectives described in this Strategic Plan.

State and county government agencies are eligible to apply for JAG funding. Government agencies may partner with nonprofit organizations to execute JAG project activities. However, the government agency that receives the JAG award retains the programmatic and fiscal responsibility for the project.

Applications for JAG funding undergo a three-tier review process:

- **Peer Review**
The Department selects individuals with knowledge of the criminal justice system to review, score, and provide feedback on JAG applications. To ensure that applications are evaluated from a variety of perspectives, at least three reviewers with different experiences in the criminal justice system review the applications.
- **Department Review**
Following the Peer Review, the Department makes a funding recommendation to the Attorney General based on the peer review results and other factors/issues impacting the application, such as the administrative restrictions listed in the solicitation.
- **Attorney General Review**
Funding decisions are made by the Attorney General.

PART III. STRATEGIC PLANNING PROCESS

Guiding Principles

This Strategic Plan reflects that the criminal justice system is comprised of interconnected agencies that directly affect the lives of victims, offenders, and the community at large.

The Department kept the following principles in mind while developing the Strategic Plan:

- **Transparency**
The Strategic Plan is clear on how JAG funding priorities were developed.
- **Progress and Impact**
The Strategic Plan encourages the development of impactful and/or innovative approaches to improve the administration of justice in Hawaii.
- **Flexible and Responsive**
The Strategic Plan retains the flexibility to respond to urgent and emergent criminal justice issues/needs and/or areas of the justice system in need of attention.

The Department may amend priorities of this Strategic Plan through the annual report process, and it is committed to upholding these guiding principles when such changes are made.

Stakeholder Engagement Strategy

The Department used a three-phase stakeholder engagement strategy⁸ to develop the priorities for this Strategic Plan [see Box 3 on next page]. The first phase sought to understand the needs of the criminal justice system through an online stakeholder survey. The second phase convened focus groups to identify areas/initiatives that could benefit from JAG funding and identify the unmet needs of the community. The third phase engaged the Governor’s Committee on Crime (GCOC). The GCOC established funding priorities.

A. Stakeholder Survey

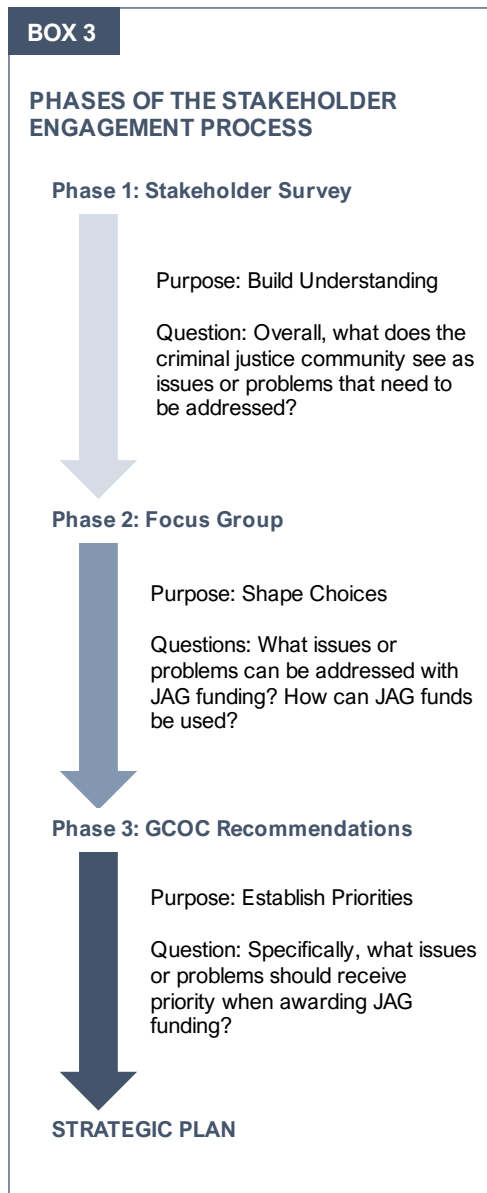
In January 2023, the Department worked with the National Criminal Justice Association (NCJA), the BJA technical assistance providers for the JAG Program, to develop a stakeholder survey. The stakeholder survey was developed to obtain an overall view of the needs of the criminal justice system.

The survey sought feedback on the prevalence and significance of certain crime types, areas of the criminal justice system in need of additional funding, training opportunities (particularly regarding cultural competency, LGBTQIA+ issues, and implicit bias), innovation in the criminal justice system, and issues relating to drug and gun crime.

The survey was open from May 1, 2023 to May 24, 2023. The survey was sent to individuals and organizations in the criminal justice system, criminal justice entities that have worked with the Department, and other interested parties.

The Department received information from 120 respondents, most of whom worked in organizations that served the entire State (39%) or the City and County of Honolulu (33%). The County of Hawaii, County of Maui, and County of Kauai represented 6%, 15%, and 7% of respondents, respectively. Forty-six percent of respondents worked in a State government entity. Additionally, two-thirds of the respondents worked in agencies that were part of the criminal justice system. Additional demographic information is contained in NCJA’s stakeholder survey report attached to this Strategic Plan as Appendix D.

This section summarizes portions of the stakeholder survey results.



1. Offense/Crime Types

The survey contained a list of offense/crime types and asked participants to make two determinations for each offense/crime type: (1) whether the offense/crime was widespread in the respondent’s jurisdiction; and (2) whether the offense/crime was a significant problem in the respondent’s jurisdiction. For each determination, respondents were faced with a binary choice (e.g., widespread/not widespread; significant /not significant).

Respondents viewed drug crime (not including cannabis) and intimate partner violence as both widespread and a significant problem in their respective jurisdictions. Eighty-seven percent (87%) of respondents identified drug crime (not including cannabis) as prevalent/widespread and the same percentage of respondents identified drug crime (not including cannabis) as a significant problem. Eighty-one percent (81%) of respondents identified intimate partner violence as prevalent/widespread and 85% of respondents identified the intimate partner violence as a significant problem.

2. Criminal Justice Areas in Need of Additional Funding

The survey also asked respondents two questions to determine the top three areas of the criminal justice system that would benefit from additional funding. One question focused on the adult criminal justice system and the options available were: courts/judiciary; crime prevention; forensic labs, including the medical examiner; indigent defense; jail; law enforcement; treatment/rehabilitation services; parole; pretrial services; prison; probation; prosecution; victim/witness services, assistance, or advocacy. The second question focused on the juvenile justice system and included equivalent options.

For the adult criminal justice system and the juvenile justice system, 63.53% and 71.76% of respondents, respectively, identified treatment/rehabilitation services as an area that would benefit from additional funding. Crime prevention was also identified as an area that would benefit from additional funding, ranking second in the adult criminal justice system and third in the juvenile justice system.

3. Training Opportunities

Most respondents (85%) indicated that their agency or organization provided training opportunities to help job performance, and 15% indicated no training opportunities were provided.

The survey also focused on three areas of training for individuals working in the criminal justice system: cultural diversity/competency; LGBTQIA+, and implicit bias. In all three areas, respondents noted that such training for police, prosecutors, courts, public defender, probation/parole, and prisons/jails were either important or very important. Specifically, cultural, LGBTQIA+, and implicit bias training were described as either important or very important by 93%, 88%, and 92% of respondents, respectively.

4. Innovation

One-half of respondents (50%) work for agencies that support/encourage the development of innovative programs. Respondents identified the following as barriers to innovation: lack of training, government regulations, outdated technology, lack of funding/staffing, and fear.

B. Focus Group Discussions

During June 2023, the Department convened focus groups in each county in coordination with NCJA. Of the 49 participants, 12 were from the County of Hawaii, 16 were from the City and County of Honolulu, 9 were from the County of Kauai, and 12 were from the County of Maui. Focus group participants represented stakeholders from across the criminal justice system [see Box 4]. The duration for each focus group was two hours.

The Department provided the focus group participants with a summary of survey responses regarding prevalent and significant crime types and areas needing additional funding.

The participants were asked to focus on two topics. Based on the stakeholder survey, the Department asked that each focus group discuss drug use and crime as one of the topic areas. The second topic for discussion was selected by each focus group.

BOX 4

STAKEHOLDERS REPRESENTED IN THE JAG FOCUS GROUPS

- Behavioral, Mental Health, and Trauma-Informed Services
- Community Corrections
- Corrections
- Elder Issues
- Forensic Science/Laboratories
- Harm Reduction
- Indigent Defense
- Judiciary/Court Administration
- Juvenile Justice
- Law Enforcement
- Medical Issues
- Prevention Services
- Prosecution
- Reentry Services
- Research/Criminal Justice Data
- Victim Services

For each discussion topic, focus group participants considered the following:

- **Current Successes/Existing Programs**
What current initiatives in your agency or outside your agency do you feel are effective/successful?
- **Innovation**
What initiatives would you like to see in your agency, another agency, or between multiple agencies?
- **Opportunities for Collaboration**
What kind of cross-agency initiatives would be effective?
- **Feasibility and/or Scalability**
Can any of the initiatives identified above be implemented and/or expanded?
- **Barriers**
Other than lack of funding, what prohibitions/constraints/restrictions prevent the implementation of the initiatives identified above?
- **Solutions to Barriers**
Are there any solutions to the barriers identified above?
- **Prioritization**
Of the various initiatives identified during the discussion, which three initiatives would have the maximum impact if it received JAG funding?

BOX 5

POSSIBLE AREAS OF FUNDING IDENTIFIED BY FOCUS GROUPS

- Capacity-building efforts and collaboration (multi-agency and inter-agency)
- Crisis intervention and outreach
- Culturally responsive/culturally specific and/or trauma-informed programs
- Diversion opportunities
- Drug enforcement
- Forensic laboratory collaboration and coordination
- Housing/transitional housing
- Personnel issues (recruitment and retention)
- Prevention and education
- Reentry
- Rehabilitation
- Restorative justice
- Specific treatment/services.

The product of these focus groups was a list of potential funding areas for the Governor’s Committee on Crime (GCOC) to consider when making funding recommendations to the Attorney General [see Box 5].

C. GCOC Engagement and Recommendations

In July 2023 and September 2023, the GCOC met to review data, survey results, and focus groups’ suggestions. The GCOC members added their perspectives as stakeholders in the criminal justice system. The GCOC members were asked:

- Do you agree with the focus group’s suggested funding areas?
- Are there specific policies, practices, programs, or activities within those areas that should be prioritized in the JAG Strategic Plan?
- How should priority be established?

As a result of their discussions, the GCOC recommended four priority areas and corresponding goals and objectives to achieve the priorities (see Parts IV and V).

PART IV. PRIORITIES FOR 2024-2028

Due to the limited JAG funding available to the State of Hawaii, the 2024-2028 Strategic Plan’s priorities are focused on four areas:

- **Drug Crime** (a prevalent crime that negatively impacts Hawaii’s communities);
- **Barriers to Community Integration** (including prevention and reentry efforts, which are under-resourced areas of the criminal justice system);
- **Capacity Building and Coordination** (activities to leverage limited resources across systems and between public/private agencies); and
- **Urgent/Emergent Criminal Justice Issues**, as determined annually by the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance and amended, as needed, by the Governor’s Committee on Crime.

These priorities are based on the feedback of stakeholders. Box 6 summarizes the input of stakeholders in the development of the priorities:

BOX 6						
STAKEHOLDER INPUT IN DEVELOPMENT OF JAG PRIORITIES						
PRIORITIES	SURVEY	FOCUS GROUPS**				GCOC
		Hawaii	Honolulu	Kauai	Maui	
Drug Crime*	●	●	●	●	●	●
Barriers to Community Integration			●	●	●	●
Capacity Building and Coordination		●	●		●	●
Urgent and Emergent Criminal Justice Issues						●

* Due to the survey responses of significance and prevalence of drug crime (not including cannabis), drug crime was carried over to the focus groups and GCOC for discussion.

** Participants in focus groups represented statewide agencies, county agencies and nonprofit organizations.

PART V. GOALS, OBJECTIVES, AND ACTION PLANS

GOAL 1: Decrease the impact of drug crime in Hawaii



Drug Crime

Objective 1:

Award at least two project(s) per fiscal year that focuses on one or more of the following areas that decrease the impact of drug crime:

- (A) Drug prevention and education;
- (B) Diversion (e.g., law enforcement- or prosecution-led diversion), which may include treatment services, if appropriate;
- (C) Drug enforcement or prosecution;
- (D) Law enforcement;
- (E) Judiciary/courts, including specialty courts;
- (F) Corrections or community corrections;
- (G) Pretrial, in-custody, community corrections, and/or reentry support services, including drug, behavioral health, or mental health treatment and rehabilitation or culturally responsive treatment and rehabilitation; and/or
- (H) Technological innovation to address drug crime.

Objective 2:

Award the Statewide Multi-Jurisdictional Drug Task Force (that conducts drug intelligence sharing, drug investigation, drug interdiction, and drug enforcement efforts) with up to thirty percent of the JAG program funds per fiscal year for the purpose of reducing:

- (A) The manufacture or production of illegal drugs by individuals, criminal groups, or drug trafficking organizations in Hawaii;
- (B) The sale of illegal drugs by individuals, criminal groups, or drug trafficking organizations in Hawaii;
- (C) The transport of illegal drugs by criminal groups or drug trafficking organizations within Hawaii, to destinations outside of Hawaii, and from destinations outside of Hawaii;
- (D) Violence, illicit finance, illegal firearms use or possession, and other criminal activity associated with the illegal drug trade in Hawaii;
- (E) The number of mid- to high-level drug trafficking organizations operating in Hawaii by disrupting or dismantling the drug trafficking organization; and/or
- (F) The number of criminal groups that distribute one or more drugs at the retail level and mid-level in Hawaii by disrupting or dismantling the criminal group.

Definitions for Goal 1, Objective 2:

- A “criminal group” is a loosely knit, small- to moderately-sized group of individuals without a highly defined command-and-control structure, that produces, transports, and/or distributes one or more drugs at the retail level or mid-level.
- “Disrupt” means to drastically alter the structure or operation of.
- “Dismantle” means to take apart to render inoperable.
- A “drug trafficking organization” is a complex organization with highly defined command-and-control structures that produce, transport, and/or distribute large quantities of one or more illicit drugs.

GOAL 2: Decrease the barriers to community integration in Hawaii



**Barriers to
Community
Integration**

Objective 1:

Award one or more project(s) per fiscal year that will assist at least one hundred justice-involved individuals or other community individuals experiencing barriers to community integration, collectively, to access one or more of the following:

- (A) Legal documents;
- (B) Transportation;
- (C) Communication;
- (D) Housing/Transitional Housing;
- (E) Health care (medical and behavioral/mental health) and/or health care insurance coverage;
- (F) Education or Vocational Training;
- (G) Support Services; and/or
- (H) Reentry planning.

GOAL 3: Support capacity building and coordination efforts in Hawaii’s criminal justice system



**Capacity
Building and
Coordination**

Objective 1:

Develop an on-demand, free grant writing and/or grant management training, with the aim of developing organizations’ ability to compete for and manage U.S. Department of Justice grant funds by the end of the Strategic Plan period.

Objective 2:

Facilitate at least eight in-person meetings (two in each county) by the end of the Strategic Plan period to develop –

- (A) Cross-agency efforts between organizations;
- (B) A county Sequential Intercept Model; and/or
- (C) A process to divert certain justice-involved individuals away from the criminal justice system.

Objective 3:

Award one or more project(s) per fiscal year that will support capacity-building and coordination with the purpose of leveraging limited resources and strengthening public/private partnerships.

GOAL 4: Support the State’s and/or county’s ability to address urgent or emergent criminal justice issues



**Urgent or
Emergent
Criminal
Justice Issues**

Objective 1:

Award one or more project(s) per fiscal year that addresses an issue that is –

- (A) Identified as an area of emphasis in the yearly federal JAG solicitation (“Federal Areas of Emphasis”); and/or
- (B) Determined by the Governor’s Committee on Crime to be an urgent or emergent criminal justice issue or an otherwise important criminal justice issue.

Goal 1: Decrease the Impact of Drug Crime in Hawaii

A. Overview of the Issue

In the survey, focus groups, and GCOC meeting, stakeholders noted that drug crime negatively impacts every county, is widespread, and is a significant problem. It is often at the root of other criminal activity.

Hawaii, as a high-volume domestic United States tourist destination, has challenges in drug detection and enforcement. In 2019, prior to the widespread shutdown of the tourist industry due to the COVID-19 pandemic, more than ten million visitors arrived in Hawaii annually (10,243,165 by air service and 143,508 by cruise ships).⁹ In 2022, as worldwide travel restrictions eased, Hawaii's annual visitor count recovered to pre-pandemic levels: 9,138,674 visitors arrived by air service and 95,309 arrived via cruise ships.¹⁰ Because millions of people visit Hawaii every year, law enforcement cannot practically inspect every visitor and their luggage for illicit drugs.¹¹

In addition, because of the State's need to import consumer goods for its population, Hawaii presents an exploitable opportunity for drug traffickers. As a small state, Hawaii has limited space to conduct inspection of ships and airplanes and it is necessary to clear cargo quickly because the transported consumer goods need to be distributed to stores. Consequently, drugs smuggled in cargo ships and air cargo can pass through undetected.¹²

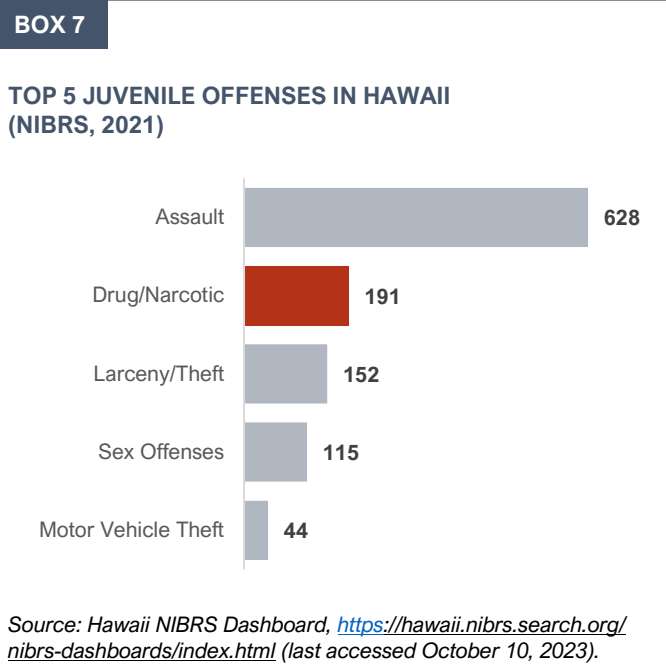
B. Relevant Data

Data shows that illicit drug use has filtered throughout the community, down to at least middle school-aged children. In 2021, the Department of Psychiatry at the University of Hawaii's John A. Burns School of Medicine conducted a survey to assess the nature and scope of tobacco, alcohol, and other drug use by participating Hawaii students in grades 8, 10, and 12 and reported the following takeaways:¹³

- About 14% of participating students had a positive risk for developing a substance use disorder. Of these students, 83.4% indicated that they received “no help” for the risk (i.e., did not receive help, thought they should receive help but did not, or didn't think it applied to them).
- Approximately 11% of participating students were screened as probable for having a substance use disorder at the time that the study was conducted. Of these students, 71% indicated that they received “no help” for the disorder (i.e., did not receive help, thought they should receive help but did not, or didn't think it applied to them).
- Gender diverse students have the highest risk (24%) for substance use disorder or behavior, compared to male students (8.8%) and female students (13.1%)
- Students screened as probable for substance use disorder primarily identified as: Other Pacific Islander (19.7%), Native Hawaiian (15.2%), Hispanic or Latino (16.2%), and of two or more ethnicities with Native Hawaiian (13.5%).

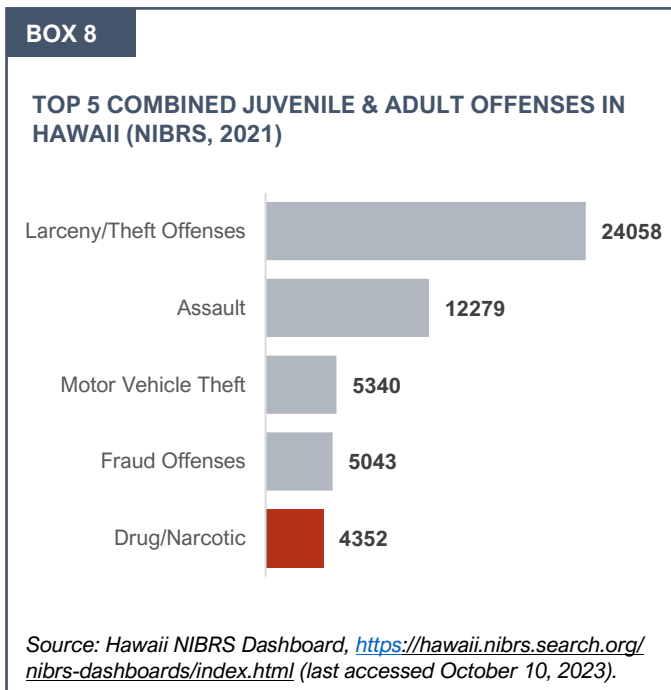
Although the study aggregated alcohol, tobacco, and other drugs in its analysis, the study’s takeaways indicated that illegal drugs are a problem for minors in Hawaii.

The 2021 data from the National Incident-Based Reporting System (NIBRS) show that drug/narcotic offenses are second only to assault in the counties that had NIBRS-certified¹⁴ juvenile offense data [see Box 7]. Drug/narcotic offenses are considered “Crimes Against Society” under NIBRS. Comparing the 191 drug/narcotics offenses to the other 221 similarly categorized offenses, drug/narcotic offenses make up 86% of “Crimes Against Society.”¹⁵ In 2021, drug/narcotic offenses represent over 14% of the 1320 juvenile offenses.¹⁶



For adults, the data shifts. Property crimes account for four of the top six offenses. Drug/narcotic offenses came in sixth in terms of number of offenses (4,173 offenses), behind larceny/theft (23,921), assault (11,709), robbery (8,824), motor vehicle theft (5,307) and fraud (5,029). When property crimes are excluded from the analysis, arrests for drug offenses were second only to assault. When the data for juvenile and adult offenses are combined, drug/narcotic offenses were the fifth highest reported category.

[See Box 8]



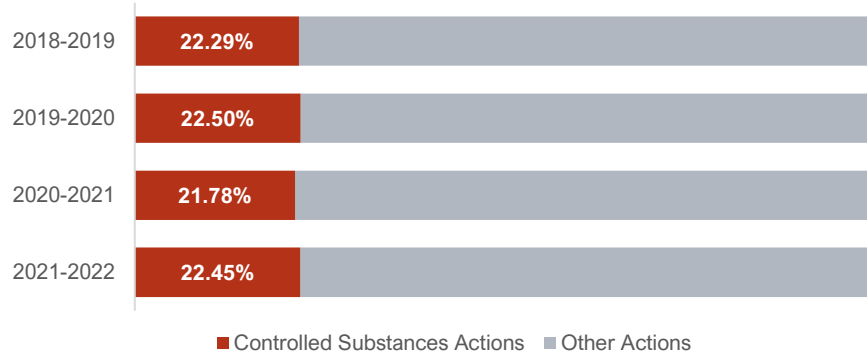
Due to the transition in criminal justice reporting systems, the comparison of arrest data is imperfect. However, statistics from the Hawaii State Judiciary (Judiciary) have been consistent from at least fiscal year 2016-2017.

A review of the Judiciary’s data show that controlled substances actions have regularly taken up about 22% of the criminal court docket over the past four years, indicating that prosecution of drug crimes have remained steady [see Box 9 on next page].¹⁷

In fiscal years 2019 and 2022, a controlled substance offense was the most prosecuted crime. In fiscal years 2020 and 2021, a controlled substance offense was the second most prosecuted crime.¹⁸

BOX 9

CONTROLLED SUBSTANCE ACTIONS ON THE JUDICIARY’S CRIMINAL COURT DOCKET AT THE END OF THE FISCAL YEAR



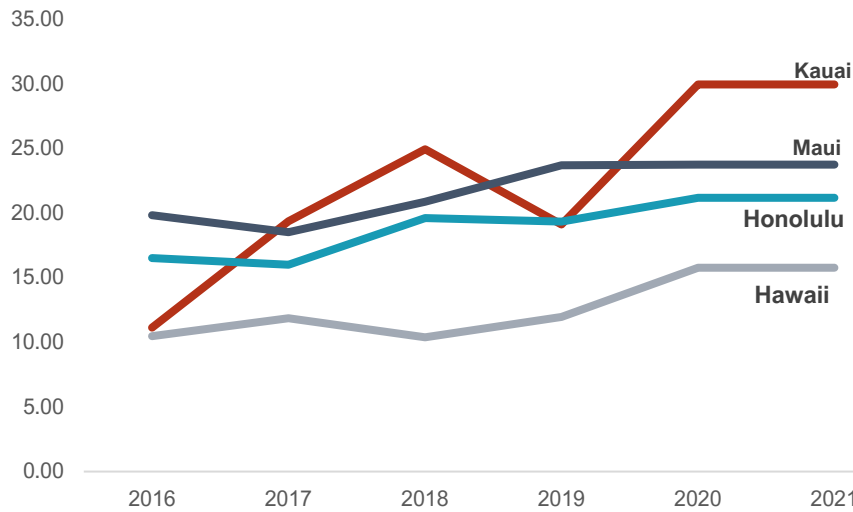
Fiscal Year	Controlled Substances Actions	Other Actions	All Criminal Actions
2018-2019	3,214	11,208	14,422
2019-2020	3,231	11,132	14,363
2020-2021	3,155	11,334	14,489
2021-2022	3,292	11,369	14,661

Source: State of Hawaii *Judiciary, Annual Report Statistical Supplements*; see Footnote 14 for full citation

Drug crime also exacts a human toll on Hawaii’s communities. The year-over-year increase in the number of drug-related deaths per 100,000 for every year since 2016 appears minimal. However, the overall increase from 2016 to 2021 shows the cumulative effect of those marginal increases every year. The County of Kauai, in particular shows the largest upswing, with the drug-related deaths rate more than doubling, from 11.14 deaths per 100,000 in 2016 to 29.95 deaths per 100,000 in 2021 [see Box 10 on next page].¹⁹

BOX 10**DRUG-RELATED DEATHS PER 100,000 (2016-2021)**

COUNTY	YEAR					
	2016	2017	2018	2019	2020	2021
Kauai	11.14	19.37	24.93	19.13	29.95	29.95
Hawaii	10.48	11.87	10.39	11.96	15.77	15.77
Maui	19.82	18.52	20.87	23.69	23.75	23.75
Honolulu	16.52	16.00	19.62	19.34	21.18	21.18



Source: Hawaii HIDTA, 2021 Hawaii Drug Related Deaths and Overdose Report, <https://www.scribd.com/document/605358950/2021-HIDTA-Hawaii-Drug-Death-and-Overdose-Report> (last accessed October 10, 2023).

The data puts the stakeholder survey results into context. As part of the stakeholder survey, the Department provided respondents with a list of offenses and asked respondents to indicate whether the offense was a widespread problem or a significant problem with the following two questions/instructions:

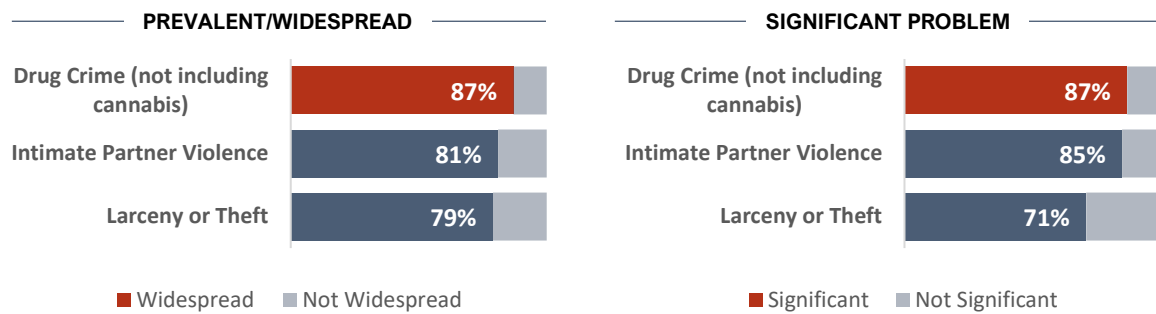
- Please indicate whether you consider the following offense/crime types to be widespread in the jurisdiction served by your agency/organization [prevalence]; and
- Please indicate whether you consider the following offense/crime type to be significant in the jurisdiction served by your agency.

For these questions, respondents were presented with a binary choice (widespread/not widespread; significant/not significant).

Both survey questions included the same list of offenses: Aggravated Assault, Arson, Burglary, Child Abuse, Crime Including a Firearm, Drug Crime (Not Including Cannabis), Drug Crime (Including Cannabis), Elder Crime, Fraud/Financial Crime, Human Trafficking – Labor, Human Trafficking – Sexual Exploitation, Intimate Partner Violence, Juvenile Offenses (Including Status Offenses), Kidnapping, Larceny or Theft, Motor Vehicle Theft, Murder, Robbery, and Sexual Assault.

BOX 11

TOP 3 OFFENSES THAT SURVEY RESPONDENTS INDICATED WERE WIDESPREAD OR A SIGNIFICANT PROBLEM WITHIN THEIR JURISDICTION



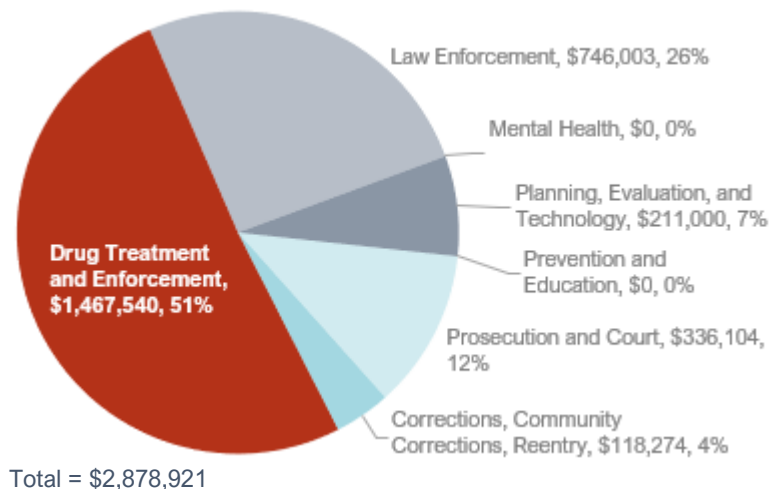
Source: Hawaii's JAG Stakeholder Survey, see also Appendix D

Drug Crime (Not Including Cannabis) rose to the top of both question types. [see Box 11]. Specifically, 87% of respondents indicated that Drug Crime (Not Including Cannabis) was widespread in their respective jurisdictions. Also, the same percentage of respondents indicated that Drug Crime (Not Including Cannabis) was a significant problem in their respective jurisdictions.

Survey respondents ranked methamphetamine, ethanol (including alcohol), and THC/Cannabis as the three most prevalent drugs in their communities.

BOX 12

HAWAII JAG SUBAWARD PROJECTS BY FEDERAL PURPOSE AREA (2018-2021)



Of the JAG funds awarded from 2018 to 2021, \$1,467,540 (or 51% of program funds) were allocated to drug treatment and enforcement projects [see Box 12].

C. Goal and Objective Statement; Action Plan

This Strategic Plan continues to support the use of JAG funds to reduce the impact of drug offense/crime in Hawaii.

Considering the stated needs of the stakeholders and the supporting data, decreasing the impact of drug crime is a priority of Hawaii's JAG Program for the period 2024-2028, as summarized in Goal 1 and the objective statements on page 16 of this Strategic Plan. The action plan for Goal 1 is attached to this Strategic Plan at Appendix F.

Goal 2: Decrease the Barriers to Community Integration

A. Overview of the Issue

In 2016, the Hawaii State Legislature passed House Concurrent Resolution 85, HD2, SD1, which established a task force to make recommendations on improvements to Hawaii's correctional system. The HCR 85 Task Force – which consisted of stakeholders from government agencies, academia, and community organizations – provided an evaluation of Hawaii's correctional system in 2018:

Hawai'i's correctional system is not producing acceptable, cost-effective or sustainable outcomes and needs immediate and profound change. Despite spending hundreds of millions of dollars a year on corrections, Hawai'i has an overall recidivism rate of over 50%, we incarcerate a disproportionate percentage of Native Hawaiians, we are one of only five states to house over 20% of our prisoners in private prisons, and the State is planning to spend hundreds of millions of dollars on a new jail on O'ahu and larger prisons on the neighbor islands that will only compound and perpetuate the bad outcomes the system is already producing.²⁰

The work of the task force and its subcommunities (Program, Native Hawaiian, Education, Jail and Prison Design, and Faith) recommended the transition from a punitive correctional system to one that focuses on inmate rehabilitation. Specifically, it recommended that Hawaii's correctional system focus on “reducing prison populations, expanding community-based corrections, and supporting effective offender reentry strategies.”²¹ The recommendation was based on its research on best practices in other states and countries, analysis of data, and community discussion.

The recommendations fell within five broad categories:

- Create a criminal justice system focused on rehabilitation rather than punishment;
- Reduce the number of Native Hawaiians in the prison system;
- Evaluate, improve, and expand evidence-based programs;
- Improve the reentry process and support the development of new transitional housing; and
- Build a new jail that is smaller and smarter than the jail now under consideration.²²

B. Relevant Data

In 2019, a year after the HCR 85 Task Force Report, the State of Hawaii Department of Public Safety issued a Comprehensive Offender Reentry Plan (CORP). Many of the statistics summarized by the CORP supported the HCR 85 Task Force's findings:

- From FY 2006 to FY 2011, jail admissions remained stable but pretrial felon admissions increased 117% from FY 2006 to FY 2011, resulting in overall jail population growth of 27% during the same period.
- The State's jail and prison population increased by 18% from FY 2000 (5,127) to FY 2010 (6,043).
- The approval rate for parolees decreased from 40% in FY 2006 to 34% in FY 2010. The decrease was attributed to approximately 65% of parolees failing to complete required programming.
- Offenders remaining in prison past the minimum sentence determined by the Parole Board increased 77% between FY 2006 and FY 2011.
- The number of offenders released without any supervision after serving their maximum sentence more than doubled between FY 2006 (121) and FY 2011 (247). Of the felony offenders that completed their maximum sentence, over half had been deemed eligible for parole. Of those felony offenders deemed eligible for parole, 70% were deferred while waiting to complete prison-based programming.²³

These statistics demonstrate that (1) the jail and prison population increased; (2) incarcerated individuals remained in the facilities longer; and (3) prison-based programming was not optimally functioning to serve inmates eligible for programming to assist with reentry efforts.

The 2019 Recidivism Update issued by the Interagency Council on Intermediate Sanctions added FY 2016 offender data to prior studies [*see* Box 13 on next page]. The results indicate that Hawaii continues to struggle with addressing offenders' ability to integrate back into the community. The study reported that recidivism rates for parolees, felony probationers, and individuals who have served their maximum sentence increased from 41% to 61%.²⁴

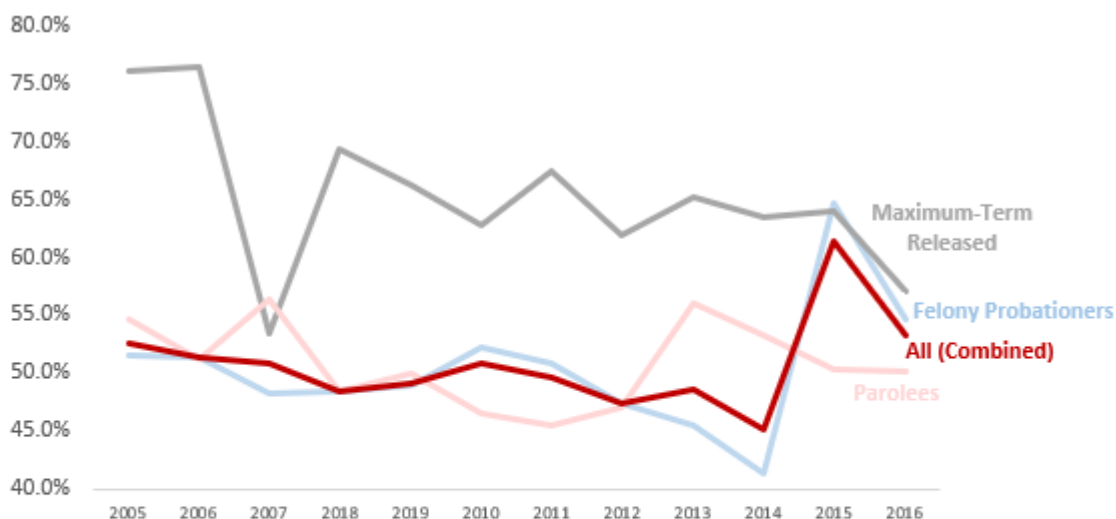
While stakeholders agree that Hawaii's reentry process needs to be improved to help formerly incarcerated individuals integrate into the community, one of the dominant questions is where to focus the effort. The National Institute of Justice (NIJ) recognized that reentry programming is not one-size-fits-all:

Reentry is a critical transition for individuals returning to their communities, whether they have been away for decades or a matter of days. The difficulty, however, is that individuality can make this transition more complicated. . . .The "what works in reentry" literature has consistently found that housing, employment, family unification, mental and physical health treatment, and meeting other critical needs are vital to post-release success. If people reentering are able to find housing and employment and address other critical needs, they are more

likely to be successful in the community and not return to custody. But what works for whom and when?²⁵

BOX 13

HAWAII RECIDIVISM RATES FOR FELONY PROBATIONERS, PAROLEES, MAXIMUM TERM-RELEASED OFFENDERS (2005-2016 COHORTS)



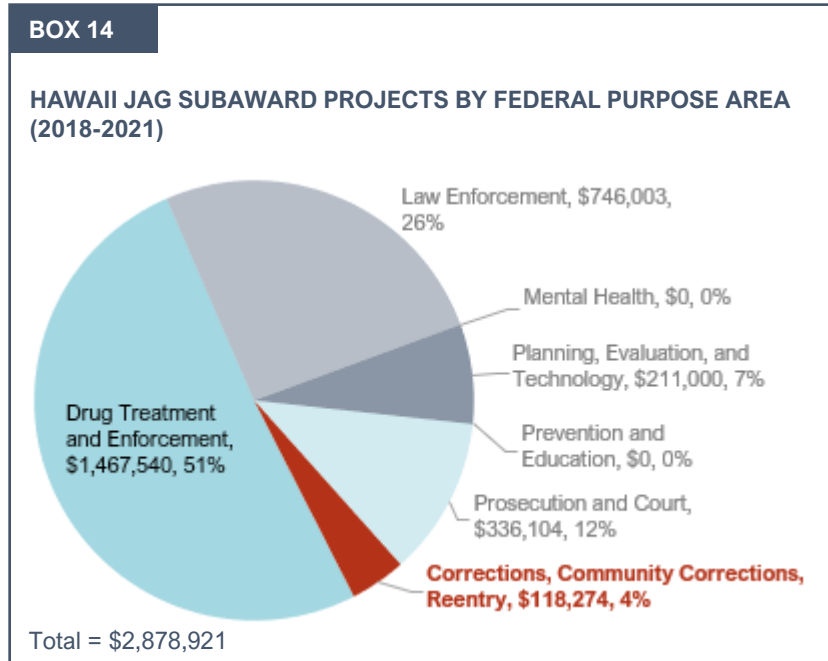
	2005	2006	2007	2018	2019	2010	2011	2012	2013	2014	2015	2016
Felony Probationers	51.6%	51.3%	48.2%	48.5%	48.9%	52.3%	50.9%	47.4%	45.5%	41.4%	64.7%	54.6%
Maximum-Term Released	76.1%	76.5%	53.5%	69.3%	66.3%	62.7%	67.5%	61.9%	65.1%	63.4%	64.0%	57.1%
Parolees	54.7%	51.2%	56.4%	48.4%	49.9%	46.5%	45.5%	47.1%	56.1%	53.3%	50.3%	50.1%
All (Combined)	52.5%	51.3%	50.9%	48.5%	49.1%	50.8%	49.6%	47.3%	48.6%	45.1%	61.4%	53.3%

Source: Wong, T. State of Hawaii, FY2016 Cohort: 2019 Recidivism Update, <https://icis.hawaii.gov/wp-content/uploads/2021/05/2019-Hawaii-Recidivism-Update.pdf> (last accessed October 20, 2023)

One complication in implementing reentry programs is that the adoption of an effective program from one jurisdiction – even an evidence-based program – may not equate to success in another jurisdiction. An example highlighted by the NIJ was the HOPE probation model. The HOPE Program’s results in Hawaii could not be replicated in a NIJ multi-site demonstration in other states due to differences in organizational structure and communication among implementing partners, among other reasons. “The HOPE experience illustrates the challenges of adopting a community corrections or reentry program from another jurisdiction even when the program has some initial indication of success.”²⁶

It is not surprising, then, that even though stakeholders during the JAG focus group in Hawaii agreed that reentry programming was important, there was no consensus on a single aspect or methodology on which to build a reentry program. Instead, the stakeholders – like the NIJ – noted that efforts to create a reentry model need a multi-faceted approach.

The difficulty in designing and/or narrowing the focus of a reentry program may explain the small percentage of JAG funds allocated for such programs over recent years. Of the \$2,878,921 in JAG funds allocated to subgrantees during the period 2018-2021, corrections, community corrections, and reentry programs accounted for only 4% of the allocation [see Box 14].



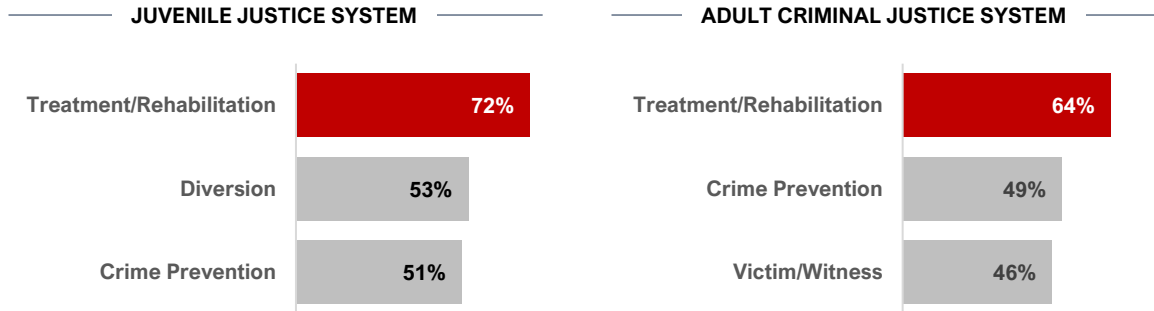
However, Hawaii’s stakeholders consistently identified one key area of reentry programming that would benefit from additional funding: treatment and rehabilitation services. The issue was raised and discussed in every focus group discussion that the Department conducted throughout the State.

In addition, in the stakeholder survey, respondents were asked to identify the top three areas of the adult criminal justice system and juvenile justice system that would benefit from additional funding. For both systems, treatment/rehabilitation was ranked as one of the top three criminal justice areas by the majority of respondents [see Box 15 on next page].

The United States Department of Justice identified several barriers to reentry: housing insecurity and homelessness; food insecurity; health care needs; barriers to education; barriers to employment; and veteran-specific reentry barriers.²⁷ Treatment and rehabilitation are part of the barriers related to health care needs.

BOX 15

HIGHEST RANKING AREA THAT SURVEY RESPONDENTS INDICATED ARE ONE OF THE TOP THREE AREAS THAT WOULD BENEFIT FROM ADDITIONAL FUNDING



Source: Hawaii's JAG Stakeholder Survey, see also Appendix D

The issues that Hawaii stakeholders considered to be key barriers to reentry include the inability or difficulty to access one or more of the following:

- Legal documents;
- Transportation;
- Communication;
- Housing/Transitional Housing;
- Health care (medical and behavioral/mental health) and/or health care insurance coverage;
- Education or vocational training;
- Support Services; and/or
- Reentry planning.

C. Goal and Objective Statement; Action Plan

Considering the stated needs of the stakeholders and the supporting data, decreasing the barriers to community integration is a priority of Hawaii's JAG Program for the period 2024-2028, as summarized in Goal 2 and the objective statement on page 17 of this Strategic Plan. The action plan for this goal is attached to this Strategic Plan at Appendix F.

Goal 3: Support Capacity Building and Coordination in Hawaii's Criminal Justice System

A. Stakeholders Emphasized Capacity Building and Coordination During the Focus Group Discussions

When the Department conducted focus group discussions across the State, a theme that emerged was the need for capacity building and coordination. Many stakeholder groups – from nonprofit prevention organizations to police-based forensic laboratories to government agencies providing reentry services – expressed that capacity building and coordination was an unmet gap/need.

Stakeholders raised the issue of capacity building during conversations about the personnel shortages being experienced by the organizations. Generally, focus group participants cited low pay or rigid salary structures, long hours, and challenging subject matter as factors in hiring and retaining qualified personnel.

The establishment of a coordinating entity responsible to bring stakeholders together to discuss and analyze justice-related issues and solutions was also identified as a gap/need during the focus group. Focus group members suggested that coordinating stakeholders would help to clarify the post-COVID landscape of criminal justice services and programming in the community.

Participants also recognized the underlying challenges with developing capacity and a coordination infrastructure. Barriers identified included: an overly taxed workforce that does not have the time or resources to lead the effort, a lack of local and/or state resources, and the time and commitment needed by key stakeholders to serve and participate in the effort.

Additionally, the focus group participants noted that the ability to apply for, obtain, and maintain funding was also an issue for criminal justice organizations.

B. SAA Support for Capacity Building and Coordination

As the JAG SAA, the Department may be able to assist the criminal justice community to initiate the capacity building and coordination effort. The purpose of capacity building efforts is to assist organizations in identifying redundancies, creating efficiencies, and facilitating coordination within the criminal justice community, with the ultimate aim of increasing the effectiveness of the system as a whole.

However, the Department recognizes that its role is limited; capacity building will depend on stakeholders' ability and willingness to engage in a capacity-building process for their respective counties:

It is generally held that participatory and collaborative approaches using a combination of external and internal expertise produce more significant sustainable change in capabilities and capacity. The technical input of an external expert can help initiate change. However, to institutionalize and sustain that change and associated reforms requires purposeful efforts to expand and upgrade individual capabilities and organizational capacity.²⁸

Under Goal 3, the Department anticipates assisting in the initial organization and collection of information to facilitate the capacity-building process; ultimately, the authority regarding the capacity-building design, approach, and practices will be exercised by stakeholders.²⁹

A human-centered, systems-minded capacity building effort can be categorized into four phases:³⁰

- **Phase 1: Gather Information**
This phase includes the compilation of quantitative and qualitative data to help stakeholders develop a concrete understanding of problems and challenges being faced by criminal justice government agencies, nonprofits, victims, and justice-involved individuals.
- **Phase 2: Gain Insight**
This phase anticipates discussions among stakeholders to review the data/information collected and gain insights/new perspectives to understand the scope of the problems being faced by criminal justice agencies. In addition, stakeholders may analyze the influence that politics, economy, society, technology, environment, and law have on criminal justice problems and organizations that provide criminal justice services/programming.
- **Phase 3: Identify Opportunities**
As part of continued discussions, stakeholders may use the insights gained in phase 2 to identify the aspect of the criminal justice system that would most benefit from capacity building efforts.
- **Phase 4: Develop New Approaches/Systems**
Stakeholders may develop capacity building approaches and systems, may prototype potential approaches, and/or may seek additional funding to further strengthen criminal justice capacity efforts.

This Strategic Plan anticipates that the Department’s involvement will be limited to the first two phases.

The intent of Goal 3 is for the Department to support stakeholders in initiating capacity building efforts (i.e., Phases 1 and 2) and that stakeholders will work together in their respective counties – independent of the Department – to plan and implement Phases 3 and 4 in their communities.

To supplement the stakeholder’s efforts to build capacity in their communities, the Department also anticipates developing training modules to improve stakeholders’ abilities in grant writing and/or grant management – skills that support the sustainability of programming.

C. Goal and Objective Statement; Action Plan

Considering the stated needs of the stakeholders, Hawaii’s JAG Program plans to (1) organize meetings for stakeholders to discuss capacity building and coordination; and (2) develop a self-directed training module on grant writing and/or grant management, as summarized in Goal 3 and the objective statements on page 17 of this Strategic Plan. The action plan for this goal is attached to this Strategic Plan at Appendix F.

Goal 4: Support the State’s and Counties’ Ability to Address Urgent/Emergent Criminal Justice Issues

A. Overview

The worldwide COVID-19 pandemic and local wildfires emphasized that Hawaii’s criminal justice system needs to have contingencies in place to respond to unexpected circumstances. The COVID-19 pandemic required organizations in the criminal justice system to rethink how services and programs would have to adapt when people are no longer allowed to interact in person.³¹ The recent wildfires in the County of Maui forced criminal agencies to consider how they would function after an unexpected disruption to personnel and/or destruction of key criminal justice infrastructure.³²

Criminal justice issues can evolve, turning unforeseen issues into serious problems in a relatively short period of time. An example of an evolving issue is the use of xylazine as an adulterant into illicit drug mixtures. In an October 2022 report, the United States Drug Enforcement Administration noted that xylazine was not a controlled substance under the U.S. Controlled Substances Act because it was only authorized for veterinary use in the United States.³³ Six months later, in April 2023, the White House National Drug Control Policy officially designated fentanyl adulterated/associated with xylazine as an “emerging threat” to the United States.³⁴

B. Goal and Objective Statement; Action Plan

Hawaii’s JAG Program plans to implement a process that parallels BJA’s method to include urgent, emergent, or otherwise important criminal justice issues into its priorities. The method is the designation of “Areas of Emphasis.”

Each year, BJA encourages JAG recipients to address certain criminal justice challenges by including those challenges in each year’s JAG solicitation as an Area of Emphasis. Similarly, the Department will designate additional issues considered urgent, emergent, or otherwise important to Hawaii’s criminal justice system (if any).

For the purpose of Goal 4, the GCOC adopted the BJA Federal areas of emphasis and expanded it to include:

- **Urgent criminal justice problem or issue**
A problem or issue that requires immediate action or attention and/or that occurred without warning (e.g., issues related to COVID or Maui wildfire).
- **Emergent criminal justice problem or issue**
A problem or issue that arose and/or increased in seriousness after the effective date of this Strategic Plan (e.g., increased use of xylazine in illicit drug mixtures).

The JAG Program plans to identify the urgent or emergent criminal justice problem or issue in its solicitation.

Goal 4 and its objective statement are stated on page 17 and the action plan is attached to this Strategic Plan at Appendix F.

PART VI. REPORTING AND PERFORMANCE MEASUREMENT

The following section details the collection, reporting, and use of data for the improvement of the JAG Program's performance. This section also identifies the barriers to the collection of performance data and the plan to collect that information.

JAG Annual Report

Federal law requires that the Department submit an annual report to (1) address changing circumstances in Hawaii; (2) describe any planned adjustments to funding within and among the JAG federal program areas; (3) provide an ongoing assessment of need of the criminal justice system in Hawaii; (4) discuss the accomplishment of the goals in this Strategic Plan; and (5) reflect on how this Strategic Plan influenced funding decisions for the previous year.³⁵

The Annual Reports will summarize the JAG-funded projects' semi-annual progress reports for all active projects for the twelve-month period beginning July 1 and ending June 30. The progress reports collect qualitative and quantitative information regarding project performance, successes, drawbacks, barriers to performance, and project modifications (if any).

Subgrantee Reporting and Performance Measurement

A. Performance Measurement Tool

BJA requires quarterly data (quantitative) reporting and semi-annual narrative (qualitative) reporting into its Performance Measurement Tool (PMT). BJA has established performance measures for the JAG Program. JAG recipients answer one or more PMT questionnaires, which are currently found on the BJA website.³⁶

B. Semi-Annual Reporting; Monitoring

Currently, the Department requires that all subrecipients submit semi-annual progress reports and undergo a form of monitoring. These processes allow the Department to make limited evaluations as follows³⁷:

- **Process evaluation:**
This type of evaluation occurs during the execution of a program to evaluate whether (and to what extent) the program is (1) being implemented as designed; and (2) making productive use of resources (i.e., is the program operating efficiently?).
- **Outcome evaluation:**
This type of evaluation occurs during or at the conclusion of a program to determine whether the program has met its objectives (i.e., is the program effective?).

Process to Gather and Use Data in Support of Funding Decisions

Currently, Hawaii's JAG Program relies on the subgrantee semi-annual reports and the PMT reporting to gather data for funding decisions. Because Hawaii's JAG Program does not make specific allocations to designated federal program areas, the annual collection of data is dependent upon the projects funded.

As part of the subgrantee application process, potential subgrantees are required to submit performance metrics that identify (1) what is being measured; (2) the targets of what is being measured; and (3) where and/or how the data will be collected. The Department works with each funded subgrantee to identify or clarify the key performance metrics that will demonstrate whether the project was implemented as planned and whether the project met its objectives (see process and outcome evaluation bullet points in previous section).

Due to limited resources, the JAG Program will unlikely be able to conduct impact evaluations to examine the resulting change attributable to a specific project or to the JAG Program as a whole. However, the Department may – if the opportunity arises – use the process and outcome evaluations described above to compare projects when making funding determinations.³⁸

Barriers for Accessing Data and Implementing Evidence-Based Approaches

In Hawaii, the sources of data that would be helpful in implementing evidence-based approaches are siloed in various agencies. In the past few years, the State has endeavored to consolidate that information. However, accessing relevant information is still a manual process. As a result, accessing data to identify or implement evidence-based approaches has been either cost- or time-prohibitive.

For example, the following is a non-exhaustive list of where criminal justice data is maintained:

- **Corrections Population Reports, State of Hawaii Department of Public Safety (PSD)**
These reports provide the head count for facilities operated and overseen by PSD.
- **Criminal Justice Research Institute (CJRI)**
The CJRI, established in 2019 by the Hawaii State Legislature, examines criminal justice data and trends to connect research and data. It is also responsible for establishing a statewide criminal justice pretrial justice data reporting and collection system.
- **Gun Violence and Violent Crimes Commission (GVVCC)**
The GVVCC was statutorily created in 2020. Under Hawaii Revised Statutes § 134C-3(e), GVVCC is required to identify relevant data that may be used to reduce gun violence and violent crime and conduct research on gun violence and violent crime.
- **Hawaii High Intensity Drug Trafficking Area (HIDTA)**
HIDTA produces a Drug-Related Death and Overdose Report annually that consolidates information from the county police departments and the medical examiner's office.
- **Hawaii Paroling Authority (HPA) Annual Statistical Report**
The Statistical Report documents the activities of the HPA, which sets minimum sentences for persons convicted of felonies.

- Hawaii Prison Profile Dashboard, Hawaii Correctional System Oversight Commission
The dashboard provides data on the demographic breakdown of Hawaii’s prison system.
- Judiciary Annual Report Statistical Supplement, State of Hawaii Judiciary
The Statistical Supplement is compiled by the Judiciary’s Planning and Program Evaluation and includes input from all areas of the court system.
- Juvenile Justice Information System (JJIS), State of Hawaii Department of the Attorney General
JJIS collects juvenile offender information from the police, prosecutors, courts, and correctional facilities for the purpose of tracking juvenile offenders through the system to assist stakeholders to make informed decisions that balance community safety with rehabilitation.
- Overdose Data to Action Care Coordination and Capacity Building (OD2A-C3) Project
The federally funded OD2A-C3 Project uses data and evidence-based prevention and intervention strategies to address opioid misuse, abuse, and overdose.
- Research and Statistics Branch (R&S), State of Hawaii Department of the Attorney General
R&S, as Hawaii’s federally designated Statistical Analysis Center, oversees the compilation of data for and/or the publishing of reports on Uniform Crime Reports/ National Incident-Based Reporting System; Corrections; Firearms; and Hate Crimes.
- State of Hawaii Behavioral Health Dashboard
The dashboard, maintained by the University of Hawaii at Manoa and the State of Hawaii Department of Health, focuses on drug overdose, polysubstance use, co-occurring substance use, mental health, and crisis care.

PAGE INTENTIONALLY LEFT BLANK

PART VII. APPENDICES

Appendix A. List of Abbreviations and Acronyms

BJA	Bureau of Justice Assistance
BJS	Bureau of Justice Statistics
CJRI	Criminal Justice Research Institute
CORP	Comprehensive Offender Reentry Plan
CPJAD	Crime Prevention and Justice Assistance Division
DCRA	Death in Custody Reporting Act
Department	State of Hawaii Department of the Attorney General, Crime Prevention and Justice Assistance Division
DOJ	United States Department of Justice
FY	Fiscal Year
GCOC	Governor’s Committee on Crime
GVVCC	Gun Violence and Violent Crimes Commission
HCR 85 Task Force	Task Force Established Pursuant to House Concurrent Resolution 85, HD2, SD1
HIDTA	Hawaii High Intensity Drug Trafficking Area
HPA	Hawaii Paroling Authority
JAG	Edward Byrne Memorial Justice Assistance Grant
JJIS	Juvenile Justice Information System, State of Hawaii Department of the Attorney General
Judiciary	State of Hawaii Judiciary
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual and other identities not encompassed in the acronym
NCJA	National Criminal Justice Association
NIJ	National Institute of Justice

OD2A-C3	Overdose Data to Action Care Coordination and Capacity Building Project
OJP	Office of Justice Programs
PMT	Performance Measurement Tool
PSD	State of Hawaii Department of Public Safety
PREA	Prison Rape Elimination Act
R&S	Research and Statistics Branch, State of Hawaii Department of the Attorney General
SAA	State Administering Agency
SORNA	Sex Offender Registration and Notification Act
UCR	Uniform Crime Report
VPT	Variable Pass-Through

Appendix B. List of Boxes

<u>Description</u>	<u>Page</u>
Box 1 Federal Program Areas Identified in 34 U.S.C. § 10152(a)(1).....	8
Box 2 Organization of CPJAD, State Administering Agency for Hawaii’s JAG Program.....	9
Box 3 Phases of the Stakeholder Engagement Process.....	12
Box 4 Stakeholders Represented in the JAG Focus Groups	13
Box 5 Potential JAG Funding Areas Identified by Focus Groups	14
Box 6 Stakeholder Input in Development of JAG Priorities.....	15
Box 7 Top 5 Juvenile Offenses in Hawaii (NIBRS, 2021)	19
Box 8 Top 5 Combined Juvenile & Adult Offenses in Hawaii (NIBRS, 2021).....	19
Box 9 Pending Controlled Substance Actions on the Judiciary’s Criminal Court Docket at the End of Fiscal Year.....	20
Box 10 Drug Related Deaths Per 100,000 (2016-2021)	21
Box 11 Top 3 Offenses that Survey Respondents Indicated Were Widespread or a Significant Problem Within their Jurisdiction	22
Box 12 Hawaii JAG Subaward Projects by Federal Purpose Area (2018-2021) [Highlighted Purpose Area: Drug Treatment and Enforcement]	22
Box 13 Hawaii Recidivism Rates for Felony Probationers, Parolees, and Maximum Term-Released Offenders.....	25
Box 14 Hawaii JAG Subaward Projects by Federal Purpose Area (2018-2021) [Highlighted Purpose Area: Corrections, Community Corrections, Reentry]	26
Box 15 Top Three Areas Identified by Survey Respondents that Would Benefit From Additional Funding	27

Appendix C. Governor’s Committee on Crime Members List

State of Hawaii

Department of the Attorney GeneralAttorney GeneralANNE E. LOPEZ

City and County of Honolulu

Department of the Prosecuting Attorney.....Prosecuting Attorney..... STEVEN ALM

County of Hawaii

Office of the Prosecuting AttorneyProsecuting Attorney.....KELDEN WALTJEN

State of Hawaii Paroling Authority.....Chairperson..... FRED HYUN

Kauai Police DepartmentChief of Police TODD RAYBUCK

Maui Police DepartmentChief of Police JOHN PELLETIER

State of Hawaii

Department of EducationSuperintendent KEITH HAYASHI

State of Hawaii

Department of Health.....Director KENNETH FINK

State of Hawaii

Criminal Administrative

Judiciary.....Judge (1st Circuit).....SHIRLEY KAWAMURA

State of Hawaii

Administrative

Judiciary.....Director of the Courts RODNEY MAILE

State of Hawaii

Department of Public Safety*Director TOMMY JOHNSON

State of Hawaii

Office of the Public DefenderPublic DefenderJAMES TABE

United States Attorney’s Office

United States Attorney

(Ex-Officio).....for the District of Hawaii CLARE CONNORS

* Effective January 1, 2024, the Department of Public Safety will be bifurcated and replaced by the State of Hawaii Department of Law Enforcement and the State of Hawaii Department of Corrections and Rehabilitation. The Director of the State of Hawaii Department of Corrections and Rehabilitation will replace the Director of the State of Hawaii Department of Public Safety.

Appendix D. 2023 Stakeholder Survey Report (Prepared by the National Criminal Justice Association)

The National Criminal Justice Association (NCJA) assisted the Department in developing questions and analyzing the results of the Department’s stakeholder survey. NCJA is the JAG training and technical assistance provider contracted by the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance to assist JAG State Administering Agencies.

The following is the stakeholder report prepared by NCJA. The report was created with support of Grant No. 2019-YA-BX-K002, awarded by the Bureau of Justice Assistance to NCJA.

PAGE INTENTIONALLY LEFT BLANK



**Hawaii Department of the Attorney General, Crime Prevention and
Justice Assistance Division, Grants and Planning Branch
Edward Byrne Justice Assistance Grant 2023 Stakeholder Survey
Report**

Updated August 16, 2023

Prepared by the National Criminal Justice Association

This report was created with the support of Grant No. 2019-YA-BX-K002, awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view or opinions are those of the authors.



Table of Contents

Executive Summary2

About the Survey2

Themes.....2

Additional Comments and Themes3

Survey Barriers3

Moving forward3

Survey Responses4

Survey Demographics.....4

Prevalence of crime types7

 Prevalence of Crime/Offense by County 7

 Prevalence of Crime by Role..... 9

Significance of Crime Types10

 Significance of Crime/Offense by County..... 10

 Significance of Crime by Role 12

Areas in Need of Additional Funding.....13

 Adult Criminal Justice System..... 13

 Juvenile Justice System..... 15

Training Opportunities17

Innovative Programming18

Drug Crime19

 Prevalence of Drug Classifications..... 19

 Strategies for Reducing Drug Crime/Threats 20

Gun Crime21

Culturally responsive training and programming.....24

 Definition 24

 Cultural Diversity and Cultural Competency 26

 LGBTQIA+ Issues 27

 Implicit Bias..... 28

Appendix - Survey.....29



Executive Summary

About the Survey

Hawaii's Department of the Attorney General, Crime Prevention and Justice Assistance Division (CPJAD), Grants and Planning Branch administers the State Edward Byrne Memorial Justice Assistance Grant (JAG) Program, which is the leading federal source of criminal justice funding for state and local jurisdictions. In 2023, Hawaii's State Administering Agency (SAA) for JAG partnered with the National Criminal Justice Association (NCJA) to develop and distribute a 34-question stakeholder engagement survey. The survey was sent to a broad spectrum of criminal justice system partners to identify local and statewide criminal justice priorities and needs. The survey sought input from stakeholders on:

1. Prevalence and significance of crime,
2. Funding needs,
3. Training and innovation,
4. Drug threats,
5. Gun violence, and
6. Culturally responsive training.

The 34-question survey was distributed to partners and stakeholders via email beginning on May 1, 2023. The survey closed on May 24, 2023, with 120 responses across the state and criminal justice system, including law enforcement; prosecution; victims services and assistance; courts, financial services; youth/juvenile services; and more.

Survey analysis focused on finding consensus around the criminal justice areas in greatest need of limited funds, determining which areas were viewed as most critical to Hawaii's state and local criminal justice systems, and prioritizing strategies within these areas. The following report outlines the key findings from this survey and can be used to assist the CPJAD in planning and developing the 2024-2028 statewide JAG strategic plan.

Themes

In conducting the stakeholder survey, respondents identified drug crime, including cannabis and other drugs; property crime (burglary, larceny and theft); and intimate partner violence as widespread and significant problems in the state and counties. Throughout the survey, respondents also highlighted a need for treatment and rehabilitation, diversion, drug education and crime prevention as key areas to fund and strategies to address drug threats.

Most survey respondents saw an increase in crimes committed with a firearm since 2019, both statewide and within counties. Additionally, most are aware of Hawaii's Gun Violence Protective Order and view using a Gun Violence Protective Order as an effective strategy for reducing gun violence, in addition to other strategies such as information-sharing solutions to alert law enforcement when a person attempts to purchase a firearm but is ineligible due to a criminal record or disqualifying condition; training for prosecutors, judges, law enforcement, and



public defenders to assess the need to prevent a person in need of mental health intervention from accessing a firearm; and court orders that connect gun owners in need of mental health intervention with community resources were ranked the most effective.

Finally, most respondents are provided a variety of training opportunities by their agency/organizations and agree on the value of training on cultural diversity and cultural competency, LGBTQIA+ issues and implicit bias for police, prosecutor, courts, public defender, probation/parole, and prison/jail staff.

Additional Comments and Themes

Respondents were given the option to provide additional feedback. Themes included:

- More training
- Collaboration between agencies
- Financial and childcare assistance for victims and individuals within the criminal justice system
- Funding to foster innovation and address gaps
- Address backlog of court cases

Survey Barriers

The survey was sent to stakeholders representing all sectors of the criminal justice system. However, several stakeholders were not represented in survey responses including defense/indigent defense, legislation or policy development and social services. Other roles such as corrections, mental health or behavioral health, pretrial, reentry/reintegration, and substance use disorder treatment accounted for less than 3% of responses. Additionally, Kauai and Hawaii counties accounted for only 6 and 7% of responses, respectively.

Finally, the survey was completed by 120 respondents which represents a small sample of the state's criminal justice community, which may make it difficult to fully draw conclusions. Additionally, many respondents did not fully complete the survey as the completion rate was 56%, with many questions receiving as low as 68 responses.

Moving forward

NCJA thanks the criminal justice stakeholders in Hawaii for their participation in this survey. These data can be used to provide input to CPJAD in their strategic planning process for future use of JAG funding. As outlined in the report, stakeholders identified the following purpose areas or initiatives to prioritize:

- Drug crime,
- Intimate partner violence,
- Treatment and rehabilitation services, and
- Drug education and crime prevention.

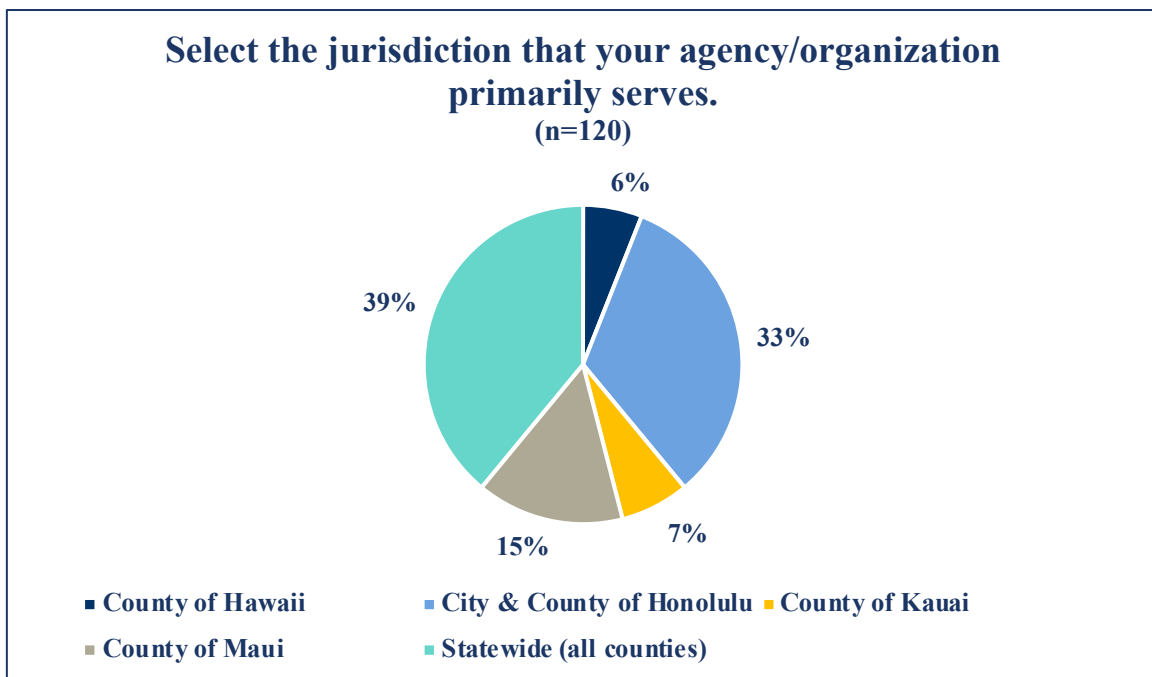
The survey additionally highlighted knowledge and views related to gun violence, innovative programming and culturally responsive training.

While this survey serves as the bedrock for CPJAD’s stakeholder outreach strategy, survey findings are not meant to be a strategic plan. Strategic planning takes into account the knowledge held within the field, the decision making of appointed justice system leaders and a thorough review of available data to triangulate a strategy that addresses identified needs, gaps or emerging trends. While JAG funds represent less than one percent of criminal justice spending nationally, these dollars represent an opportunity to fund initiatives that can positively impact the work of multiple system partners, enhance public safety, and if used effectively, will ultimately reduce justice system costs and save taxpayer money. NCJA looks forward to partnering with CPJAD on additional engagement efforts including focus groups to aid in the development of a strategic plan that addresses each of these areas and allows CPJAD to develop solutions to issues impacting their criminal justice system.

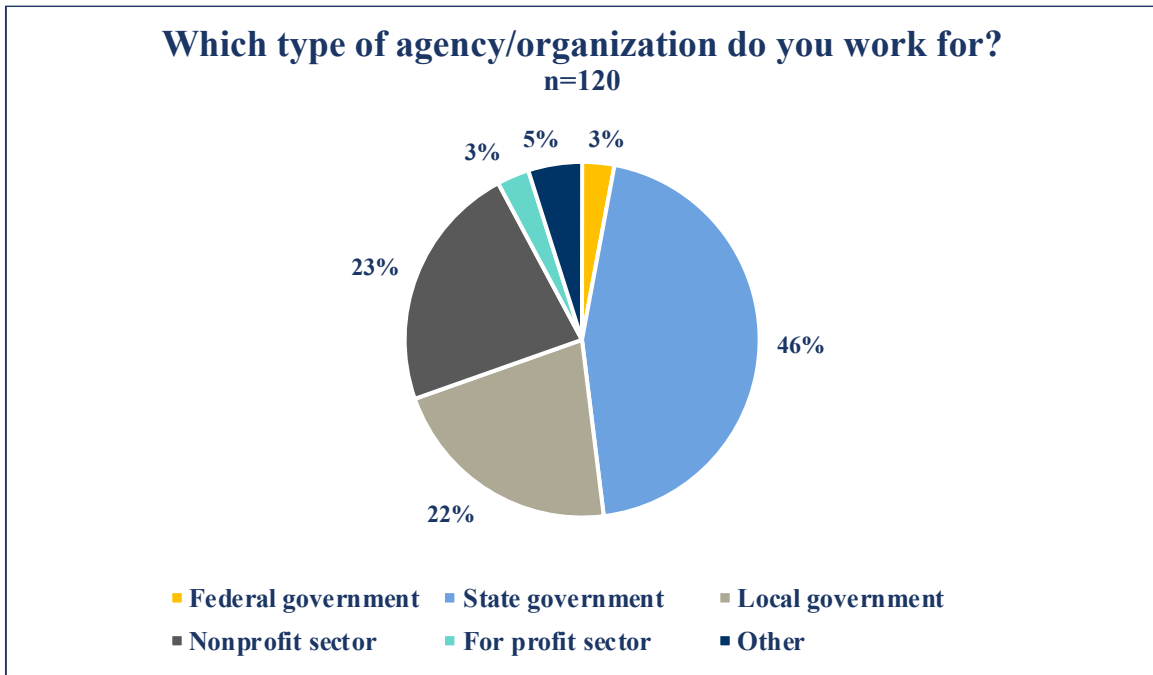
Survey Responses

Survey Demographics

Of the 120 respondents, nearly 40% of survey respondents serve the entire state. A third of respondents serve the city and county of Honolulu with the remaining respondents serving the counties of Maui (15%), Kauai (7%) and Hawaii (6%).

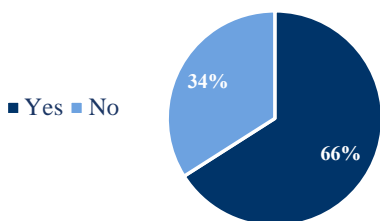


Most of the 120 respondents represent state government (46%). The remaining respondents represent the nonprofit sector (23%), local government (22%), federal government (3%), for profit sector (3%) and other types of organizations including financial services.

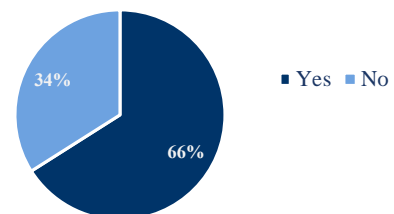


Nearly two-thirds (66%) of the respondents serve agencies that are part of the criminal justice system and 34% represent agencies outside of the criminal justice system. Similarly, nearly two-thirds (66%) of respondents have direct contact with individuals within the criminal justice system and 34% do not have contact with these individuals.

Is your agency/organization part of the criminal justice system? n=120

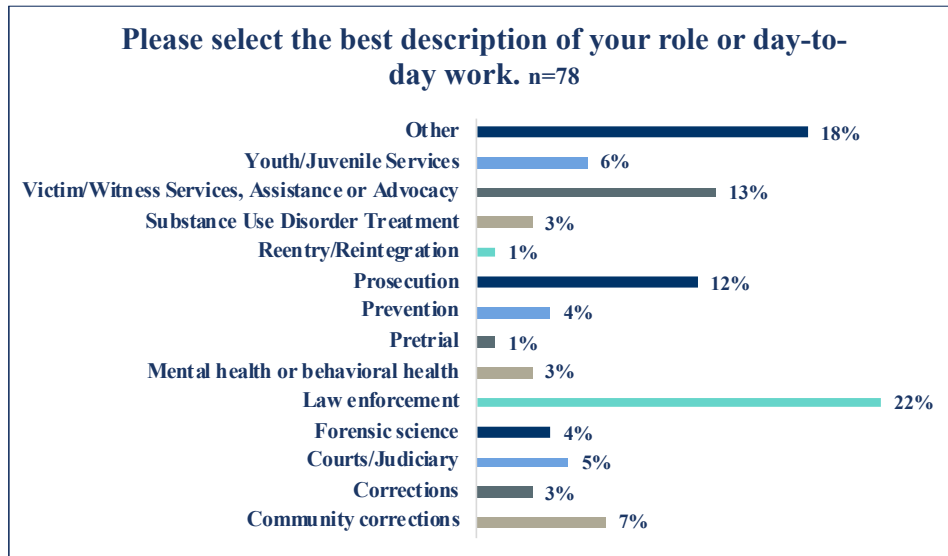


Do you have direct contact with individuals within the criminal justice system (e.g., victims, witnesses, offenders, defendants, parolees, probationers, etc.)? n=100





Of the 78 respondents who provided a response, law enforcement represented the greatest number of participants (22%), followed by other roles such as financial services and research (18%), victim/witness services, assistance or advocacy (13%), and prosecution (12%).



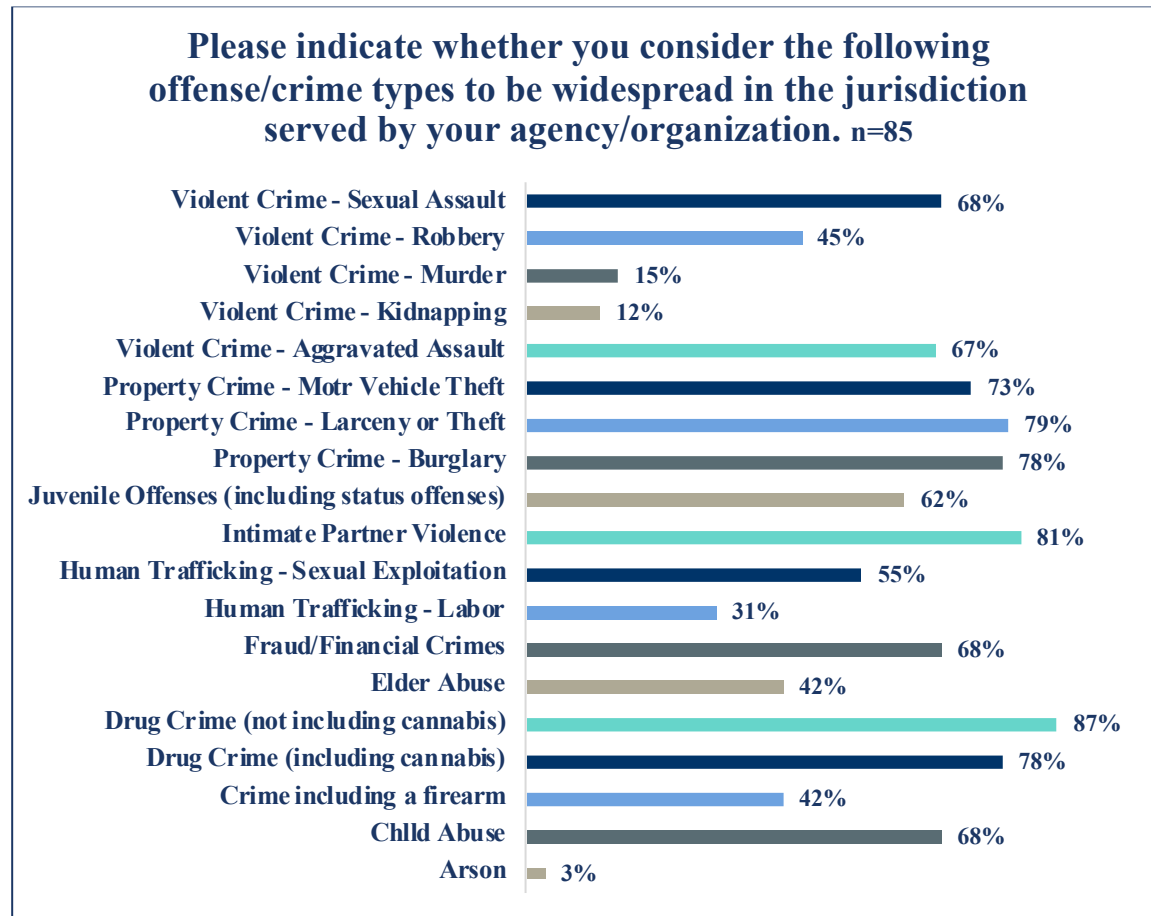
Of the 100 individuals who provided a response to the question of position in their agency/organization, the greatest number of respondents hold management/supervisor positions (37%). The remaining hold positions of executive (16%), other (14%), law enforcement – police or investigator (9%), law enforcement – probation or parole (1%), support staff (12%), and provider of legal services (2%)





Prevalence of crime types

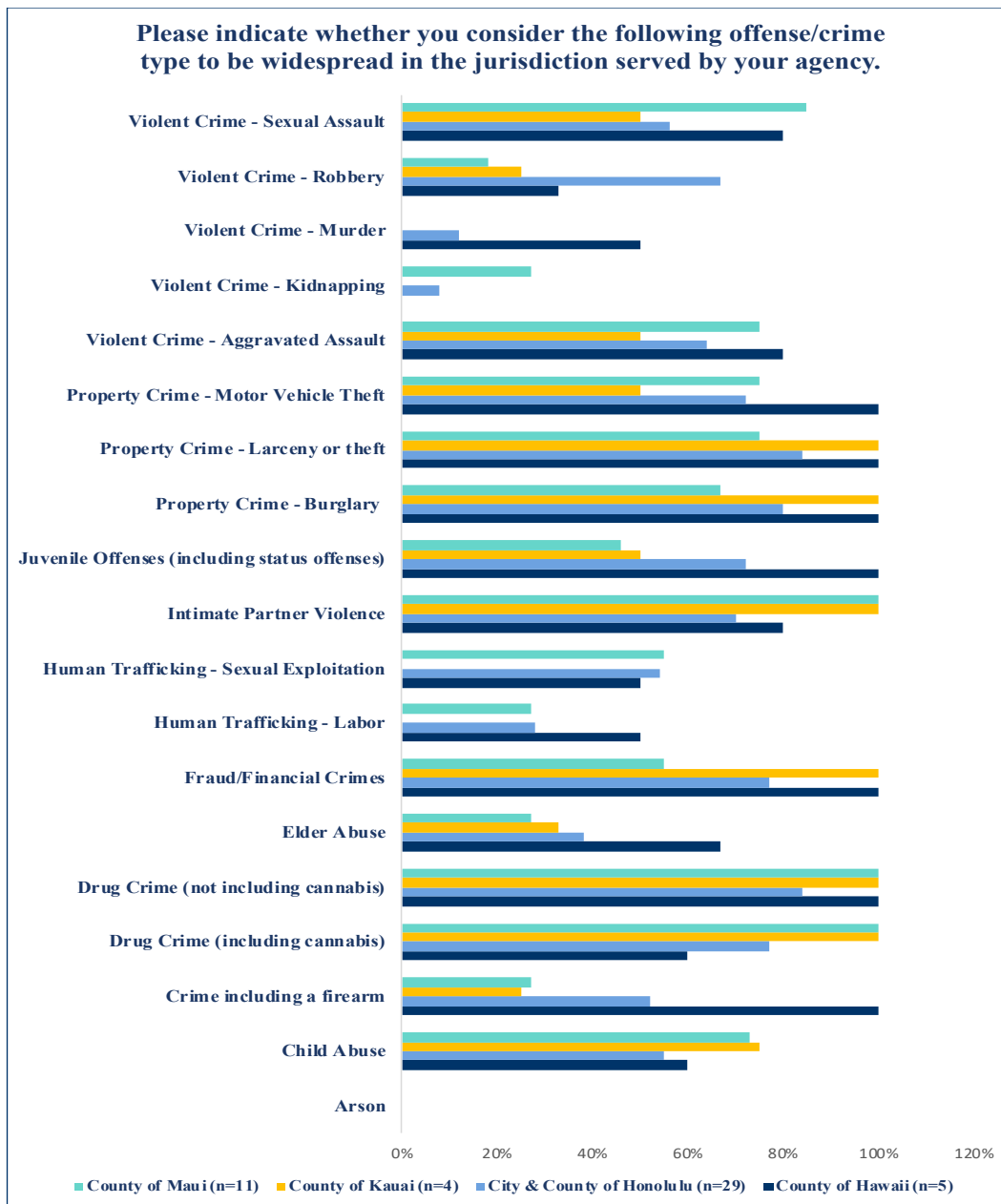
When asked to indicate whether they consider certain offenses/crime types to be widespread in their jurisdiction, respondents identified drug crime – not including cannabis (87%), intimate partner violence (81%), property crime – larceny or theft (79%), drug crime – including cannabis (78%), and property crime – burglary as widespread.



Prevalence of Crime/Offense by County

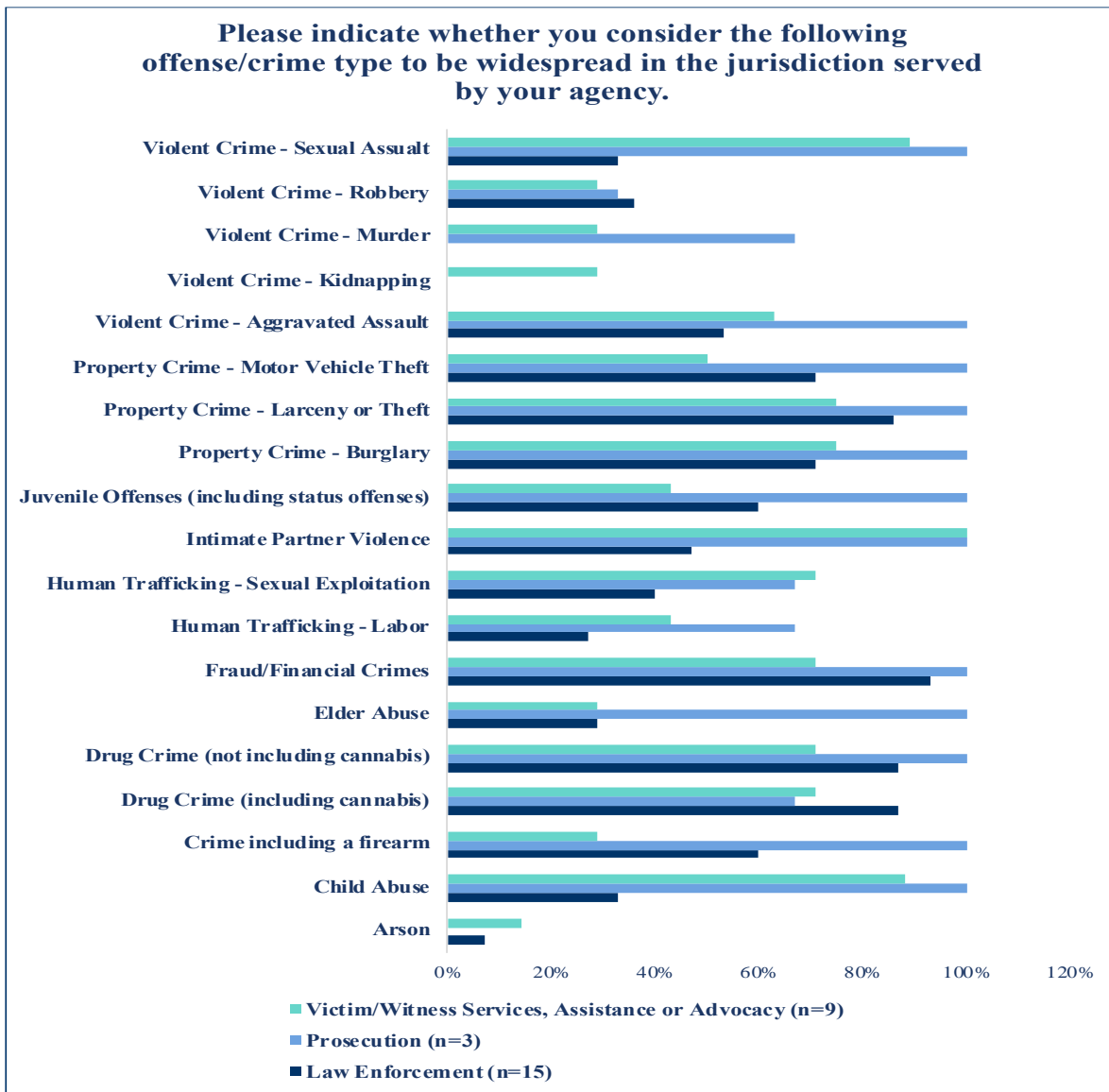
Responses were analyzed based on the jurisdiction served (Maui, Kauai, Honolulu, and Hawaii) to identify any differences between counties. In all counties, drug crime (not including cannabis) was identified as the most widespread issue. While it should be noted that only five respondents to this question serve the county of Hawaii, all respondents (100%) serving the county identified crime including a firearm, drug crime (not including cannabis), fraud/financial crimes, juvenile offenses (including status offenses), and property crimes (burglary, larceny or theft, and motor vehicle theft) as widespread. The county of Kauai also had a low response rate with four respondents serving the county, however, all respondents serving the county identified drug crime (including and not including cannabis), fraud/financial crimes, intimate partner violence,

and property crime (burglary and larceny or theft) as widespread. In Maui County, all 11 respondents serving the county identified drug crime (including and not including cannabis) and intimate partner violence as widespread. In the largest county of Honolulu (29 respondents), the top widespread crimes/offenses were drug crime (not including cannabis), property crime – larceny or theft, property crime – burglary, drug crime (including cannabis) and fraud/financial crimes.



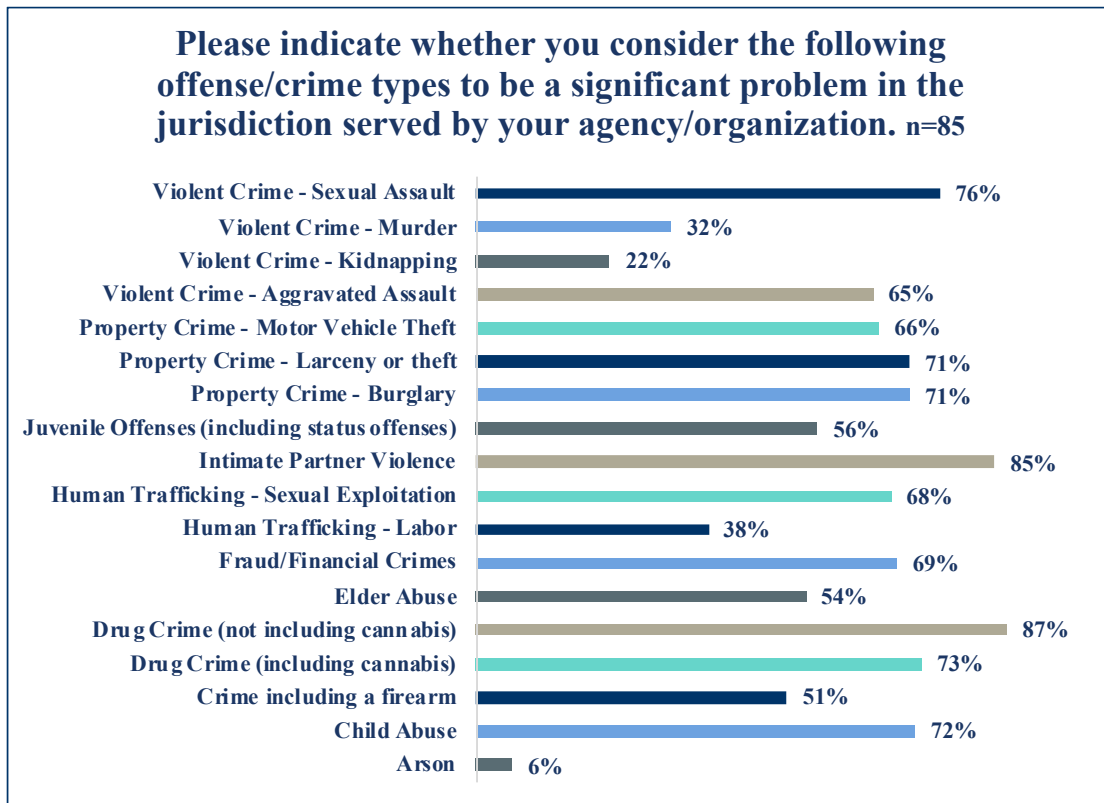
Prevalence of Crime by Role

When comparing the top represented roles of law enforcement, prosecution and victim/witness services, assistance or advocacy, there was variation. For instance, the three participants representing prosecution identified child abuse, crime including a firearm, elder abuse, human trafficking – labor, juvenile offenses (including status offenses), violent crime – aggravated assault and violent crime – murder as more widespread than other roles. The 15 law enforcement representatives were also less likely to view intimate partner violence and violent crime including aggravated assault, murder and sexual assault, as widespread. The most widespread identified crimes for the nine victim/witness services, assistance or advocacy representatives were intimate partner violence and violent crime – sexual assault.



Significance of Crime Types

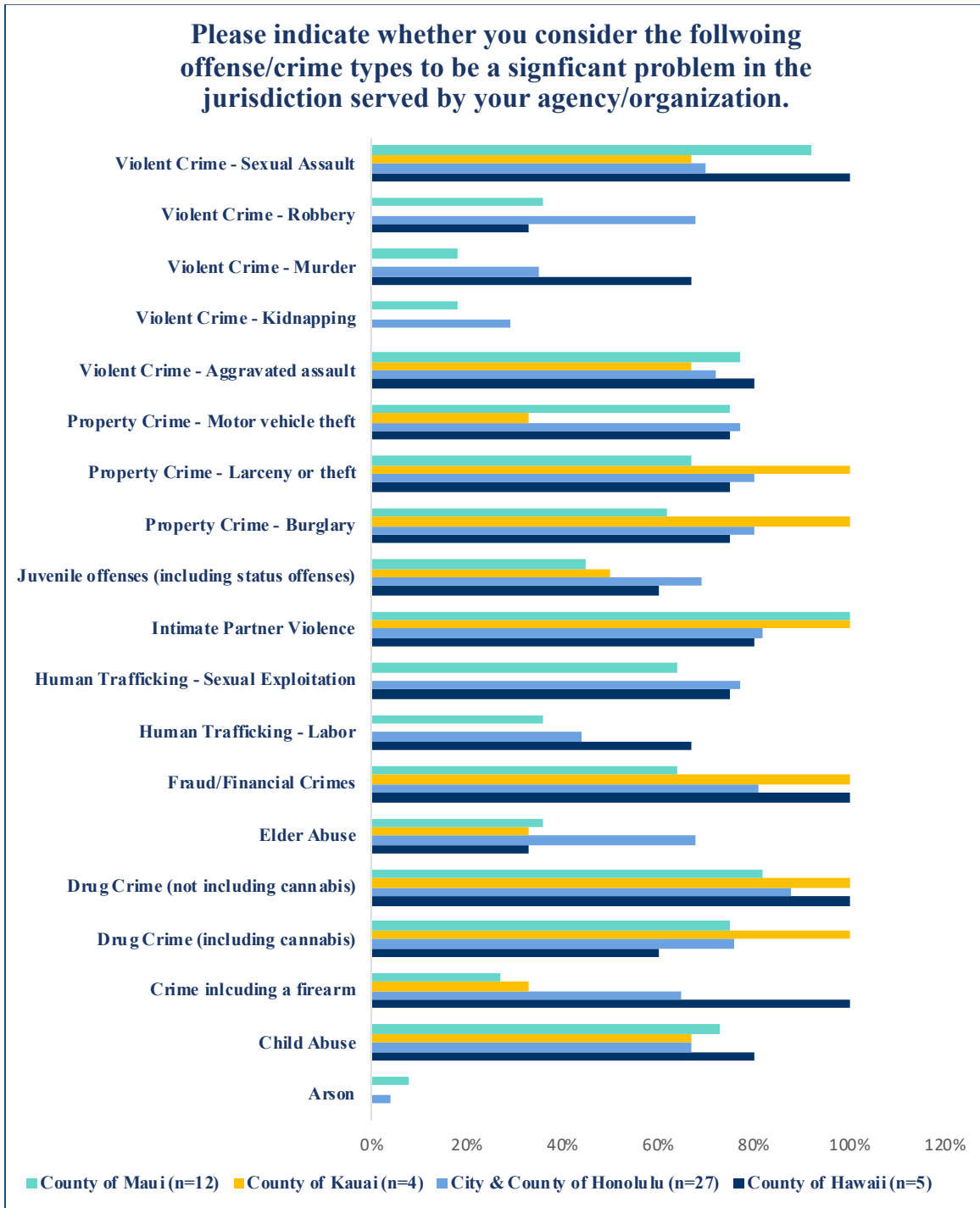
When asked to indicate whether they consider certain offenses/crime types to be a significant problem in their jurisdiction, the 85 respondents identified drug crime – not including cannabis (87%), intimate partner violence (85%), violent crime – sexual assault (76%), drug crime – including cannabis (73%), and child abuse (72%) as significant problems.



Significance of Crime/Offense by County

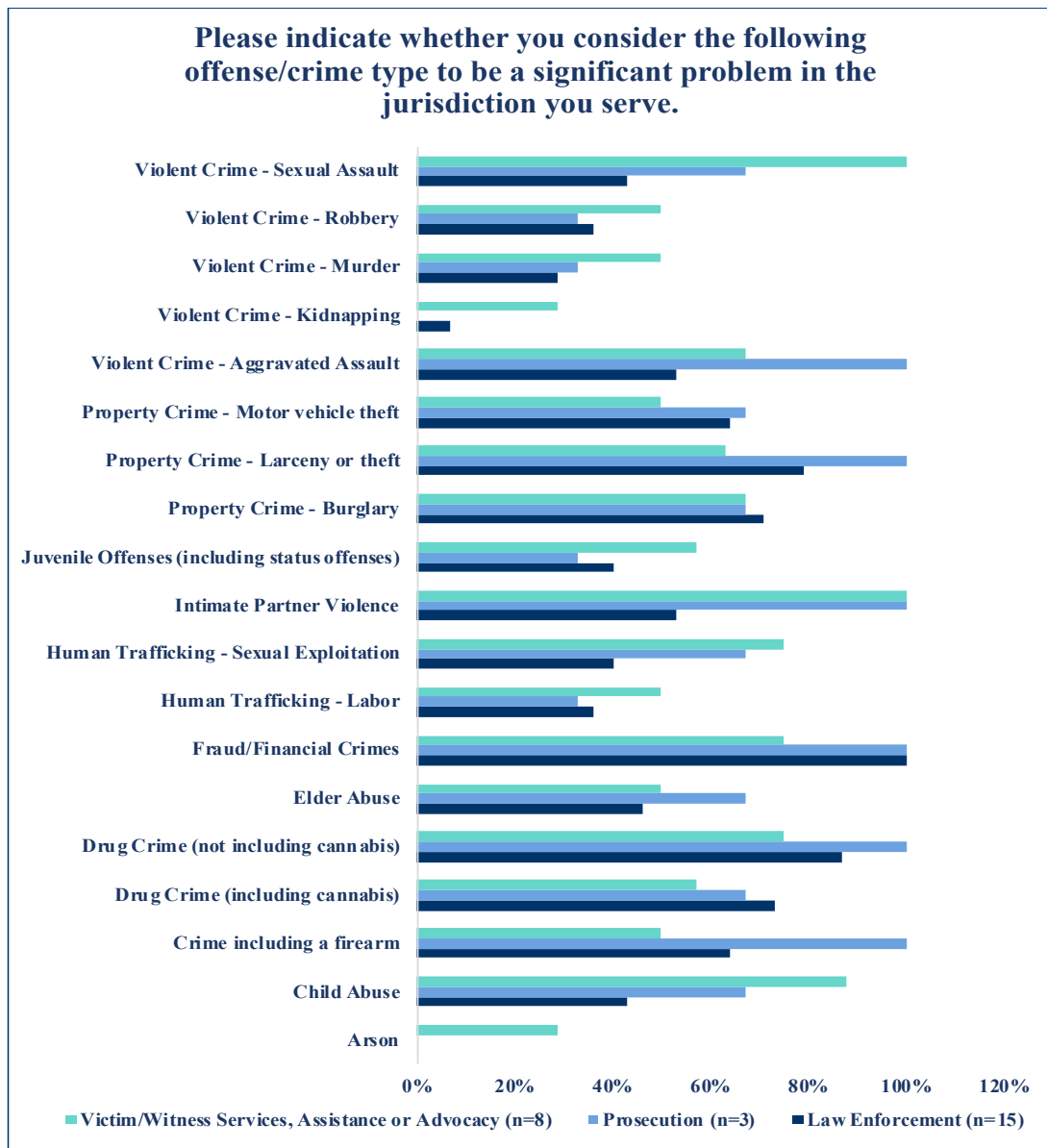
Responses were analyzed based on the jurisdiction served (Maui, Kauai, Honolulu, and Hawaii) to identify any differences between counties. In all counties, drug crime (not including cannabis) was identified as a significant issue. While only five respondents serve the county of Hawaii, all respondents (100%) serving the county of Hawaii identified crime including a firearm, drug crime (not including cannabis), fraud/financial crimes, and violent crime – sexual assault as significant problems. The county of Kauai also had a low response rate of four, with all respondents serving the county identifying drug crime (including and not including cannabis), fraud/financial crimes, intimate partner violence, and property crime (burglary and larceny or theft) as significant problems. In Maui County, all 12 respondents serving the county identified intimate partner violence as significant and a large percentage identified violent crime – intimate partner violence as significant. In the largest county of Honolulu, the 27 respondents serving the county identified drug crime (not including cannabis), intimate partner violence, fraud/financial

crime, property crime – larceny or theft, property crime – burglary, and drug crime (including cannabis) as significant problems.



Significance of Crime by Role

When comparing the top represented roles of law enforcement, prosecution and victim/witness services, assistance or advocacy, there was variation. For instance, the three prosecution representatives identified crime including a firearm and violent crime – aggravated assault as more significant than other roles. The 15 law enforcement representatives were also less likely to view intimate partner violence and violent crime – sexual assault, as significant problems. The eight victim/witness services, assistance or advocacy representatives were more likely to view violent crime – sexual assault as a significant problem.

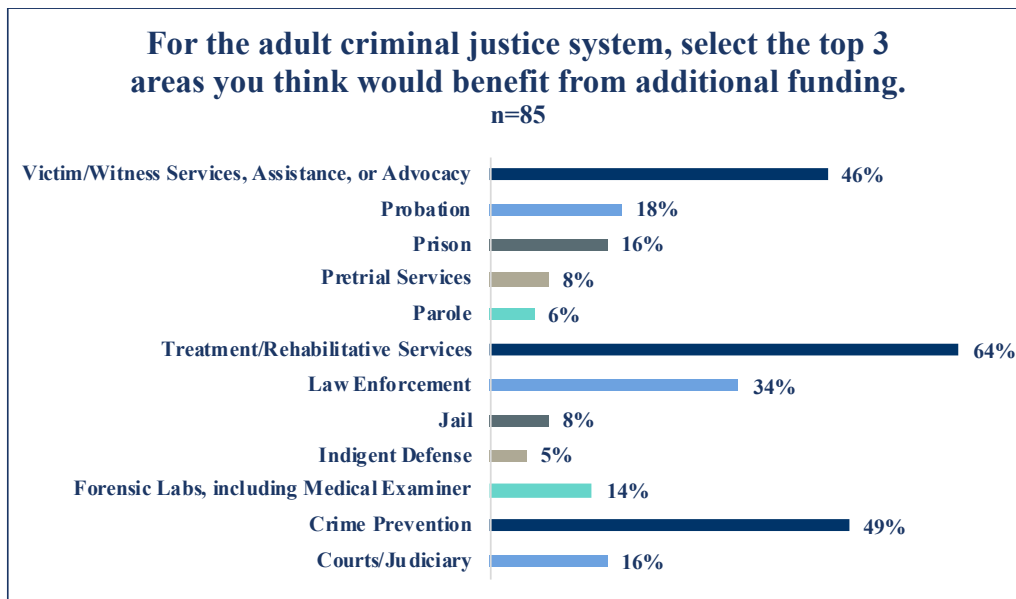




Areas in Need of Additional Funding

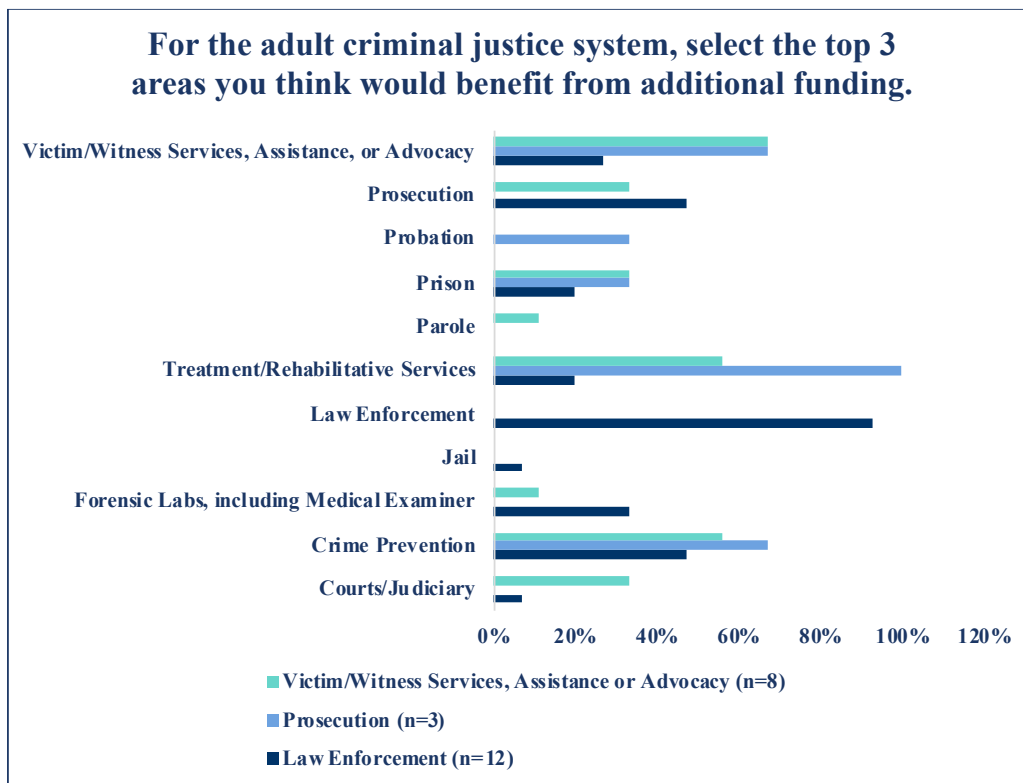
Adult Criminal Justice System

When asked to select the top 3 areas that would benefit from additional funding, the top areas were treatment/rehabilitative services (64%), crime prevention (49%) and Victim/Witness Services, Assistance or Advocacy (46%).



Funding Needs by Role

When comparing the top represented roles of law enforcement, prosecution and victim/witness services, assistance or advocacy, there was variation based on role. For instance, 93% of law enforcement representatives thought that law enforcement would benefit from additional funding, while the other top roles did not rank law enforcement in the top three. Additionally, prosecution representatives were more likely to identify a need for increased funding for treatment/rehabilitative services than other roles.

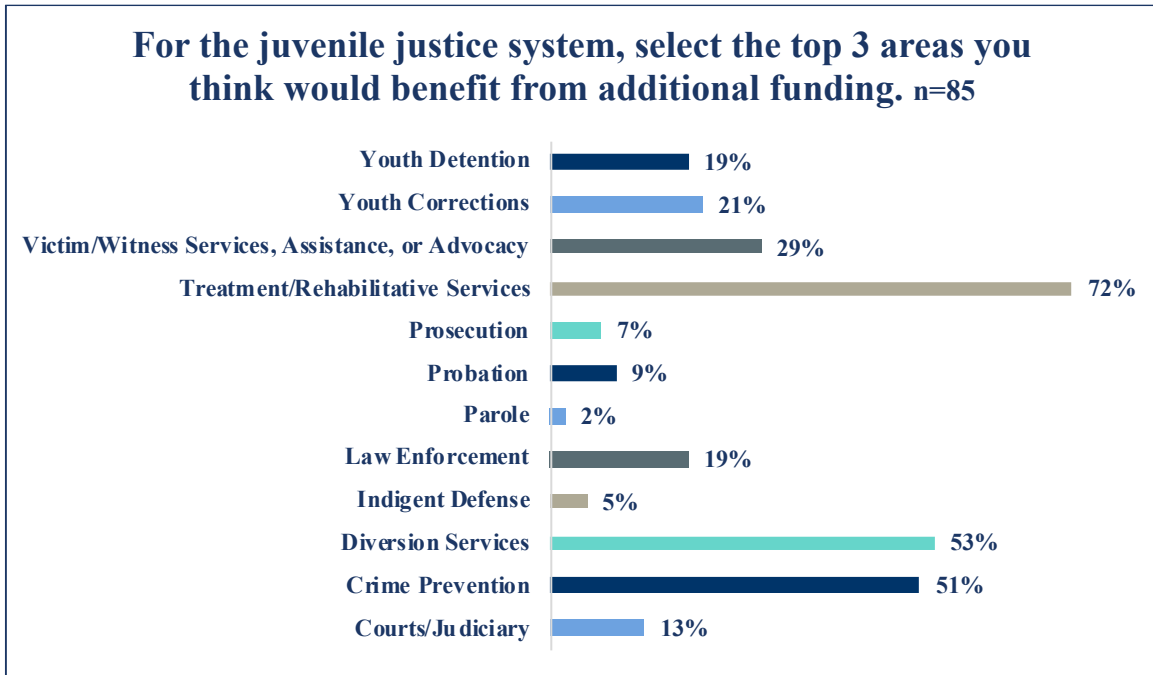


*Note: Areas with 0% do not appear with a bar in the chart.



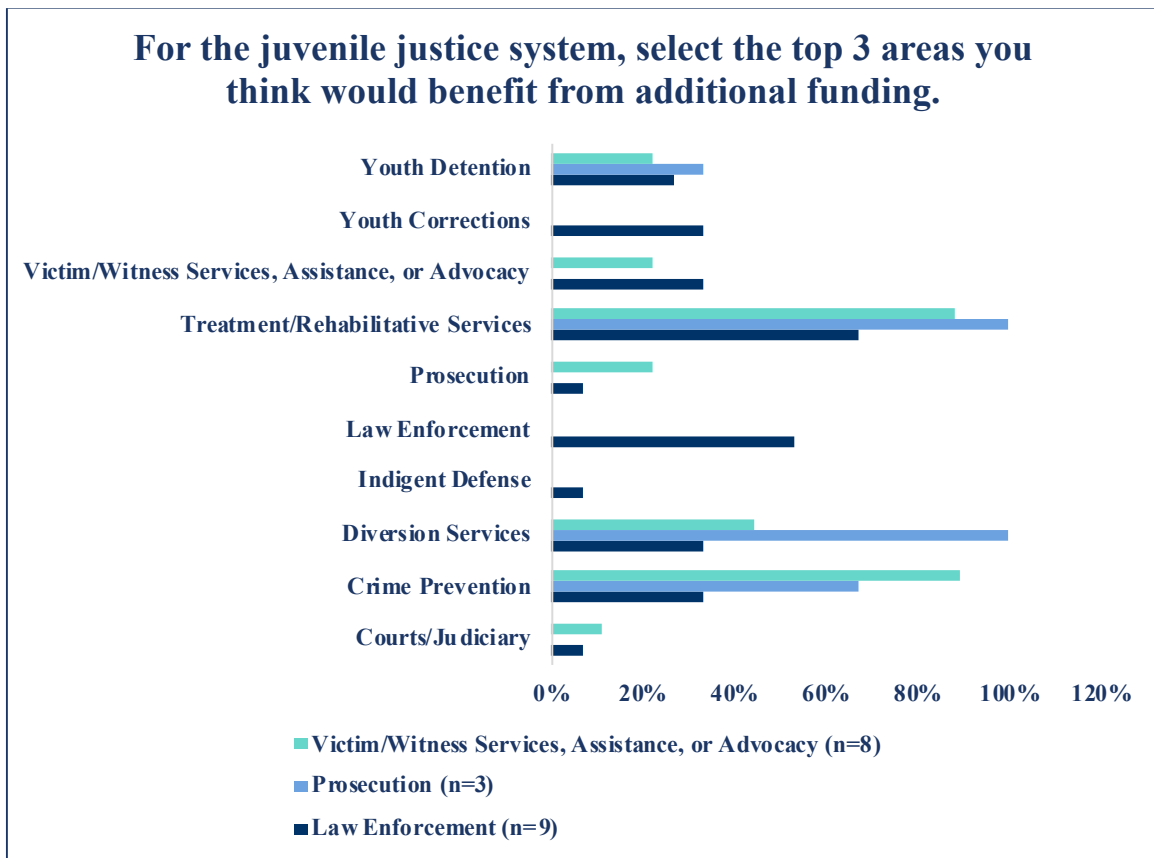
Juvenile Justice System

When asked to select the top three areas of the juvenile justice system that would benefit from additional funding, the top areas were treatment/rehabilitative services (72%), diversion services (53%) and crime prevention (51%).



Juvenile Funding Needs by Role

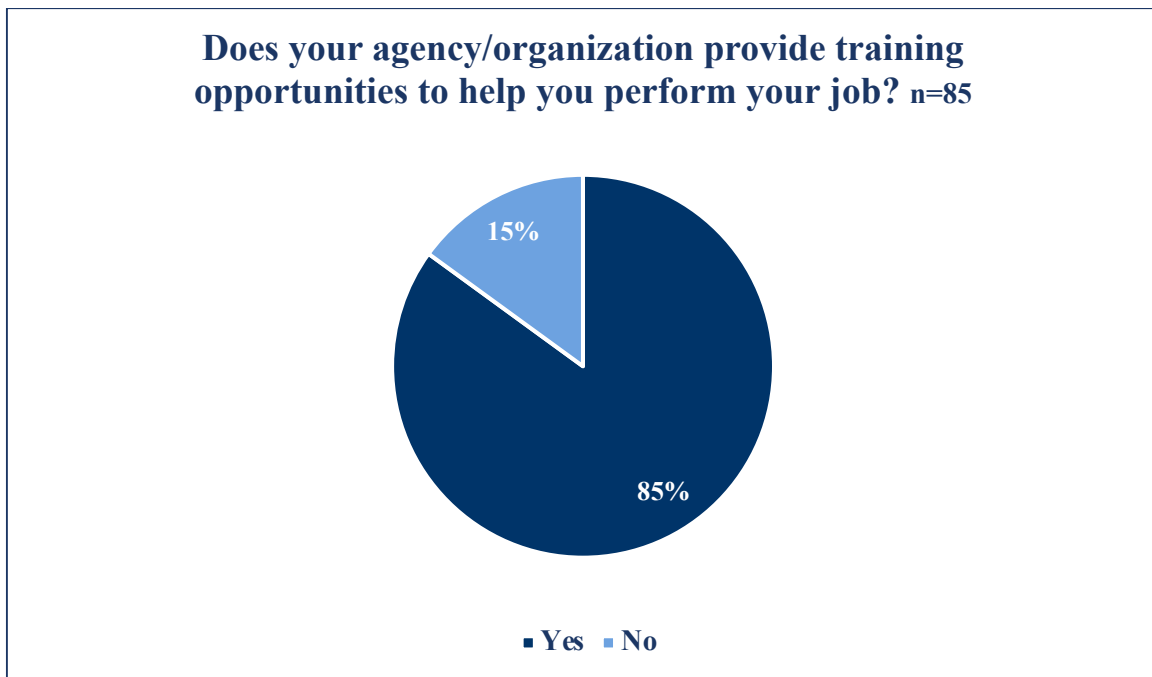
When comparing the top represented roles of law enforcement, prosecution and victim/witness services, assistance or advocacy, there was variation. For instance, 53% of the 12 law enforcement representatives thought that law enforcement would benefit from additional funding, while the other top roles did not rank it in the top three. Additionally, prosecution representatives were more likely to identify a need for increased funding for diversion services. Some respondents noted not having enough experience with the juvenile justice system to meaningfully answer this question.



*Note: Areas with 0% do not appear with a bar in the chart.

Training Opportunities

Of the 85 individuals who provided responses to the question, most (85%) indicated that their agency/organization provided training opportunities to help job performance and 15% indicated no training.



Of those who do receive training, the types of helpful training they have received include:

- Financial fraud, elder abuse and the use of technology
- Training hosted by national agencies such as the FBI, OVC and HIDTA
- Leadership
- Trauma-response, vicarious trauma and trauma-informed care
- Interrogation and interviewing (including motivational interviewing)
- Evidence-informed programming and best practices
- Mental health first aid
- Drug interdiction
- Domestic violence
- Victim-centered training
- Sexual assault training
- Cultural competency
- Grant management

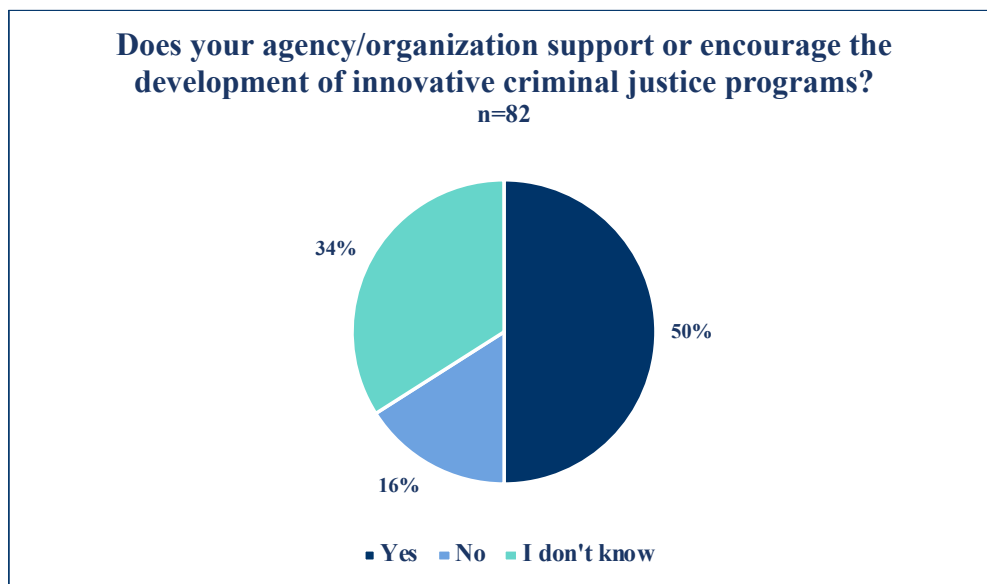
Training that would help respondents perform their job include:

- Technology

- Working in remote/hybrid environments
- Trauma-informed care
- Crime Prevention Through Environmental Design (CPTED)
- Cultural competency
- Grant management and grant writing
- Leadership
- Victims’ services
- Substance Abuse Prevention Skills Training (SAPST)
- Financial fraud and cryptocurrency

Innovative Programming

Half (50%) of the 82 individuals who responded to the question work for agencies that support or encourage the development of innovative criminal justice programs. Over a third (34%) of respondents were unsure of innovative programming support while 16% reported no support for innovative programming.



Reported barriers to innovation include:

- Lack of training
- Government regulations
- Outdated technology
- Lack of funding
- Lack of staffing
- Fear

Ideas for innovative programs include:

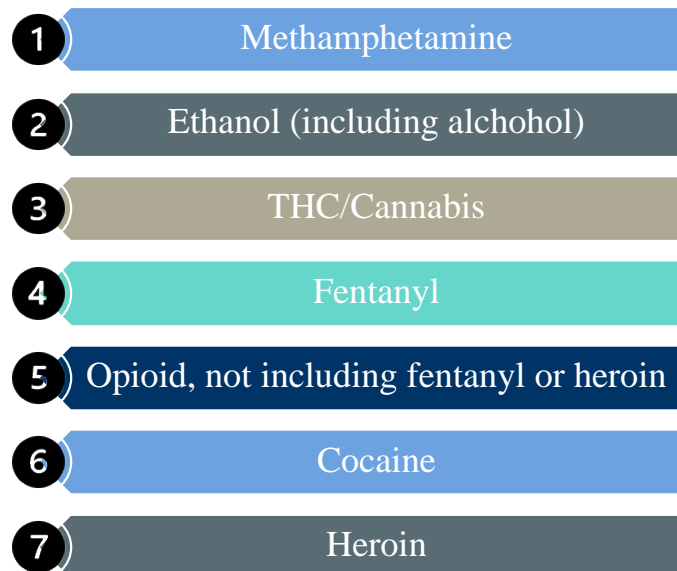


- Youth restorative justice
- Increased prison space
- Deputization of administrative agencies with limited criminal authority (such as in cases of financial fraud)
- Emergency response for the homeless and those experiencing mental illness
- Community outreach
- Statewide victim resource center
- Drug court
- Sex offender management program
- Law enforcement/social worker collaboration
- Trade school programs for individuals charged with a crime
- Youth diversion

Drug Crime

Prevalence of Drug Classifications

When asked to rank how widespread certain drug classifications are in the county served, the 73 individuals who provided a response to the question ranked methamphetamine as the most widespread drug classification followed by ethanol (including alcohol) and THC/Cannabis.



Other identified drug classifications include:

- Kratom
- Synthetic drugs
- Ecstasy
- Stimulants

- Over-the-counter and prescription drug misuse

Strategies for Reducing Drug Crime/Threats

When asked to rank strategies for reducing drug crime/threats, the 73 individuals who provided a response to the question ranked drug treatment as most effective followed by diversion programs; and drug education and prevention programs.



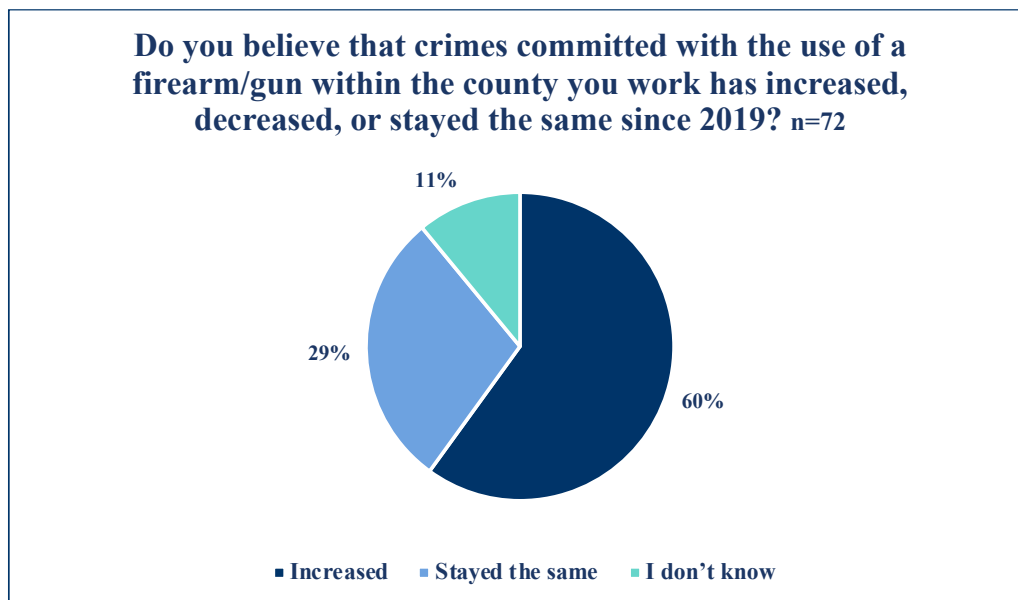
Other recommended strategies for reducing drug crime/threats include:

- National border defense to prevent the entry of methamphetamine, fentanyl and heroin into the United States.
- Parcel interdiction funding
- Youth drug programs/awareness
- Decriminalization of drug use
- Increase treatment, programming and prevention services
- Longer prison sentencing
- Long-term treatment centers
- Increase of social/emotional learning (SEL) in elementary schools
- Decreased reliance on prescription drugs, particularly for pregnant women

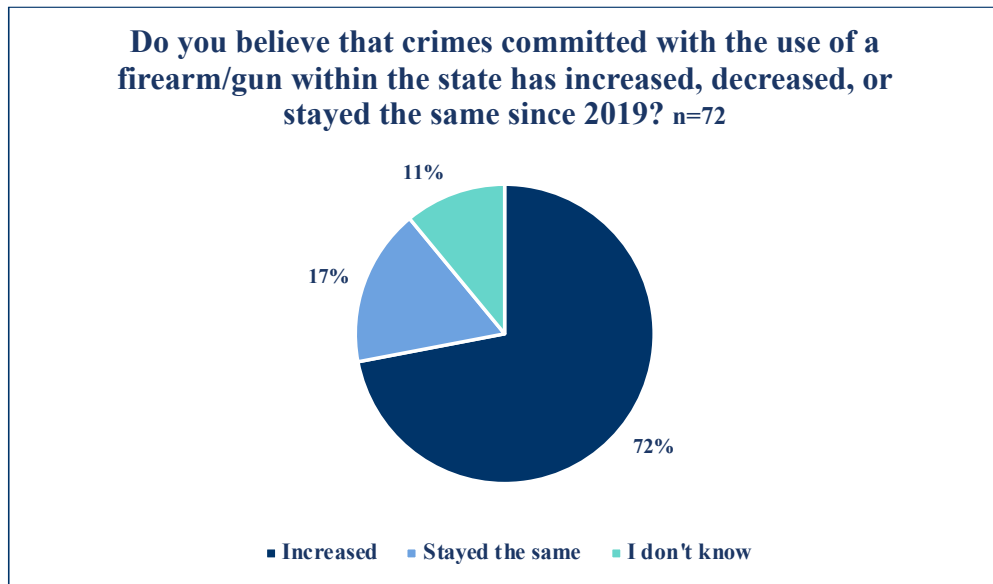
- Stricter penalties/sentencing
- Cultural programming
- Restorative justice

Gun Crime

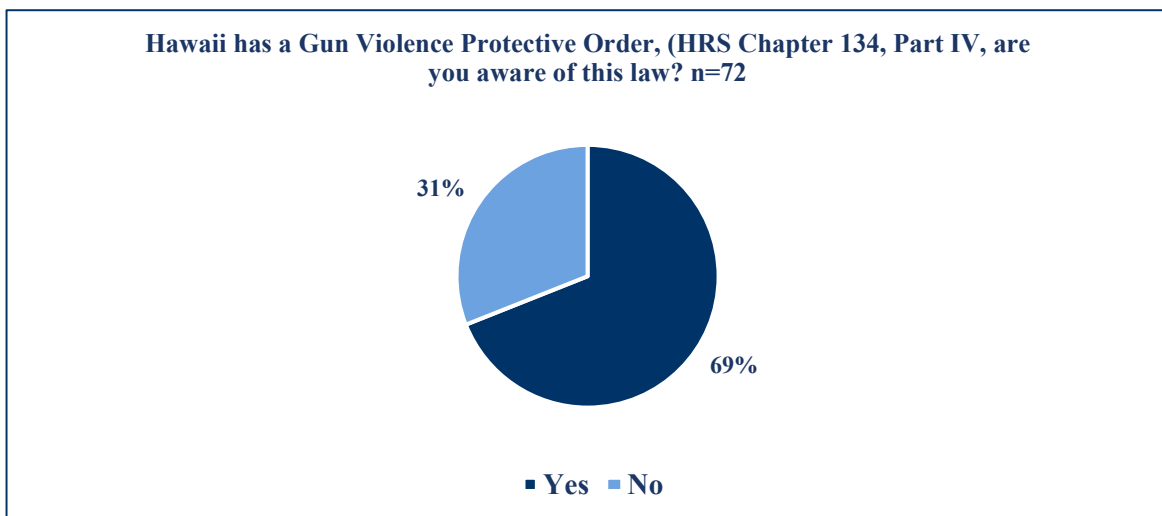
When asked if crimes committed with the use of a firearm/gun within *the county they work* has increased, decreased or stayed the same since 2019, of the 72 respondents, 60% of respondents indicated it had increased, 29% indicated it stayed the same and 11% did not know. No respondents indicated a decrease in firearm/gun crime.



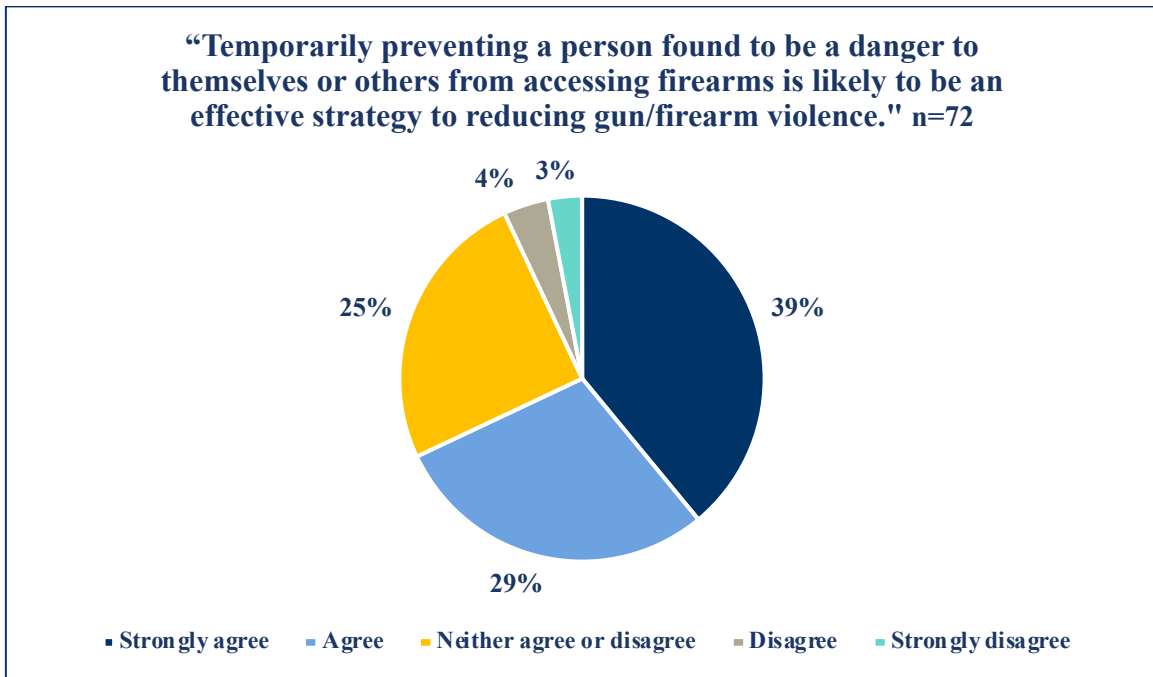
When asked if crimes committed with the use of a firearm/gun within *the state* has increased, decreased or stayed the same since 2019, of the 72 respondents, 72% of respondents indicated it had increased, 17% indicated it stayed the same and 11% did not know. No respondents indicated a decrease in firearm/gun crime.



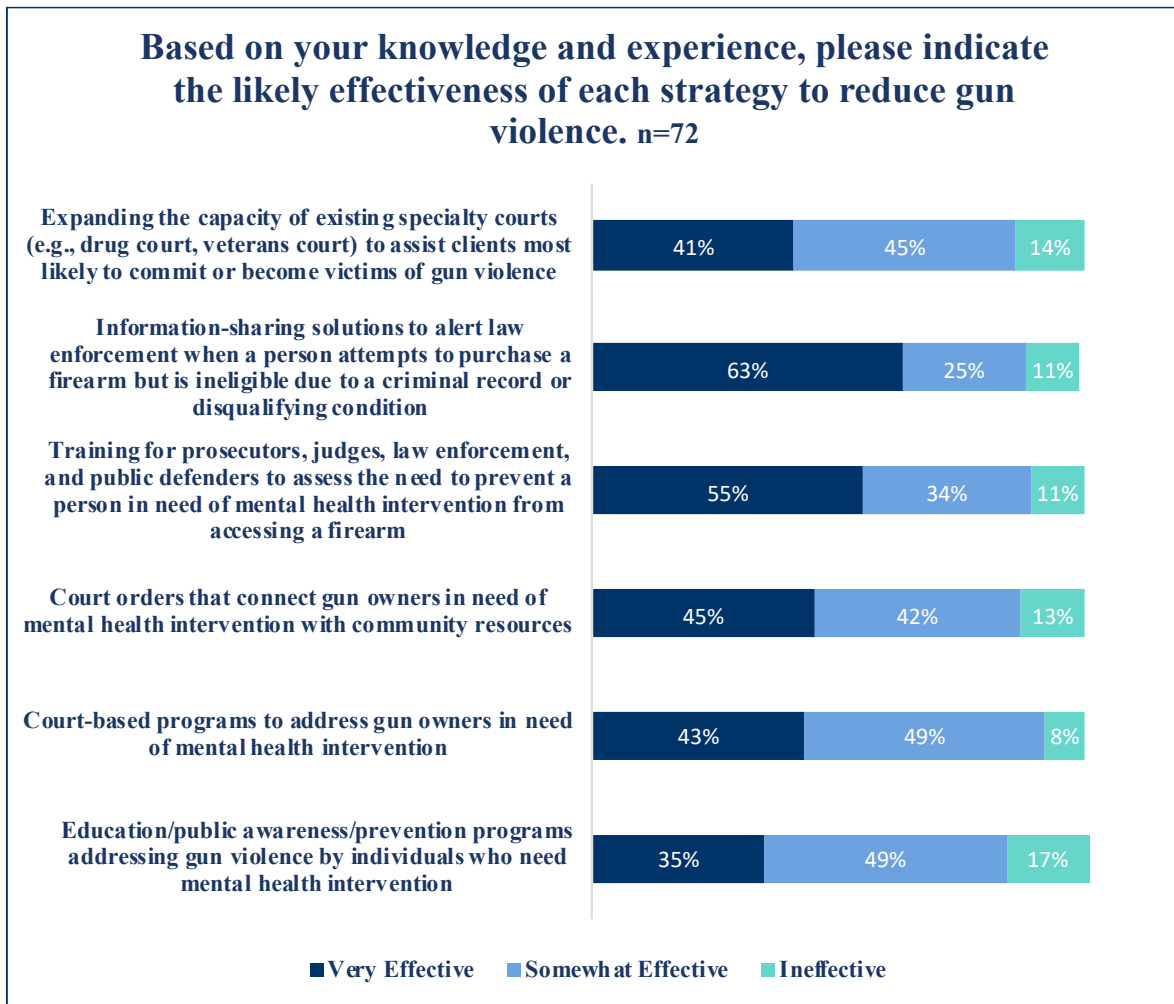
When asked about awareness regarding Hawaii’s Gun Violence Protective Order Law, of the 72 respondents, 69% of respondents were aware of the law while 31% were not.



When asked about their level of agreement with the statement “Temporarily preventing a person found to be a danger to themselves or others from accessing firearms (i.e., a Gun Violence Protective Order) is likely to be an effective strategy to reducing gun/firearm violence,” of the 72 respondents, 39% of respondents strongly agreed, 29% agreed, 25% neither agreed nor disagreed, 4% disagreed and 3% strongly disagreed.



When asked to indicate the likely effectiveness of several strategies to reduce gun violence, the 72 respondents ranked information-sharing solutions to alert law enforcement when a person attempts to purchase a firearm but is ineligible due to a criminal record or disqualifying condition; training for prosecutors, judges, law enforcement, and public defenders to assess the need to prevent a person in need of mental health intervention from accessing a firearm; and court orders that connect gun owners in need of mental health intervention with community resources as the most effective strategies.



Culturally responsive training and programming

Definition

Respondents were asked to define “culturally responsive.” Some of the responses include:

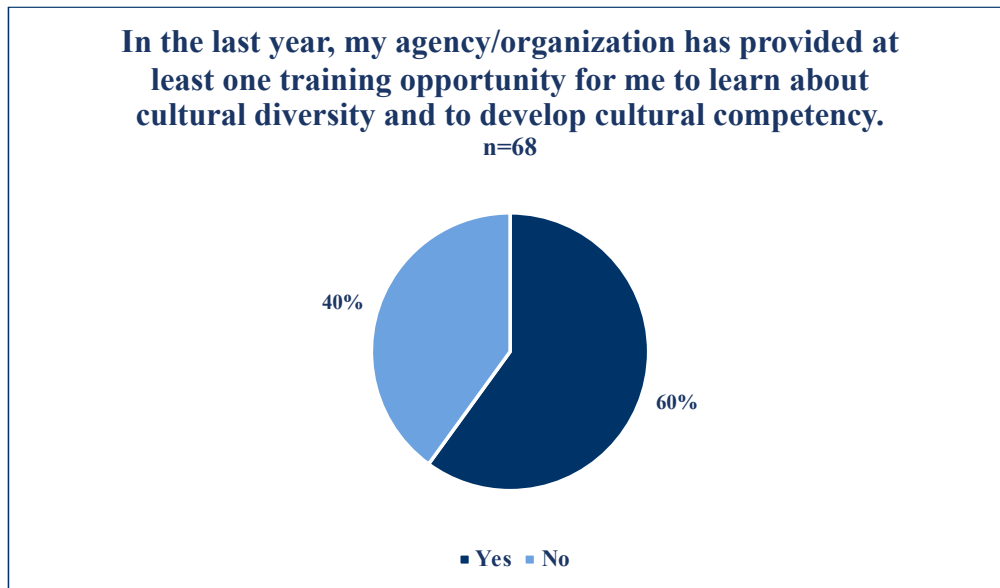
- Culturally responsive programs designed and targeted for a specific ethnic, racial group. Organization providing services providing services is also for the targeted population and its staffing, mission, etc. represents members of the targeted community.



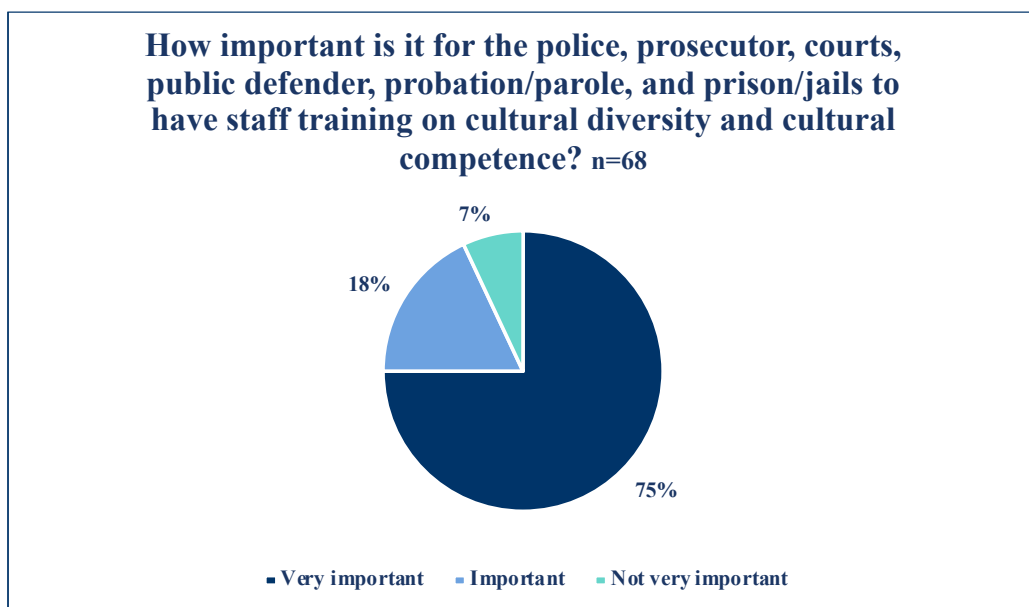
- Ability to understand, relate, recognize cultural differences and bias.
- To integrate and utilize cultural practices/beliefs into existing or new programs.
- To respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientations and other diversity factors in a manner that recognizes, affirms and values their worth
- Taking the time to understand how the person's culture informs their understanding of what has happened to them and what can help them.
- It means to understand that we can't possibly be fully informed of all person's cultural identify; we must be humble in our approach to individuals of different cultures, anticipate that we do not know, and be open to learning.
- "Culturally responsive" means to be receptive to a proposed idea and create a dialogue between the charging party and the targeted audience which leads to achieving a mutual goal.
- Customization of programs based on the culture of the target demographic.
- People from a particular community or social group coming together to actively participate in solutions or programs designed to reduce crime.
- Cultural responsiveness means an approach that considers and responds to individuals 'cultural frame of reference, including demographic, sociopolitical, and other contextual characteristics.
- Cultural responsiveness enables individuals and organizations to respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, disabilities, religions, genders, sexual orientations, and other diversity factors in a manner that recognizes, affirms, and values their worth. Being culturally responsive requires having the ability to understand cultural differences, recognize potential biases, and look beyond differences to work productively with children, families, and communities whose cultural contexts are different from one's own.

Cultural Diversity and Cultural Competency

When asked about training opportunities to learn about cultural diversity and to develop cultural competency, of the 68 respondents, 60% received this type of training in the last year while 40% had not.

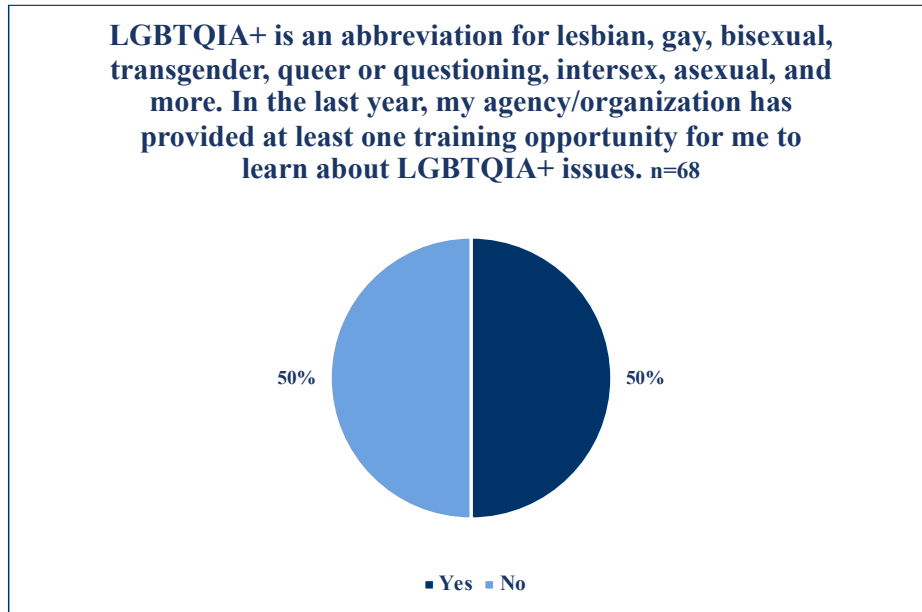


When asked about the importance of training on cultural diversity and competency for police, prosecutor, courts, public defender, probation/parole, and prison/jail staff, 75% indicated it was very important, 28% indicated it was important and 7% indicated it was not very important.

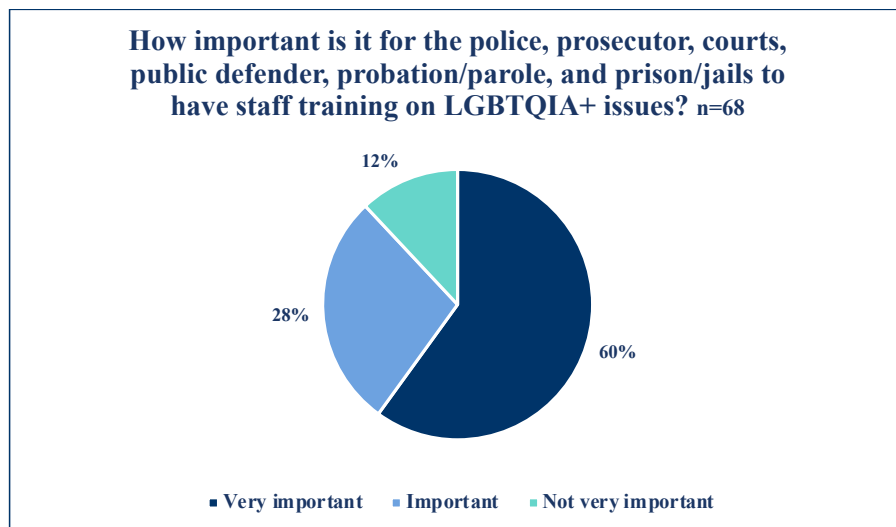


LGBTQIA+ Issues

When asked if their agency/organization has provided at least one training opportunity to learn about LGBTQIA+ issues in the last year, of the 68 respondents, 50% answered yes, while 50% responded no.

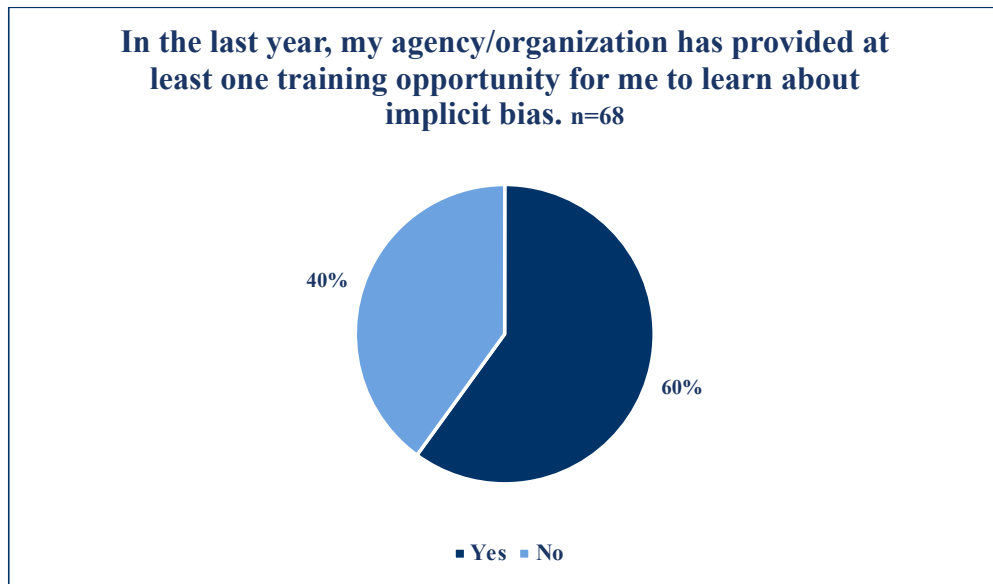


When asked about the importance of training on LGBTQIA+ issues for police, prosecutor, courts, public defender, probation/parole, and prison/jail staff, 60% indicated it was very important, 28% indicated it was important and 12% indicated it was not very important.

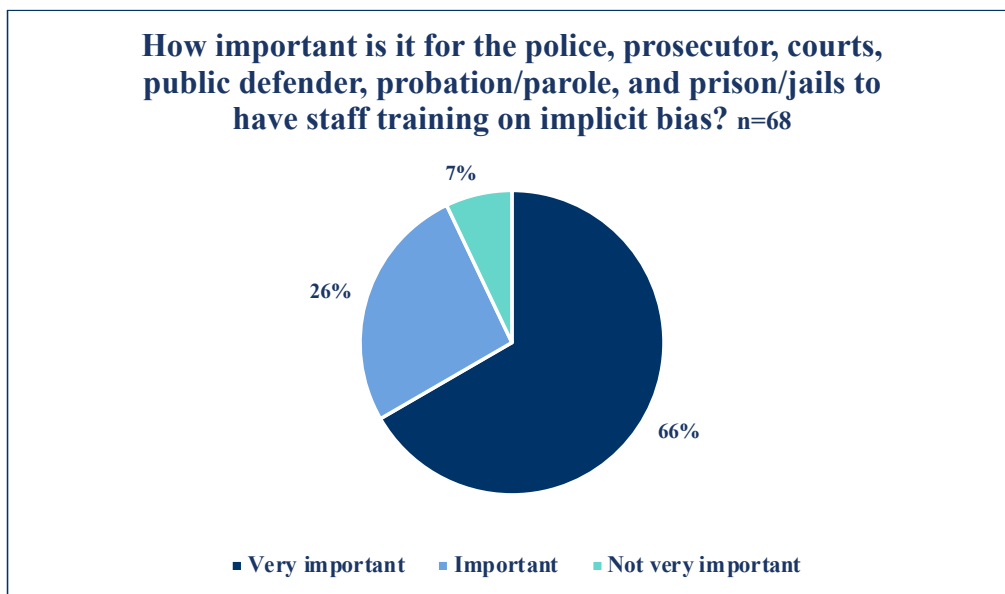


Implicit Bias

When asked if their agency/organization has provided at least one training opportunity to learn about implicit bias in the last year, of the 68 individuals who provided a response to the question, 60% answered yes, while 40% responded no.

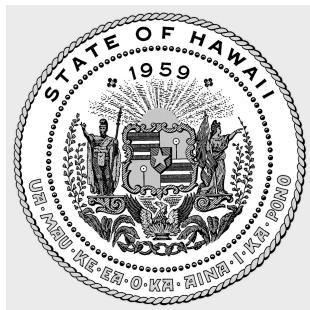


When asked about the importance of training on implicit bias for police, prosecutor, courts, public defender, probation/parole, and prison/jail staff, 66% indicated it was very important, 26% indicated it was important and 7% indicated it was not very important.





Appendix – Survey



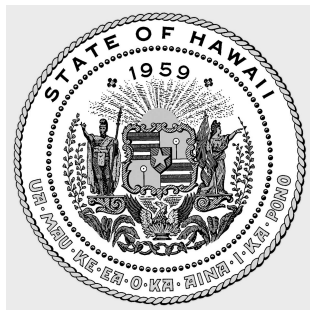
Hawaii 2023 Stakeholder Survey

Aloha. If you work for a criminal or juvenile justice agency, a government organization, or provide services to victims of crime or offenders, we encourage you to complete this survey.

The Department of the Attorney General, Crime Prevention and Justice Assistance Division, Grants and Planning Branch administers the State Byrne Justice Assistance Grant (JAG) Program, which is the leading federal source of criminal justice funding for state and local jurisdictions. This survey is the first step in developing the State Byrne JAG strategic plan. The Byrne JAG strategic plan will prioritize the state's criminal justice needs and provide guidance for funding decisions for 2024-2028.

The survey will close on May 24, 2023, at 11:59 AM (Hawaii time).

Thank you!



Hawaii 2023 Stakeholder Survey

* 1. Select the jurisdiction that your agency/organization primarily serves:

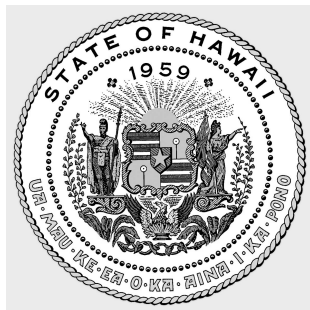
- County of Hawaii
- City & County of Honolulu
- County of Kauai
- County of Maui
- Statewide (all counties)

* 2. Which type of agency/organization do you work for?

- Federal government
- State government
- Local government
- Nonprofit sector
- For profit sector
- Other (please specify)

* 3. Is your agency/organization part of the criminal justice system?

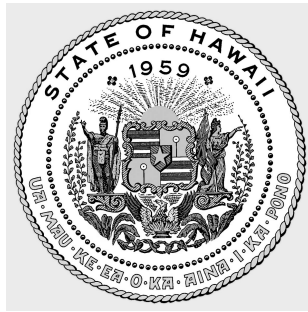
- Yes
- No



Hawaii 2023 Stakeholder Survey

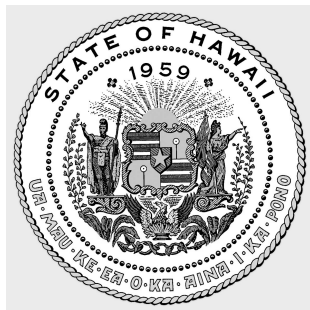
* 4. Please select the best description of your role or day-to-day work:

- Community corrections, including probation and parole
- Corrections
- Courts/Judiciary
- Defense/Indigent Defense
- Forensic Science, including Medical Examiner
- Law Enforcement
- Legislation or Policy Development
- Mental Health or Behavioral Health
- Pretrial
- Prevention
- Prosecution
- Re-entry/Re-integration
- Social Services
- Substance Use Disorder Treatment
- Victim/Witness Services, Assistance, or Advocacy
- Youth/Juvenile Services
- Other (please specify)



Hawaii 2023 Stakeholder Survey

* 5. Briefly describe your organization's work. (Character count: 400)



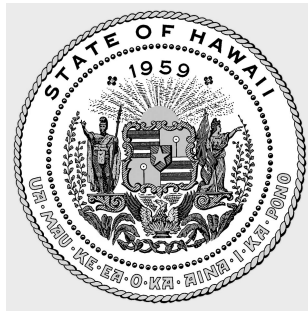
Hawaii 2023 Stakeholder Survey

* 6. Please select the best description of your position in the agency/organization.

- Executive (e.g., Director, Deputy Director, Chief, Chairperson)
- Law enforcement - Police officer/Investigator
- Law enforcement - Probation/Parole officer
- Management/Supervisor (e.g., head of division, subdivision or branch within an agency)
- Service provider (e.g., behavioral health, substance use disorder, or victim services provider)
- Provider of legal services (e.g., prosecutor, defense/indigent defense, paralegal)
- Support staff
- Other (please specify)

* 7. Do you have direct contact with individuals within the criminal justice system (e.g., victims, witnesses, offenders, defendants, parolees, probationers, etc.)?

- Yes
- No



Hawaii 2023 Stakeholder Survey

* 8. Please indicate whether you consider the following offense/crime types to be **widespread** in the jurisdiction served by your agency/organization:

	Widespread	Not Widespread
Arson	<input type="radio"/>	<input type="radio"/>
Child Abuse	<input type="radio"/>	<input type="radio"/>
Crime including a firearm	<input type="radio"/>	<input type="radio"/>
Drug Crime (including cannabis)	<input type="radio"/>	<input type="radio"/>
Drug Crime (not including cannabis)	<input type="radio"/>	<input type="radio"/>
Elder Abuse	<input type="radio"/>	<input type="radio"/>
Fraud/Financial Crimes	<input type="radio"/>	<input type="radio"/>
Human Trafficking - Labor	<input type="radio"/>	<input type="radio"/>
Human Trafficking - Sexual exploitation	<input type="radio"/>	<input type="radio"/>
Intimate Partner Violence	<input type="radio"/>	<input type="radio"/>
Juvenile Offenses (including status offenses)	<input type="radio"/>	<input type="radio"/>
Property Crime - Burglary	<input type="radio"/>	<input type="radio"/>
Property Crime - Larceny or theft	<input type="radio"/>	<input type="radio"/>
Property Crime - Motor vehicle theft	<input type="radio"/>	<input type="radio"/>
Violent Crime - Aggravated assault	<input type="radio"/>	<input type="radio"/>
Violent Crime - Kidnapping	<input type="radio"/>	<input type="radio"/>
Violent Crime - Murder	<input type="radio"/>	<input type="radio"/>
Violent Crime - Robbery	<input type="radio"/>	<input type="radio"/>
Violent Crime - Sexual assault	<input type="radio"/>	<input type="radio"/>

* 9. Please indicate whether you consider the following offense/crime types to be a **significant problem** in the jurisdiction served by your agency/organization:

	Significant	Not Significant
Arson	<input type="radio"/>	<input type="radio"/>
Child Abuse	<input type="radio"/>	<input type="radio"/>
Crime including a firearm	<input type="radio"/>	<input type="radio"/>
Drug Crime (including cannabis)	<input type="radio"/>	<input type="radio"/>
Drug Crime (not including cannabis)	<input type="radio"/>	<input type="radio"/>
Elder Abuse	<input type="radio"/>	<input type="radio"/>
Fraud/Financial Crimes	<input type="radio"/>	<input type="radio"/>
Human Trafficking - Labor	<input type="radio"/>	<input type="radio"/>
Human Trafficking - Sexual exploitation	<input type="radio"/>	<input type="radio"/>
Intimate Partner Violence	<input type="radio"/>	<input type="radio"/>
Juvenile Offenses (including status offenses)	<input type="radio"/>	<input type="radio"/>
Property Crime - Burglary	<input type="radio"/>	<input type="radio"/>
Property Crime - Larceny or theft	<input type="radio"/>	<input type="radio"/>
Property Crime - Motor vehicle theft	<input type="radio"/>	<input type="radio"/>
Violent Crime - Aggravated assault	<input type="radio"/>	<input type="radio"/>
Violent Crime - Kidnapping	<input type="radio"/>	<input type="radio"/>
Violent Crime - Murder	<input type="radio"/>	<input type="radio"/>
Violent Crime - Robbery	<input type="radio"/>	<input type="radio"/>
Violent Crime - Sexual assault	<input type="radio"/>	<input type="radio"/>

* 10. For the **adult criminal justice system**, select the top 3 areas you think would benefit from additional funding.

- Courts/Judiciary
- Crime Prevention
- Forensic Labs, including Medical Examiner
- Indigent Defense
- Jail
- Law Enforcement
- Treatment/Rehabilitative Services
- Parole
- Pretrial Services
- Prison
- Probation
- Prosecution
- Victim/Witness Services, Assistance, or Advocacy

Why did you select these top 3 areas? (Character count: 400)

* 11. For the **juvenile justice system**, select the top 3 areas you think would benefit from additional funding.

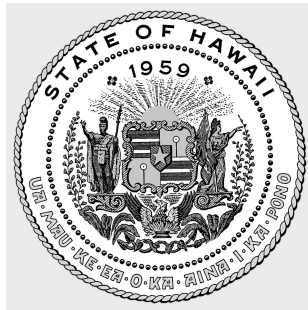
- Courts/Judiciary
- Crime Prevention
- Diversion Services
- Indigent Defense
- Law Enforcement
- Parole
- Probation
- Prosecution
- Treatment/Rehabilitative Services
- Victim/Witness Services, Assistance, or Advocacy
- Youth Corrections
- Youth Detention

Why did you select these top 3 areas? (Character count: 400)

12. Does your agency/organization provide training opportunities to help you perform your job?

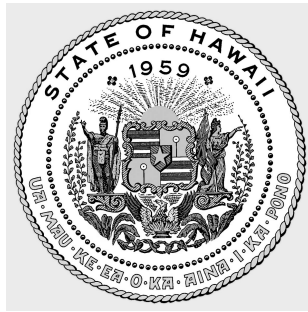
Yes

No



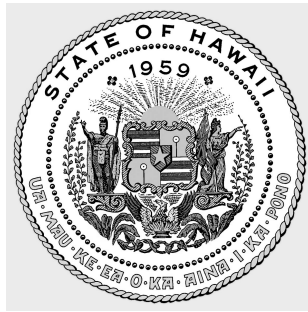
Hawaii 2023 Stakeholder Survey

* 13. What type(s) of training has been the most helpful to you? (Character count: 400)



Hawaii 2023 Stakeholder Survey

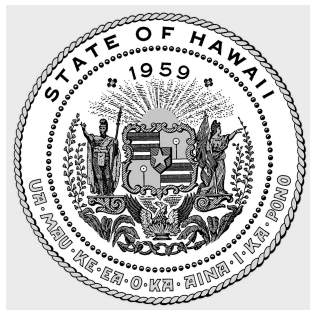
* 14. What type(s) of training would help you perform your job? If none, indicate N/A.
(Character count: 400)



Hawaii 2023 Stakeholder Survey

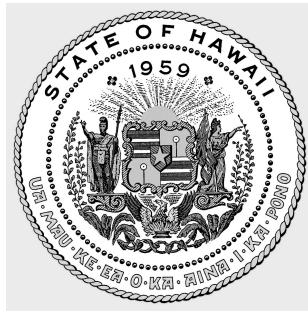
* 15. Does your agency/organization support or encourage the development of innovative criminal justice programs?

- Yes
- No
- I don't know



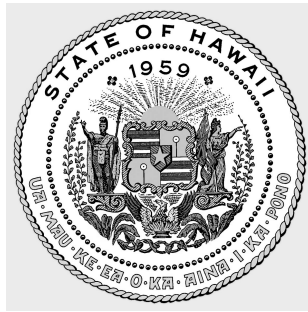
Hawaii 2023 Stakeholder Survey

* 16. What are the barriers to innovation at your agency/organization? If none, indicate N/A.
(Character count: 400)



Hawaii 2023 Stakeholder Survey

* 17. If you have an idea for an innovative program to improve the criminal justice system, please describe it below. If none, indicate N/A. (Character count: 400)

















Hawaii 2023 Stakeholder Survey

* 18. Please rank the following drug classifications according to how **widespread** each drug is in the county served by your agency/organization. To move an option up or down in your ranking, use the up and down arrows [1= most widespread, 7=least widespread].

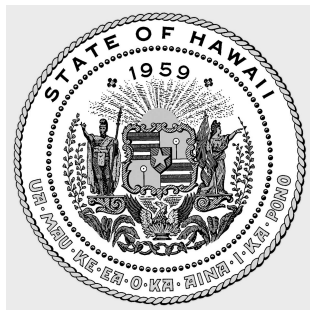
- Cocaine
- Ethanol (including alcohol)
- Fentanyl
- Heroin
- Methamphetamine
- Opioid, not including fentanyl or heroin
- THC/Cannabis

* 19. If there are any other types of drug classifications that are widespread in the county served by your agency/organization but not listed in the previous question, please identify them. If none, indicate N/A.

* 20. Below are strategies/programs to reduce drug crime/threats. Please rank each of the strategies/programs according to how effective you think they are in reducing drug crime/threats To move an option up or down in your ranking, use the up and down arrows. [1=most effective; 7=least effective]

-   Diversion programs
-   Drug education and prevention programs
-   Drug treatment (medical and behavioral), during incarceration (e.g., detoxification, medical assisted treatment, cognitive behavioral treatment/psychotherapy)
-   Increased harm reduction activities (e.g. Fentanyl test strips distribution, needle distribution)
-   Increased drug prosecutions
-   Stronger police/Law enforcement actions
-   Re-entry/Re-integration

* 21. If there are any other strategies/programs to reduce drug crime/threats that you think are effective but are not listed in the previous question, please identify them. If none, indicate N/A. (Character count: 400)



Hawaii 2023 Stakeholder Survey

* 22. Do you believe that crimes committed with the use of a firearm/gun **within the county you work** has increased, decreased, or stayed the same since 2019?

- Increased
- Stayed the same
- Decreased
- I don't know

* 23. Do you believe that crimes committed with the use of a firearm/gun **within the state** has increased, decreased, or stayed the same since 2019?

- Increased
- Stayed the same
- Decreased
- I don't know

* 24. Hawaii has a Gun Violence Protective Order law that allows Family Court to prohibit a person from owning, purchasing, possessing, receiving, or having in the person's custody or control any firearm or ammunition for a period of one year following a hearing on a petition filed by a law enforcement officer, medical professional, educator, the person's colleague, or the person's family or household member. (HRS Chapter 134, Part IV)

Are you aware of this law?

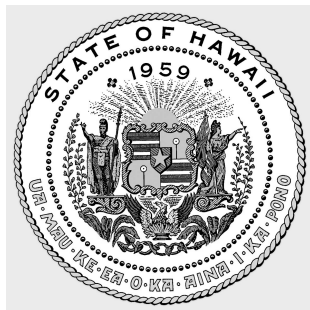
- Yes
- No

* 25. Please indicate the degree to which you agree with the following statement:
“Temporarily preventing a person found to be a danger to themselves or others from accessing firearms (i.e., a Gun Violence Protective Order) is likely to be an effective strategy to reducing gun/firearm violence.”

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

* 26. Based on your knowledge and experience, please indicate the likely effectiveness of each strategy to reduce gun violence.

	Very effective	Somewhat effective	Ineffective
Education/public awareness/prevention programs addressing gun violence by individuals who need mental health intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court-based programs to address gun owners in need of mental health intervention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court orders that connect gun owners in need of mental health intervention with community resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training for prosecutors, judges, law enforcement, and public defenders to assess the need to prevent a person in need of mental health intervention from accessing a firearm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information-sharing solutions to alert law enforcement when a person attempts to purchase a firearm but is ineligible due to a criminal record or disqualifying condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanding the capacity of existing specialty courts (e.g., drug court, veterans court) to assist clients most likely to commit or become victims of gun violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Hawaii 2023 Stakeholder Survey

* 27. The effectiveness of culturally responsive programs within the criminal justice system has shown promise. What does “culturally responsive” mean to you? (Character count: 400)

* 28. In the last year, my agency/organization has provided at least one training opportunity for me to learn about cultural diversity and to develop cultural competency.

- Yes
- No

* 29. How important is it for the police, prosecutor, courts, public defender, probation/parole, and prison/jails to have staff training on cultural diversity and cultural competence?

- Very important
- Important
- Not very important

Please explain. (Character count: 400)

* 30. LGBTQIA+ is an abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more. In the last year, my agency/organization has provided at least one training opportunity for me to learn about LGBTQIA+ issues.

- Yes
- No

* 31. How important is it for the police, prosecutor, courts, public defender, probation/parole, and prison/jails to have staff training on LGBTQIA+ issues?

- Very important
- Important
- Not very important

Please explain. (Character count: 400)

* 32. In the last year, my agency/organization has provided at least one training opportunity for me to learn about implicit bias.

- Yes
- No

* 33. How important is it for the police, prosecutor, courts, public defender, probation/parole, and prison/jails to have staff training on implicit bias?

- Very important
- Important
- Not very important

Please explain. (Character count: 400)

34. Is there anything that you would like to add regarding the criminal justice system that would assist us in prioritizing the state's criminal justice needs? (Character count: 400)

Appendix E. 2023 Focus Group Summary (Prepared by the National Criminal Justice Association)

The National Criminal Justice Association (NCJA) assisted the Department in organizing and facilitating the focus groups. NCJA is the JAG training and technical assistance provider contracted by the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance to assist JAG State Administering Agencies.

The following is the focus group summary prepared by NCJA. The summary was created with support of Grant No. 2019-YA-BX-K002, awarded by the Bureau of Justice Assistance to NCJA.

PAGE INTENTIONALLY LEFT BLANK



**Hawaii Department of the Attorney General, Crime Prevention and Justice Assistance
Division, Grants and Planning Branch**

Edward Byrne Justice Assistance Grant 2023 Focus Group Summary

About the Focus Groups

After conducting and analyzing the Byrne Justice Assistance Grant (Byrne JAG) stakeholder survey, a team consisting of staff members from the National Criminal Justice Association (NCJA) and the Crime Prevention and Justice Assistance Division held six community-based stakeholder groups across 3 counties to gather input on state and county priorities. Throughout the focus groups, stakeholders provided insights based on their various roles and perspectives to help inform funding decisions for the FY24-28 strategic plan. The focus groups engaged over 40 stakeholders from diverse sectors including representatives from juvenile justice delinquency, prevention and education, victim services, prosecution, law enforcement, corrections and community corrections, judiciary, reentry, mental health, public health, outreach, pretrial services and forensic science.

During the focus groups, the team gave a brief overview of the role of the Crime Prevention and Justice Assistance Division, Grants and Planning Branch; the Byrne JAG program; and the strategic planning process. After giving a summary of the stakeholder survey results, focus group participants were asked to provide feedback on additional issues affecting the criminal justice system. Depending on the size of the focus group, participants were split into smaller groups or remained in a large group to discuss drug/substance use and crime or another identified topic. Small and large group discussion questions included:

1. What current initiatives addressing the issue do you feel are effective?
2. What initiatives would you like to see to address the issue?
3. What kind of cross-agency initiatives do you think would be effective to address the issue?
4. Can any of the identified initiatives be implemented or expanded?
5. Other than lack of funding, what prohibitions/constraints/restrictions prevent the implementation of the identified initiatives?
6. Are there any solutions to these barriers?

Following the discussions, with Hawaii's limited JAG allocation of \$900,000 in mind, participants voted on which initiatives should be funded to maximize impact on the state.

Focus Group Locations

- June 5, 2023: City and County of Honolulu
- June 6, 2023: County of Hawaii (Hilo)
- June 7, 2023: County of Maui
- June 8, 2023: City and County of Honolulu

Focus Group Issues



Throughout the focus groups, participants were asked to discuss drugs/substance use disorders/crime and an additional agreed-upon issue. The following additional issues were identified for discussion:

- Behavioral health, treatment and rehabilitative services
- Diversion/reentry
- Mental health
- Workforce morale
- Exploitation/trafficking of minors

Overall Themes

Several overall themes were identified throughout the focus groups, which include:

- **Lack of behavioral health services/resources:** The lack of available behavioral health resources throughout the state came up during every focus group. Specifically, participants identified a lack of programming (including culturally specific and individualized programming), staffing issues, assessment challenges and an overall breakdown in crisis services and the continuum of care as significant issues. The sequential intercept model (SIM) was identified as a tool to use to identify gaps and resources throughout the state and counties.
- **Collaboration:** A need for more collaboration came up throughout focus groups. In addition to more collaboration between the government and the community, participants also highlighted a need for collaboration between criminal justice sectors. The creation or expansion of criminal justice coordinating bodies or advisory groups to bring together all sectors was mentioned as a possible solution to overcome silos and increase coordination and knowledge. Multidisciplinary training was also identified as a method of increasing collaboration and understanding.
- **Prevention:** A lack of prevention programs and initiatives, specifically for youth and families, was identified a theme. Initiatives such as the use of school resource officers and the DARE program were highlighted throughout discussions.
- **Diversion:** Participants highlighted a lack of diversion efforts, specifically a lack of places for law enforcement to divert individuals to. There was previously a law enforcement-assisted diversion program (LEAD), but it is no longer funded.
- **Reentry:** There is no statewide reentry effort. Many reentry organizations in the state are small community-based organizations with limited resources. While there are programs available to help with wraparound services such as transportation and job search, there is an overall lack of reentry resources.

Additional Themes

While not discussed as extensively as others, there were additional themes that were noted throughout the focus groups, including:

- **Recruitment and retention:** Many focus groups referenced workforce shortages and staff morale issues including the need to increase pay for state jobs and issues recruiting for lower-paying jobs given inflation and Hawaii's high cost of living. Workforce issues



were referenced in sectors including law enforcement, corrections, behavioral health and forensic science.

- **Restorative Justice:** Restorative justice was referenced as a promising practice that other states and jurisdictions are finding success with.
- **Houselessness:** Houselessness and the lack of available transitional housing and sober housing opportunities were discussed in conjunction with several issues including behavioral health and reentry.
- **Training/CIT:** The need for additional training such as crisis intervention training (CIT) for law enforcement and corrections was referenced in multiple focus groups. It was noted that there are some community-based organizations that can provide CIT.
- **Exploitation and trafficking of minors:** While this was a specific topic of conversation in only one focus group, several discussions and challenges mirrored other issues such as the need for more community and parental awareness through schools and the media and enhanced collaboration between sectors.

Priorities

After discussions, participants voted on which initiatives to prioritize in Byrne JAG funding. The following initiatives received the most votes throughout the focus groups:

- Multi-agency and inter-agency collaboration
- Expansion of reentry services
- Training services to provide responsive diversion efforts.
- Increased community awareness/education of agency efforts/services to include prevention and diversion efforts
- Addressing recruitment and retention through efforts such as incentivizing local talent to stay in the state, increasing pay and developing candidates
- Increased drug enforcement

Barriers

The focus groups provided an invaluable opportunity to receive direct feedback from stakeholders. There are some considerations to make when drawing conclusions from the focus groups. For instance, while there was representation from many stakeholder groups, there was not representation from all sectors for every focus group or county. Additionally, some focus group sessions had fewer participants, which necessitated a pivot in structure, to include omitting small group discussions and instead conducting only larger group discussions. Future focus groups may change to conduct a single focus group on certain islands as opposed to two sessions to increase numbers. Finally, the focus groups represent a small sampling of stakeholders in Hawaii, which must be considered when drawing conclusions.

This summary was created with the support of Grant No. 2019-YA-BX-K002, awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view or opinions are those of the authors.

PAGE INTENTIONALLY LEFT BLANK

Appendix F. Action Plans (Goals 1- 4)

This appendix contains the action plans to accomplish the goals and objectives associated with each priority. The priority and the associated goals are as follows:



**PRIORITY/GOAL 1:
DRUG CRIME**



**PRIORITY/GOAL 2:
BARRIERS TO COMMUNITY INTEGRATION**



**PRIORITY/GOAL 3:
CAPACITY BUILDING AND COORDINATION**








**PRIORITY/GOAL 4:
URGENT/EMERGENT CRIMINAL JUSTICE ISSUES**

PRIORITY/GOAL 1: DRUG CRIME
 PRIORITY/GOAL 2: BARRIERS TO COMMUNITY INTEGRATION
 PRIORITY/GOAL 4: URGENT/EMERGENT CRIMINAL JUSTICE ISSUES

ACTION PLAN






	2024												2025											
DESCRIPTION OF TASKS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Draft and announce subgrantee solicitation and application for grant; send memo to GCOC members and interested parties regarding release	◆												◆											
Contract Execution (Subgrantees perform projects)							◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Fiscal Reporting							◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
PMT Reporting and/or Progress Reports										◆						◆			◆			◆	◆	
Meeting with GCOC to report on status of projects and plan next year activities										◆												◆		

LEGEND	
	Calendar Year 2024
	Calendar Year 2025
	Calendar Year 2026
	Calendar Year 2027
	Calendar Year 2028

PRIORITY/GOAL 1: DRUG CRIME
 PRIORITY/GOAL 2: BARRIERS TO COMMUNITY INTEGRATION
 PRIORITY/GOAL 4: URGENT/EMERGENT CRIMINAL JUSTICE ISSUES

ACTION PLAN

DESCRIPTION OF TASKS	2026												2027											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Draft and announce subgrantee solicitation and application for grant; send memo to GCOC members and interested parties regarding release	◆												◆											
Contract Execution (Subgrantees perform projects)	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Fiscal Reporting	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
PMT Reporting and/or Progress Reports				◆			◆			◆	◆					◆			◆			◆	◆	
Meeting with GCOC to report on status of projects and plan next year activities										◆												◆		

LEGEND	
	Calendar Year 2024
	Calendar Year 2025
	Calendar Year 2026
	Calendar Year 2027
	Calendar Year 2028

PRIORITY/GOAL 1: DRUG CRIME
 PRIORITY/GOAL 2: BARRIERS TO COMMUNITY INTEGRATION
 PRIORITY/GOAL 4: URGENT/EMERGENT CRIMINAL JUSTICE ISSUES

ACTION PLAN






DESCRIPTION OF TASKS	2028											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Draft and announce subgrantee solicitation and application for grant; send memo to GCOC members and interested parties regarding release	◆											
Contract Execution (Subgrantees perform projects)	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Fiscal Reporting	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
PMT Reporting and/or Progress Reports				◆			◆			◆	◆	

LEGEND

- Calendar Year 2024
- Calendar Year 2025
- Calendar Year 2026
- Calendar Year 2027
- Calendar Year 2028

PRIORITY/GOAL 3: CAPACITY BUILDING AND COORDINATION
ACTION PLAN




DESCRIPTION OF TASKS	2024												2025											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
BUILDING CAPABILITY/TRAINING																								
Research possible platforms/programs to develop online training curriculum; make recommendation	◆	◆																						
Develop training materials	◆	◆	◆	◆	◆	◆																		
Record training videos/online materials; test and review videos/materials for quality and accuracy							◆	◆	◆	◆	◆													
Release training and advertise to stakeholders regarding availability of materials												◆												
CAPACITY BUILDING & COORDINATION PHASE 1: GATHER INFORMATION																								
Release survey and collect data			◆	◆	◆																			
Compile and verify stakeholder information					◆	◆	◆																	
Identify and research potential stakeholder participants for capacity building discussions			◆	◆	◆	◆	◆	◆																
Develop materials for discussion										◆	◆	◆												

LEGEND	
	Calendar Year 2024
	Calendar Year 2025
	Calendar Year 2026
	Calendar Year 2027
	Calendar Year 2028

PRIORITY/GOAL 3: CAPACITY BUILDING AND COORDINATION

ACTION PLAN






	2025												2026											
DESCRIPTION OF TASKS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CAPACITY BUILDING & COORDINATION PHASE 1: GATHER INFORMATION																								
Meeting 1 – Jurisdiction A (In-person; location/County TBD)			◆																					
Meeting 2 – Jurisdiction B (In-person; location/County TBD)						◆																		
Meeting 3 – Jurisdiction C (In person; location/County TBD)								◆																
Meeting 4 – Jurisdiction D (In person; location/County TBD)												◆												
CAPACITY BUILDING & COORDINATION PHASE 2: GAIN INSIGHT																								
Online follow-up meeting – Jurisdiction A															◆									
Meeting 5 – Jurisdiction B (In-person; location/County TBD)																		◆						
Online follow-up meeting – Jurisdiction C																					◆			
Meeting 6 – Jurisdiction D (In person; location/County TBD)																								◆

LEGEND	
	Calendar Year 2024
	Calendar Year 2025
	Calendar Year 2026
	Calendar Year 2027
	Calendar Year 2028

PRIORITY/GOAL 3: CAPACITY BUILDING AND COORDINATION

ACTION PLAN

DESCRIPTION OF TASKS	2027												2028											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CAPACITY BUILDING & COORDINATION PHASE 2: GAIN INSIGHT																								
Meeting 7 – Jurisdiction A (In-person; location/County TBD)			◆																					
Online follow-up meeting – Jurisdiction B						◆																		
Meeting 8 – Jurisdiction C (In-person; location/County TBD)								◆																
Online follow-up meeting – Jurisdiction D (In person; location/County TBD)												◆												
CAPACITY BUILDING & COORDINATION PHASE 3: IDENTIFY OPPORTUNITIES																								
Additional meetings or trainings (as needed and determined by the working group)													◆	—	—	—	—	—	—	—	—	—	—	◆

LEGEND	
	Calendar Year 2024
	Calendar Year 2025
	Calendar Year 2026
	Calendar Year 2027
	Calendar Year 2028

ENDNOTES

¹ In June 2023, BJA published a fact sheet on the JAG Program. The four-page overview of the JAG Program may be accessed at: <https://bja.ojp.gov/doc/jag-program-fact-sheet.pdf> (last accessed October 26, 2023).

² See Cooper, Alexia D. *Technical Report: Justice Assistance Grant (JAG) Program, 2021*. <https://bjs.ojp.gov/content/pub/pdf/jagp21.pdf> (June 2022) (last accessed July 17, 2023).

³ See Edward Byrne Memorial Justice Assistance Grant (JAG) Program Frequently Asked Questions, <https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/jag-faqs.pdf> (last accessed July 17, 2023).

For fiscal year 2023, Hawaii’s VPT requirement is 49.3%.

⁴ Office of Sex Offender Sentencing, Monitoring, Apprehending, and Tracking (SMART), *SORNA Substantial Implementation Review State of Hawaii*, <https://smart.ojp.gov/sites/g/files/xyckuh231/files/media/document/hawaii-hny.pdf> at 3 (July 21, 2011) (last accessed July 18, 2023) (“Because Hawaii fails to register any tribal, foreign, or juvenile offenders, Hawaii does not meet the SORNA requirements of this section”); see *Report of the Adam Walsh Act Compliance Working Group, Pursuant to Act 80, Session Laws of Hawaii 2008*, <https://ag.hawaii.gov/wp-content/uploads/2013/01/awa-report.pdf>, at 6 (“the subgroup found that Hawaii already has mechanisms in place to address the most serious and violent juvenile sex offenders, and that there is no evidence to show that the current legal system is not functioning adequately. Therefore, the subgroup recommended that Hawaii not amend its registration laws to include juvenile adjudications at this time”); see generally Title I of the Adam Walsh Child Protection and Safety Act of 2006 (Public Law 109-248); Hawaii Revised Statutes § 846E.

⁵ See State of Hawaii Department of Public Safety, *The Hawaii Department of Public Safety 2021 Annual Prison Rape Elimination Act Report*, <https://dps.hawaii.gov/wp-content/uploads/2023/01/2021-PREA-Annual-Report.pdf> at 4 (last accessed July 18, 2023); see also 28 C.F.R. Part 115.

⁶ See Public Law 113-242 (2014).

⁷ Act 278, Session Laws of Hawaii 2022, created the Department of Law Enforcement and renamed the Department of Public Safety to the Department of Corrections and Rehabilitation. Additionally, Act 278 placed the Hawaii Paroling Authority within the Department of Corrections and Rehabilitation for administrative purposes. Effective January 1, 2024, the Department of Public Safety will be bifurcated and replaced by the State of Hawaii Department of Law Enforcement and the State of Hawaii Department of Corrections and Rehabilitation. The Director of the State of Hawaii Department of Corrections and Rehabilitation will replace the Director of the State of Hawaii Department of Public Safety on the Governor’s Committee on Crime.

⁸ See Ertel, Chris and Solomon, Lisa Kay, *Moments of Impact: How to Design Strategic Conversations that Accelerate Change* (Simon & Schuster, 2014).

The stakeholder engagement strategy is based on the model of strategic conversations by Chris Ertel and Lisa Kay Solomon. Adaptive challenges – which are ill-defined and often take place in a volatile, uncertain, complex, and ambiguous environment – are most effectively addressed by organizations through strategic conversations. Strategic conversations have one of three purposes: to gather information, to narrow choices, or to make decisions. Participants in a strategic conversation should expect to address only one of the three purposes.

⁹ See Hawaii Tourism Authority, *2019 Annual Visitor Research Report*, <https://files.hawaii.gov/dbedt/visitor/visitor-research/2019-annual-visitor.pdf> at 2 (last visited October 8, 2023).

¹⁰ See Hawaii Tourism Authority, 2022 Annual Visitor Research Report <https://files.hawaii.gov/dbedt/visitor/visitor-research/2022-annual-visitor.pdf> at 2 (last accessed October 8, 2023).

¹¹ Hawaii News Now. *Illegal drugs are getting smuggled into Hawaii in record numbers. Here's how* <https://www.hawaiinewsnow.com/2023/10/05/illegal-drugs-are-getting-smuggled-into-hawaii-record-numbers-heres-how/> (October 4, 2023) (last visited October 25, 2023).

¹² See *id.*

¹³ Onoye, J., Miao, T., Goebert, D., Thompson, M., Helm, S., Akamu, C., Gomes, I., Terakubo, J., Salvador, M., Alejo, L., Kuniyoshi, E. (2021). *2019-2020 Hawai'i Student Alcohol, Tobacco, and Other Drug (ATOD) Survey: Statewide Report*, <https://health.hawaii.gov/wp-content/uploads/2022/01/2019-2020-Hawaii-ATOD-Survey-Statewide-Comprehensive-Report.pdf> at 67 (last accessed October 8, 2023)

¹⁴ See Hawaii NIBRS Dashboard, <https://hawaii.nibrs.search.org/nibrs-dashboards/index.html> (last accessed October 10, 2023). Hawaii's NIBRS dashboard allows for the creation of data visualizations from a data set. Offenses may be filtered by age group, county, and other parameters.

In 2021, only three of the four counties in Hawaii – the County of Kauai, the County of Maui, and the City and County of Honolulu attained NIBRS certification. As a result, NIBRS data for 2021 does not include the County of Hawaii.

¹⁵ See *id.*

¹⁶ See *id.*

¹⁷ See State of Hawaii Judiciary, *2019 Annual Report Statistical Supplement*, <https://www.courts.state.hi.us/wp-content/uploads/2020/01/AD-P-751StatsRpt19.pdf> (last accessed October 8, 2023); State of Hawaii Judiciary, *2020 Annual Report Statistical Supplement*, <https://www.courts.state.hi.us/wp-content/uploads/2020/12/AD-P-751-StatsRpt2020.pdf> (last accessed October 8, 2023); State of Hawaii Judiciary, *2021 Annual Report Statistical Supplement*, <https://www.courts.state.hi.us/wp-content/uploads/2021/12/AD-P-751-StatsRpt2021.pdf> (last accessed October 8, 2023); State of Hawaii Judiciary, *2022 Annual Report Statistical Supplement*, https://www.courts.state.hi.us/wp-content/uploads/2022/12/JUD_STATISTICAL-SUPPLEMENT-2022-Final.pdf (last accessed October 8, 2023).

¹⁸ See *id.*

¹⁹ See Hawaii HIDTA, *2021 Hawaii Drug Related Deaths and Overdose Report*, <https://www.scribd.com/document/605358950/2021-HIDTA-Hawaii-Drug-Death-and-Overdose-Report> (last accessed October 10, 2023)

²⁰ HCR 85 Task Force, *Creating Better Outcomes, Safer Communities: Final Report of the House Concurrent Resolution 85 Task Force on Prison Reform to the Hawai'i Legislature 2019 Regular Session*, https://www.courts.state.hi.us/wp-content/uploads/2018/12/HCR-85_task_force_final_report.pdf at iii (emphasis in original) (last accessed October 11, 2023).

²¹ *Id.* at xiv.

²² *Id.* at xix-xx.

²³ State of Hawaii Department of Public Safety, *Comprehensive Offender Reentry Plan (2019) Connecting the Dots: Creating Success for Offender Reentry*, <https://dps.hawaii.gov/wp-content/uploads/2019/01/Comprehensive-Reentry-Plan-190115.pdf> at 5-6 (last accessed October 11, 2023).

²⁴ State of Hawaii Interagency Council on Intermediate Sanctions, *State of Hawaii, FY2016 Cohort: 2019 Recidivism Update*, <https://icis.hawaii.gov/wp-content/uploads/2021/05/2019-Hawaii-Recidivism-Update.pdf> (last accessed October 20, 2023).

²⁵ Martin, E., Garcia, M., *Reentry Research at NIJ: Providing Robust Evidence for High-Staked Decision-Making*, <https://www.ojp.gov/pdffiles1/nij/300988.pdf> at 1 (last accessed October 12, 2023).

²⁶ *Id.* at 6.

²⁷ Reentry Coordination Council, United States Department of Justice, *Coordination to Reduce Barriers to Reentry: lessons learned from COVID-19 and beyond*. <https://www.justice.gov/opa/press-release/file/1497911/download> at 7-11 (last accessed October 12, 2023).

²⁸ Cole, M., “Capacity-Building in Community-Based Drug Treatment Services,” *Health and Human Rights Journal* 24/1, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9212829/pdf/hhr-24-01-189.pdf> at 193 (citation omitted) (last accessed October 13, 2023).

²⁹ *See generally id.* (citing Wehipeihana, N., “Increasing cultural competence in support of Indigenous-led evaluation: A necessary step toward Indigenous led evaluation,” *Canadian Journal of Program Evaluation* 34/2 (2019)).

³⁰ *See generally* Both, T., “Human-Centered, Systems-Minded Design,” *Stanford Social Innovation Review*, https://ssir.org/articles/entry/human_centered_systems_minded_design# (last accessed October 13, 2023).

³¹ *See* Hawaii State Judiciary (March 16, 2020), *Chief Judge Issues Order Limiting In-Court Proceedings* [Press release], https://www.courts.state.hi.us/news_and_reports/2020/03/chief-justice-issues-order-limiting-in-court-proceedings (last accessed February 21, 2024).

³² *See* Hawaii State Judiciary (August 25, 2023), *Lahaina District Courthouse Temporarily Closed* [Press release], https://www.courts.state.hi.us/news_and_reports/2023/08/lahaina-district-courthouse-temporarily-closed (last accessed February 21, 2024)

³³ United States Drug Enforcement Administration, *The Growing Threat of Xylazine and its Mixture with Illicit Drugs*, <https://www.dea.gov/sites/default/files/2022-12/The%20Growing%20Threat%20of%20Xylazine%20and%20its%20Mixture%20with%20Illicit%20Drugs.pdf> at 1 (October 2022) (last accessed October 13, 2023).

³⁴ The White House (April 12, 2023), *Biden-Harris Administration Designates Fentanyl Combined with Xylazine as an Emerging Threat to the United States* [Press release]. <https://www.whitehouse.gov/ondcp/briefing-room/2023/04/12/biden-harris-administration-designates-fentanyl-combined-with-xylazine-as-an-emerging-threat-to-the-united-states/> (last accessed October 13, 2023).

³⁵ *See* 34 U.S.C. § 10153(a)(6).

³⁶ United States Bureau of Justice Assistance, *JAG Questionnaires*, <https://bjapmt.ojp.gov/help/jagdocs.html> (last accessed October 24, 2023).

³⁷ *See* Centers for Disease Control. *Types of Evaluation*. <https://www.cdc.gov/std/program/pupestd/types%20of%20evaluation.pdf> (last accessed October 24, 2023); *see generally* Boulmetis, J and Dutwin, P. *The ABCs of Evaluation: Timeless Techniques for Program and Project Managers* (John Wiley & Sons, 2005) at 1-21.

³⁸ *See* Boulmetis, J and Dutwin, P. *The ABCs of Evaluation: Timeless Techniques for Program and Project Managers* (John Wiley & Sons, 2005) at 8 (“the value of evaluation is in its being able to compare one activity to another, one program to another, or one employee to another so that decisions can be made in the presence of empirically collected data”).