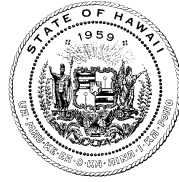


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AMENDED AND RESTATED REPORT ON THE GOALS AND OBJECTIVES  
OF THE DEPARTMENT OF THE ATTORNEY GENERAL

Pursuant to Act 100, Session Laws of Hawaii 1999,  
as Amended by Act 154, Session Laws of Hawaii 2005

Fiscal Year 2011 – 2012

Submitted to the Twenty-Seventh State Legislature  
Regular Session of 2013

**SECTION 1: INTRODUCTION**

The Department of the Attorney General is comprised of almost two-dozen divisions. Each division has contributed to this report.

**SECTION 2: DEPARTMENT GOALS AND OBJECTIVES**

**The Department of the Attorney General**

The mission of the Department of the Attorney General is to provide excellent legal services to the State of Hawaii by offering advice and counsel to its client agencies, assisting in implementing policy decisions, aiding the core activities of its client agencies, and representing the State and its clients in litigation.

**GOAL 1:**                    **Improve the department.**

**Objective 1:**            Improve and enhance the operations and functioning of the department.

**Objective 2:**            Enhance the professionalism of the department.

**Action Plan 1:**        Continue to make critical hires as needed.

The target date for this action plan is ongoing, and many critical hires have been made.

The measure of success for this action plan is that the hires requested by the divisions and approved by the Attorney General are made, and the department is operating at sufficient capacity to provide appropriate services to its clients.

**Action Plan 2:** Improve control and handling of litigation.

A Litigation Management Committee was created almost two years ago and has been functioning to track existing litigation, and provide critical review and analysis to secure optimal results.

The Attorney General needs to be regularly informed of the status of important litigation (both large financial stakes and important policy issues).

A major litigation supervisor was hired to oversee complex and important litigation being handled by the department.

The measures of success for this action plan are that the Attorney General is sufficiently informed about litigation matters, important cases are regularly reviewed and discussed, fewer mistakes are being made (e.g., missing litigation deadlines), and the individual divisions are getting the support they need to handle their litigation.

**Action Plan 3:** Improve client relations and protocols for responding to queries and requests. Improve client service, quality of advice and representation.

Ensure that the department is responding to queries quickly (e.g., a prompt or several day turn-around for responding to emails, even if it is only just an acknowledgment) and that clients feel their concerns are being addressed.

The target date for this action plan is ongoing.

The measure of success for this action plan is that clients are more satisfied with the department's services, and the department receives fewer complaints regarding things like untimely

responses. Another measure is whether the department succeeds in reducing litigation by solving problems before they occur.

**Action Plan 4:** Improve the technological capabilities of the department.

A new version of ProLaw has been installed, which allows for more standardized calendaring and tracking. Two additional phases are still ongoing to take further advantage of this upgrade.

Every task coming into the office is assigned a tracking priority of importance and urgency.

Every task coming into the office should receive a tickler, based on urgency and importance, along with default time responses of 1, 2, 4, and 6 weeks or an actual deadline.

Provide attorneys remote access to documents.

Consider replacing Lotus Notes when appropriate and increase the size limitation of the department's email inboxes.

Institute a department-wide naming convention of iManage documents.

Need to reconcile the desire by the Child Support Enforcement Agency (CSEA) to upgrade the KEIKI system and the Office of Child Support Hearings' (OCSH) desire to abolish the KEIKI system.

The measure of success for this action plan is that the department is functioning more like a 21st century law firm in terms of its technological capabilities. Specifically, all events should be on one calendar with multiple modes of review to avoid failure, deputies should be able to access their email, calendar, and documents remotely, and the hardware and software should be upgraded to be faster and better.

**Action Plan 5:** Improve departmental cohesion.

Continue holding monthly supervisor meetings, which in past audits, supervisors have lauded as one of their favorite activities.

Provide management training so that supervisors and up-and-coming managers can play a role in holding the department together, using tried-and-approved management techniques.

Continue holding division group meetings to better organize the department, and let individual divisions share valuable information with each other, in a setting that provides more time for discussion than the monthly supervisor meetings.

Encourage participation in the growing number of committees: the litigation management committee, the training committee, the contracts committee, the conflicts committee, the appellate opinion review committee, management committee, etc.

A department-wide newsletter is now in circulation, and a newsletter committee has been formed to sustain it.

The target date for this action plan is ongoing.

The measure of success for this action plan is difficult to quantify, but can be gauged in a variety of ways, including that the department is not providing conflicting advice on the same topic, that more issues are being caught early on because different divisions are more engaged with each other, and that when reviews and/or evaluations are done, more people respond in such a way that shows that they feel like part of the department, rather than just part of their individual division.

**Action Plan 6:**

Provide Continuing Legal Education (CLE) training and regular employee evaluations.

A Training Committee was established to provide and coordinate training for all department employees, both attorneys and staff.

Training consists of formal training, informal or brown-bag training, and training sanctioned by the Hawaii State Bar Association for Mandatory Continuing Professional Education (MCPE) credits.

The department has successfully worked with the National Association of Attorneys General, National Attorneys General Training and Research Institute, Conference of Western Attorneys General, and other groups to bring in training for department employees.

A formal evaluation process was reestablished which gives strong performers positive feedback, weaker performers an honest assessment and opportunity to improve, and benefits the department as a whole. This process also works as a management tool so that supervisors can gauge the professional development of their employees, determine who can act as mentors, etc.

The target date for this action plan is ongoing.

The measure of success for this action plan is that more and more valuable training is occurring. This has been ongoing and continuing over the past two years, including a series of brown bag trainings that were organized by the Training Committee (with more scheduled), and various seminars that provide CLE credit and brought in national trainers on topics such as ethics, trial advocacy, and jury selection. The additional measure of success is that employee evaluations become routine and show tangible benefits through improved performance.

**Action Plan 7:**

Improve morale.

Work to increase morale through a combination of initiatives like training, departmental breakfasts, award ceremonies, personal recognition, shirts and caps and mugs with the AG logo, department-wide vision meetings with feedback, etc.

Consider holding an office retreat, perhaps preceded by a smaller leadership retreat.

Provide an annual list of departmental accomplishments.

The target date for this action plan is ongoing.

The measure of success for this action plan is inherently difficult to quantify. It can be gauged in part through objective measures such as whether more morale boosting events are held. Consideration will also be given to surveying the department to gauge employee satisfaction.

**Action Plan 8:** Review parity for deputy salaries and adjust accordingly.

The measure of success for this action plan is an increased sense of satisfaction, resulting in employee retention and a lower vacancy rate.

**Action Plan 9:** Have the department work better with special deputies.

Require the special deputies to work closely with the division deputies.

This will serve two purposes: (1) it will elevate the quality of the line deputies' work; and (2) it will hold down the special deputies' costs.

The target date for this action plan is ongoing.

The measure of success for this action plan is whether special deputies' costs are held down and departmental supervisors feel that the quality of work, which is already high, continues to improve.

### **SECTION 3: LEGAL SERVICES DIVISIONS**

#### **Administration Division**

As it has evolved over the years, the main mission of the Administration Division is to provide advice and counsel to policy-making executive branch agencies (i.e., Governor, Lieutenant Governor, the Department of Accounting and General Services, and Budget and Finance); assist in implementing policy decisions (e.g., through Executive Orders, legislation and rules); and assist the implementation of the core activities of these agencies and the attached agencies (i.e., Employees' Retirement System, the Hawaii Employer-Union Health Benefits Trust Fund, Information and Communications Services Division, the State Procurement Office, and the Land Use Commission).

**GOAL 1:**                    **Obtain assistance with litigation, administrative appeals and Land Use Commission.**

**Objective 1:**                    Focus more on the work that should be done by the division.

**Objective 2:**                    Reduce the amount of time division deputies have to spend on litigation so that they can focus more on the division's advice and counsel function.

**Action Plan 1:**                Short-term – Work closely with Major Litigation Supervisor to obtain services/assistance of experienced litigation deputies and support staff

The target date for this action plan is immediate.

**Action Plan 2:**                Long-term – Hire an experienced litigation attorney to handle Land Use Commission and its current ten active administrative appeals, and hire clerical staff to provide services to attorneys.

The target date for this is early 2012.

**Action Plan 3:**                Create more standardized procedures for paralegals.

There is no set target date for this.

There are several measures of success for this goal: (1) whether the division is providing experienced representation for the client agencies; (2) whether current deputies are allowed to focus on litigation prevention and advice and counsel functions for multiple clients that currently are not receiving services in as timely a manner as possible; and (3) whether the supervising deputy

attorney general has time to address supervisory and administrative issues.

**GOAL 2:** **Reduce or eliminate the number of neighbor island trips that Oahu-based attorneys must take for: (1) hearings on motions that are unopposed; and (2) hearings relating to subpoenas for confidential records.**

**Objective:** Save money and better utilize staff and attorneys' time.

**Action Plan 1:** Train attorneys on every island to handle at least low-level hearings *and* allow attendance by phone for administrative attorneys.

**Action Plan 2:** Administration Division has approached Family Law Division, which has agreed to handle these motions. Administration Division will generate a list of top low-level motions and sample pleadings and will work with the Family Law Division to provide training on handling these motions.

The target date for this goal is early 2012.

The measure of success for this goal is monetary savings to the department (e.g., air fare, cabs, car rental, parking, etc.) and savings in deputy time.

**GOAL 3:** **Reduce the time attorneys spend on non-legal tasks for clients.**

**Action Plan 1:** Train clients in tasks such as preparing agendas and minutes, maintaining records and creating records and indices of records for administrative appeals.

The target date for this goal is ongoing.

The measure of success for this goal is savings in deputy time currently spent reviewing and re-writing agendas and minutes. Making sure records available to the public do not contain confidential information or attorney-client privileged information. Making sure agency records for administrative appeals are in good order.



**GOAL 4:**                    **Realign duties within the department to areas of expertise and increase ability to provide consistent advice and to increase efficiency.**

**Objective:**                    Focus more on work that should be done by the division.

**Action Plan:**                Re-examine with other divisions whether and where specific types of work could best be assigned. Basis for discussions would be where the relevant expertise lies in each division, without analysis being prevented by “this is how we’ve always done it” reasoning.

The target date for this goal is ongoing.

The measure of success for this goal is that clients would benefit from expertise of deputies in subject areas, and the department will give more consistent and timely services to its clients. Another measure of success will be whether the division is successful in helping to *prevent* litigation through good advice.

**GOAL 5:**                    **To make the Administration Division a resource for other divisions seeking guidance on substantive legal issues in the area of procurement and contracts, sunshine law, and fiscal/appropriation issues.**

**Objective:**                    To integrate the work being done in the Administration Division with the department as a whole.

**Action Plan:**                Encourage deputies to contact the division to brainstorm issues in the areas of procurement and contracts, sunshine law, and fiscal and appropriation.

The target date for this goal is ongoing.

The measure of success for this goal is more consistent documentation and advice to clients.

**GOAL 6:**                    **Manage open and closed files.**

**Objective 1:**                Provide better, faster, and easier access to critical information.

**Objective 2:**                Clean up the Administration Division’s physical space.

**Action Plan:**                Move old files to storage or destroy them. Identify and digitize pleadings and advice to iManage so that it can be available to all

attorneys. Develop a plan and tickler system for reviewing, archiving, and destroying old files.

The target date for this goal is ongoing.

The measure of success for this goal is improved efficiency, consistency in advice, and improved office appearance.

### **Appellate Division**

The mission of the Appellate Division is to maximize the quality of the appellate representation of all of the department's clients, and to provide constructive and quality legal advice to deputies throughout the department, on all legal matters.

**GOAL 1:**                    **To improve the appellate writing skills of deputies and ensure that critical mistakes are not made by the department regarding appeals.**

**Objective:**                    To provide training for all deputies who must do appeals so as to maximize the persuasiveness of their briefs and to give them substantial knowledge or awareness of basic appellate rules.

**Action Plan:**                    Provide multiple training sessions regarding appellate writing, appellate rules, and persuading an appellate court.

The target date for this goal is ongoing.

The measure of success for this goal is the number of completed training sessions. Several sessions have already been completed, and more are scheduled.

**GOAL 2:**                    **To maximize the substantive legal knowledge of deputies within the Appellate Division regarding legal issues that frequently confront the Appellate Division.**

**Objective 1:**                    Use Appellate Division expertise to benefit the whole department.

**Objective 2:**                    Ensure that if any one deputy or paralegal leaves the division, remaining persons can maintain division functioning without significant disruption.

**Action Plan 1:**                    Hold meetings with, or send emails to, deputies regarding significant legal developments in the law that are of frequent concern to the Appellate Division.

The measure of success for this action plan is that deputies will be better able to spot issues and incorporate them in their brief writing, and in advice to deputies outside the division.

**Action Plan 2:**                    Have senior appellate deputies (and eventually newer deputies), attend the Appellate Opinion Review Committee meetings on a rotating basis.

The measure of success for this action plan is Appellate Division deputies providing constructive and insightful assistance to the Appellate Opinion Review Committee.

**Action Plan 3:** When possible, have Appellate Division deputies review, and comment upon, other Appellate Division deputies' briefs or memoranda.

The measure of success for this action plan is improved quality of Appellate Division output.

**Action Plan 4:** Instruct paralegals about procedural and internal department matters, and general appellate matters. Share the individual paralegals' knowledge -- who have expertise in electronic filing and other administrative matters -- with each other and with deputies within Appellate Division and Department-wide.

The target date for this goal is ongoing.

**GOAL 3:** **To make the Appellate Division a legal resource for other divisions seeking substantive legal advice or appellate procedure information.**

**Objective:** Use Appellate Division expertise to benefit the whole department.

**Action Plan:** Encourage deputies with appeals to contact the Appellate Division anytime they have questions regarding appellate procedure, or, more generally, to ask the Appellate Division for ideas or arguments in support of the State's positions, or to rebut troubling opposing arguments.

The target date for this goal is ongoing.

The measure of success for this goal is improved appellate briefs and substantive motions.

**GOAL 4:** **Provide solid advice to the Attorney General regarding amicus joinder requests.**

**Objective:** Ensure that Hawaii is signed on to the right issues at the right times for the right reasons.

**Action Plan:** Solicitor General to review and edit all amicus joinder recommendations before they are given to the Attorney General.

The target date for this goal is ongoing.

The measure of success for this goal is consistency in the quality of the Appellate Division's recommendations, and the Attorney General's satisfaction with those recommendations.

**GOAL 5:**                    **Provide the entire department with readily accessible substantive and procedural legal knowledge to assist in their litigation efforts.**

**Objective:**                    Create an easily accessible knowledge bank containing a wide variety of substantive legal arguments, as well as numerous appellate brief formatting examples.

**Action Plan:**                    Work within the Appellate Division and then with other divisions to make filed appellate briefs available to all deputies.

There is no known target date for this goal.

The measure of success for this goal is the actual creation of a brief bank that can be accessed by the appropriate deputies.

### **Civil Recoveries Division**

The Civil Recoveries Division provides flexible, efficient, systematic, and timely service in the pursuit and, if necessary, litigation of outstanding debts, delinquent accounts, and other financial obligations by working closely with client agencies, having a sound knowledge of the subject legal doctrines and operational issues facing the clients, and capitalizing on available technology.

**GOAL 1:**                    **Strengthen team members and operations by meeting regularly to assess the well-being of team members and identify ideas, areas of strength, areas for improvement, and develop appropriate action plans.**

**Objective:**                    To create a climate of constant improvement.

**Action Plan 1:**            Each team leader will hold regular (quarterly minimum) scheduled meetings with individual team members to focus on team member's and team's well-being, ideas, areas of strength, areas of improvement, and development of action plans to help strengthen the team members, team, division, and department.

The target date for this action plan was early 2012 and is ongoing.

The measure of success for this action plan is doing it or not.

**Action Plan 2:**            These regular meetings will include supervisor discussion notes to document the strengths and positive impact of team members, as well as assist in the improvement of performance if needed. The supervisor discussion notes will address whether the workflow makes sense, is not wasted energy, and that the division is not doing things just because they have always been done that way.

The target date for this action plan was early 2012 and is ongoing.

The measure of success for this action plan is doing it or not.

**GOAL 2:**                    **Division will develop an electronic case file archival plan with input from all teams. Plan procedures will be consistent across all teams.**

**Objective 1:**                    To move towards a paperless environment.

**Objective 2:**                    To better organize the division.

**Action Plan 1:** Complete electronic case file archive.

The target date for this action plan is early 2013.

**Action Plan 2:** Fully implement electronic case file archival plan for all files closed after June 1, 2012.

The target date for this action plan is mid 2013.

The measure of success for this goal is that all action plans are completed by the assigned dates.

**GOAL 3:** **Hawaii Health Systems Corporation team will develop electronic tracking of Hawaii Health Systems Corporation referred patient account collection cases with the objective of eventually moving to a completely electronic file and management system.**

**Objective 1:** To be ready for when Hawaii Health Systems Corporations migrates away from its current system.

**Objective 2:** To move towards a paperless environment.

**Action Plan 1:** Decide on software platform for database.

The target date for this action plan is January 1, 2013.

**Action Plan 2:** Have database developed and a training plan in place.

The target date for this action plan is July 1, 2013.

**Action Plan 3:** Begin transition of all paper files into an electronic database.

The target date for this action plan is June 30, 2013.

**Action Plan 4:** Completely transfer all paper files over to the electronic database.

The target date for this action plan is December 31, 2013.

**Action Plan 5:** Complete migration before Hawaii Health Systems Corporation closes the AS400 System (the Civil Recoveries Division will not have access to the new system).

The target date for this action plan is between July and December 2013.

The measure of success for this goal is that all items are completed by assigned dates and before the Hawaii Health System Corporation system changes.

**GOAL 4:**                    **The Civil Recoveries Division will significantly improve efficiency of case management, tracking, and litigation through the use of existing case management technology in the office (iManage, ProLaw, and software in the division) and identification of future flexibility.**

**Objective 1:**                    To work faster and smarter.

**Action Plan 1:**                Begin training all staff on existing technology.

The target date for this action plan was mid 2012 and is ongoing.

**Action Plan 2:**                Implement all existing technology in operations.

The target date for this action plan is late 2012 and is ongoing.

The measure of success for this goal is that all items are completed by the assigned dates.

**GOAL 5:**                    **The Civil Recoveries Division will identify and develop a system to reduce and/or eliminate paper files through the use of technology for simple debt collection of accounts.**

**Objective:**                      To move towards a paperless environment.

**Action Plan 1:**                Draft plan to reduce and/or eliminate paper files for simple debt collection amounts.

The target date for this action plan was June 30, 2012, and is underway

**Action Plan 2:**                Complete final plan with implementation dates for all states and steps of the plan.

The target date for this action plan is June 30, 2013.



**Action Plan 3:** Begin implementing the first stage or step of the plan.

The target date for this action plan is mid 2013.

The measure of success for this goal is that all items are completed by the assigned dates.

**GOAL 6:** **The Civil Recoveries Division will develop standardized monthly formats to simplify the collection of division statistics in a timely manner.**

**Objective 1:** To create better management tools for the division supervisor and team leaders.

**Objective 2:** To give everyone in the division a monthly benchmark.

**Action Plan 1:** Implement the standardized monthly report format.

The target date for this action plan is mid 2012 and is currently being finalized.

The measure of success for this goal is that all items are completed by their assigned dates.

### **Civil Rights and Tort Litigation Divisions**

The Civil Rights and Tort Litigation Divisions provide legal defense to the State, its departments and agencies, and certain state employees in lawsuits or other claims that involve allegations of injuries or damages arising from various torts, and constitutional or civil rights violations. This defense includes, but is not limited to, answering legal complaints filed in court, investigating claims, conducting discovery, filing motions as determined to be necessary, and representing state interests at arbitrations, mediations, and trials.

#### **GOAL 1:                    Maintain institutional knowledge.**

**Objective 1:**                    Better organize the divisions' information for use and retrieval.

**Action Plan 1:**                Memo bank – Input memos, briefs, etc. on legal issues that often recur, such as section 409 issues, discretionary function, qualified immunity, Eleventh Amendment immunity, etc.

The target date is ongoing.

The measure of success for this action plan is that the briefs and memoranda are available to the department in iManage.

**Action Plan 2:**                Expert bank – prior depositions, curriculum vitae, etc.

The target date is ongoing.

The measure of success for this action plan is that the appropriate information is available to the department in iManage.

**Action Plan 3:**                Put closed files on discs rather than packing boxes for storage.

The target date is ongoing.

The measure of success for this action plan is having fewer boxes around the office and reducing the need to retrieve boxes to obtain information from closed cases.

**Action Plan 4:**                Create uniform and consistent entries in ProLaw.

There is no target date until agreement is reached with other divisions.

The measure of success for this action plan is it will be easier to conduct conflict searches and to locate other information in ProLaw.

**Action Plan 5:** Create manuals and checklists for deputies and staff regarding important duties and reminders.

The target date is ongoing.

The measure of success for this action plan is completed manuals and checklists that will assist deputies and staff to ensure a consistent and complete work product.

**GOAL 2:** **Increase efficiency.**

**Action Plan 1:** Create litigation liaisons for all departments so that litigation issues are centralized (some departments already have such liaisons).

There is no target date for this action plan until agreement is reached with the appropriate departments.

The measure of success for this action plan is quicker responses by the department on questions, discovery and other information requests.

**Action Plan 2:** Add additional runs for messengers. Also have a way to contact messengers, perhaps via cell phone, while they are out on a run so that they can pick up a document (e.g., court order) when the division is notified *after* the messenger has already left on a run.

There is no target date for this action plan pending further discussion with administration.

The measure of success of this action plan is reduced complaints regarding availability of messengers and reduced concerns about timely filing and delivery of documents.

**Action Plan 3:** Change Ethics & Conflicts Committee procedure to have advice and counsel division deputies and not litigation deputies doing course and scope investigation/determination. Advice and counsel deputies are in a better position to determine course/scope and less chance of disqualifying the litigation deputy from representing the employee.

There is no target date for this action plan; pending discussions with E&CC committee and supervisors.

The measure of success of this action plan is avoiding having litigation deputies disqualified from representing any State defendant in litigation if the deputy encounters a conflict between the defendants during the course of the investigation.

**GOAL 3:**

**Help new deputies get up to speed as quickly as possible.**

**Action Plan 1:**

Generate a standard packet of documents, forms, and information important to the division to give to new deputies.

The target date is ongoing.

**Action Plan 2:**

Create standard training for every new employee on iManage and ProLaw right after they start.

There is no target date for this action plan; pending further discussions with administration and the Information Technology (IT) unit.

The measure of success for this goal is that new deputies will have a basic set of important and frequently used forms, documents and other information as well as immediate training on office equipment and software which will enable them to quickly be able to concentrate on substantive work with optimum efficiency.

**Commerce and Economic Development Division**

The mission of the Commerce and Economic Development Division is to provide high quality and timely legal services to the Department of Commerce and Consumer Affairs, the Department of Business, Economic Development, and Tourism, the Department of Agriculture, and the Deferred Compensation Board. The division enforces the antitrust laws, issues commissions to and regulates the practice of notaries public, and advises the Legislature, the Governor, and other affected agencies on legal issues arising from the subject matter of the division.

**GOAL 1:**                    **Monitor each attorney’s workload, productivity, and mastery of subject matter.**

**Objective:**                    Create better management metrics.

**Action Plan 1:**                Obtain printouts of case assignments.

The target date for this action plan is ongoing.

**Action Plan 2:**                Meet with one attorney per week on a rotational basis to review assignments, issues, and questions.

The target date for this action plan is early 2012.

**Action Plan 3:**                Review time sheets monthly.

The target date for this action plan is early 2012.

**GOAL 2:**                    **Improve cross-training, institutional knowledge, and consistency.**

**Action Plan 1:**                Commence monthly meetings of practice groups (e.g., those advising client departments, those involved in litigation, those involved in advising clients subject to the sunshine law, with groups formed or revised as issues/topics arise).

The target date for this action plan is early 2012.

**Action Plan 2:**                Develop form and memo banks – Ongoing as appropriate submittals are identified through practice group meetings.

The target date for this action plan is ongoing as appropriate.

**Action Plan 3:** Put “hot topics” into the department’s intranet.

The target date for this action plan is ongoing as appropriate.

**GOAL 3:** **Develop central calendaring system.**

**Objective:** Keep better track of deadlines and schedules.

**Action Plan 1:** Identify all pending matters in litigation.

**Action Plan 2:** Identify other matters appropriate for calendaring.

### **Criminal Justice Division**

The mission of the Criminal Justice Division is to serve as the statewide prosecutorial arm of the Department of the Attorney General, to enforce the laws of the State of Hawaii, to ensure public safety through the just, efficient, and effective administration of justice, and to advocate for the passage of laws that protect the people of Hawaii.

**GOAL 1:**                    **Complete the transfer of the Medicaid Division to a Medicaid Fraud Control Unit within the Criminal Justice division.**

**Objective:**                    Better organize the division.

**Action Plan:**                Work with the department personnel section and Administrative Services Manager to complete the transfer of all Medicaid Division positions to the Criminal Justice Division. We have completed all necessary job descriptions and associated paperwork and have been waiting on action by our Personnel Unit. The Unit has been understaffed and working on pressing issues.

The target date for this goal is March 31, 2013.

The measure of success for this goal is that the department organization chart properly reflects the Medicaid Fraud Control Unit as a unit within the Criminal Justice Division.

**GOAL 2:**                    **Establish a paperless file system to improve document flow and storage.**

**Objective 1:**                Move towards a paperless environment.

**Objective 2:**                Improve the division's work flow and access to documents.

**Action Plan 1:**             Inventory types of documents and their period of retention.

The target date for this action plan was January 31, 2012. The inventory has been completed.

The measure of success for this action plan is a full physical inventory of documents, including location, amount, and type.

**Action Plan 2:**             Determine existing technology and record retention process.

The target date for this action plan is April 1, 2013.

The measure of success for this action plan is a report indicating what equipment currently can be used for the transition to a paperless environment, what the current processes are, and what additional equipment is needed.

**Action Plan 3:** Obtain bids for equipment.

The target date for this action plan is July 1, 2013. Due to current budgetary restraints we have not been able to move forward on getting bids.

The measure of success for this action plan is a successfully issued request for bids.

**Action Plan 4:** Determine funding availability to purchase equipment.

The target date for this action plan is December 1, 2013.

The measure of success for this action plan is funding secured to purchase equipment.

**Action Plan 5:** Develop a training and records retention policy.

The target date for this action plan is February 28, 2014.

The measure of success for this action plan is a written policy.

**Action Plan 6:** Implement paperless system with training to staff and attorneys.

The target date for this action plan is June 30, 2014. We believe that implementing a paperless system will save funding and improve work flow. Unfortunately, this project cannot be fully implemented until the State fiscal outlook improves.

**GOAL 3:** **Create formal rules for forfeiture program.**

**Objective:** Increase the timeliness and efficiency of the processing of forfeiture actions.

**Action Plan 1:** Identify areas of the forfeiture program where rules would assist in a more timely and efficient processing of forfeiture actions.



The target date for this action plan was August 1, 2011. The rules have been completed and we are awaiting final approval from the administration.

The measure of success for this action plan is a written assessment of the areas of the program indicating the types of rules that are needed.

**Action Plan 2:** Meet with the four county prosecutors to discuss the identified rules and request input.

The target date for this action plan is January 1, 2013.

The measure of success for this action plan is a written summary of the prosecutors' concerns and comments. We have provided the draft rules to the county prosecutors and expect a written summary by target date.

**Action Plan 3:** Complete a draft of rules to be reviewed by the Attorney General.

The target date for this action plan is January 31, 2012.

The measure of success for this action plan is a written draft. A written draft rule has been completed.

**Action Plan 4:** Finalize and adopt new rules.

The target date for this action plan is March 31, 2013.

The measure of success for this action plan is the Attorney General's adoption and approval of the final rules.

**Action Plan 5:** Providing training on the new rules to the four county prosecutors.

The target date for this action plan is May 31, 2013.

### **Education Division**

The mission of the Education Division is to provide quality and timely legal services to all of the division's clients, which include the Department of Education with its 257 schools, the Board of Education, the Hawaii State Public Library System, the Hawaii Teacher Standards Board, the Charter School Review Panel, the Charter Schools Administrative Office, and the 31 individual Charter Schools and their Local School Boards.

**GOAL 1:**                    **Improve skills and efficiency and build capacity within the division.**

**Action Plan 1:**            Assign complex matters to groups or pairs of deputies. The grouping would include deputies of varying experience levels.

The target date for this action plan is ongoing.

The measure of success for this action plan is to check every other month with the experienced deputies regarding less experienced deputies' performance. Also, check with inexperienced deputies regarding what they have learned from more experienced deputies.

**Action Plan 2:**            Continue to meet at least monthly with the division to discuss specific cases and analyze specific issues.

The target date for this action plan is ongoing.

The measure of success for this action plan is to check quarterly on the efficacy of the discussions.

**Action Plan 3:**            Work on a division manual to document various processes and procedures.

The target date for this action plan was to begin June 1, 2011. No current end date is scheduled.

The measure of success for this action plan is that at least one new section is completed each quarter.

**Action Plan 4:**            Create a brief and decision bank of United States District Court (USDC) cases with a listing of issues contained in the briefs and decisions.

The target date for this action plan is to be determined.

The measure of success for this action plan is based on the number of days between when a brief or decision is available and when it is posted in the bank.

**GOAL 2:**                    **Ensure timely action on all matters.**

**Objective:**                    Improve customer service.

**Action Plan 1:**                Keep master calendar of all deadlines within the division.

The target date for this action plan is ongoing.

The measure of success of this action plan is to send weekly emails to deputies, legal assistants, and secretaries with upcoming deadlines for the following two weeks.

**Action Plan 2:**                Develop a system to track compliance with court orders and settlement agreements.

The target date for this action plan is early 2012.

The measure of success for this action plan is to conduct monthly follow up with the appropriate client on each outstanding order or agreement.

**Action Plan 3:**                Provide due dates for all assignments and meet due dates provided for each assignment.

The target date for this action plan is ongoing.

The measure of success for this action plan is that secretaries check ProLaw sheets for a due date for each assignment and inform the supervisor by the next business day if an assignment due date was missed.

**Action Plan 4:**                Acknowledge receipt and handling of questions via emails and phone calls within two business days of receipt – ideally, respond within one business day.

The target date for this action plan is ongoing.

The measure of success of this action plan is an annual survey of the client regarding response time.

### **Employment Law Division**

The mission of the Employment Law Division is to provide high quality and timely legal representation to the State, its departments, attached agencies and senior managers in personnel/labor disputes with their own employees or prospective employees.

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

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

**Objective 2:**                Ensure effective communication with clients.

**Action Plan 1:**            Provide training, training seminars, videotapes, brown bag lunches and in-house training (department and division wide).

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

**Action Plan 3:**            Establish a uniform procedure for addressing employment law claims.

**Action Plan 4:**            Establish a mini-LRC within the division to assist lead counsel.

**Action Plan 5:**            Improve communications with clientele by timely responding to requests for assistance or by providing a time frame for a response.

**Action Plan 6:**            Encourage clientele to confer with Employment Law staff prior to making questionable or unprecedented management and personnel decisions.

**Action Plan 7:**            Establish regular meetings with clientele to discuss concerns in general.

The division has continued to cross train deputies both by assigning a wide variety of cases to each deputy but also teaming up experienced counsel in certain areas as back up or second chair to less experienced deputies. E-filing in federal court and State Appellate court is now well established and all support staff are fully capable of e-filing. The division is completing its sixth year of standardized procedures with the Department of Education, especially in Workers Compensation. A Deskbook concerning procedures for all areas of our practice was about 80% complete but had been put on hold because of a surge in work load and a reduction in staff from 12 to 8 deputies. It is designed to be used by both the Employment Law Division and its clients. Recently two new deputies

were hired, bringing the division back to 10 deputies; the division now hopes to revisit the Deskbook.

The Employment Law Division has made a point of making its deputies available to clients for meetings in advance of taking action or making decisions. Deputies have met or had telephone contact with the directors or deputies of DAGS, B&F, DBEDT, DOE, DOH, DHS, DHHL, DLIR, DLNR, DHRD, PSD, DOT, DOTAX, DOD and RCUH.

**GOAL 2:            Initiate preventive law measures.**

**Objective 1:**            Reduce employment law claims.

**Action Plan 1:**        Identify State clientele that demands the most time and attention.

**Action Plan 2:**        Provide preventative training to State clientele in subject areas that dominate litigation and administrative hearings.

**Action Plan 3:**        Coordinate training for clientele with other divisions within the Department as well as with other State agencies.

**Action Plan 4:**        Develop a system of categorizing and inventorying court and administrative decisions for use by legal staff and clientele.

**Action Plan 5:**        Develop a system to consistently inform clientele of major court and administrative decisions and trends in employment law.

The Employment Law Division has identified two areas where it believes its Deputies can provide preventative training. The division is training workers compensation adjusters in DHRD and DOE in case presentation before the Disability and Compensation Division of the Department of Labor. One training session has already been conducted and another training is scheduled. The division has supported DHRD in conducting ADA training for all departments in conjunction with the Disability and Communication Access Board. Finally, the division has a standing offer to a number of departments to assist in training/advising employees assigned to do personnel investigations.

### **Family Law Division**

The mission of the Family Law Division is to represent state agencies in Family Court proceedings. The Family Law Division handles all state litigation under the jurisdiction of the Family Court, such as child and adult protection, guardianships, truancy, adolescent status and law violations where services are provided by the Department of Health (DOH), the Department of Education (DOE), and the Department of Human Services (DHS), and involuntary civil mental commitment hearings. Clients include the DOH, the DHS, the DOE, and the Office of the Public Guardian. The Family Law Division also provides support to the Child Support Enforcement Agency, including establishment of paternity, defense of administrative appeals, and enforcement of child support orders.

**GOAL 1:**                    **Provide quality legal representation to our clients on all islands including the Departments of Education, Health, Human Services, the Office of the Public Guardian, and the Child Support Enforcement Agency.**

**Action Plan 1:**            Train new deputies: on the job and by informal mentoring by senior deputies.

The target date for this action plan is ongoing.

The measure of success for this action plan is to review court performance by regular observation and meetings.

**Action Plan 2:**            Continue legal education of staff through in-office speakers, and federally funded substantive trainings.

The target date for this action plan is ongoing, in conjunction with the Training Committee.

The measure of success for this action plan is to make sure the topics are of general interest and relevant to the work the division does.

**Action Plan 3:**            Maintain a memo bank on the P-drive.

The target date for this action plan is ongoing.

The measure of success for this action plan is that deputies on all islands are contributing to the memo bank.

**Action Plan 4:** Cross-train all deputies and staff. This has been ongoing for several years. Each deputy moves between the division's two main areas: child welfare and the specialty cases.

The target date for this action plan is ongoing.

The measure of success for this action plan is to have lead deputies in the two areas review petitions and mentor the newer deputies as they move through the various areas. Legal assistants have been trained to do petitions for the various cases.

**Action Plan 5:** Meet with judges in each circuit to work on practical problems.

The measure of success for this action plan is that it occurs monthly on Oahu and on an occasional basis on the neighbor islands.

**Action Plan 6:** Increase the number of cases closed by the Deadbeat Parent Unit to assist the Child Support Enforcement Agency in staying in compliance with Federal law. This will take the addition of a legal clerk in the unit to process the necessary paperwork.

The target date for this action plan is July 2013.

**GOAL 2:** **Operate more efficiently.**

**Action Plan 1:** The entire Oahu office has moved to Kapolei to avoid wasted travel time to and from Family Court.

The measure of success for this action plan is that travel between town and Kapolei will be reduced, and as a result, time and money should be saved.

**Action Plan 2:** Review efficiency of doing cases in town once the division is relocated: some Family Court-related cases include the involuntary hospital cases, which happen weekly at the State Hospital and Queens Medical Center. Additionally, subpoenas for records are heard at the District and Circuit Courts. Once the division is moved to Kapolei, the inefficiency of traveling to town will again be an issue.

The target date for this action plan is January 2013.

The measure of success for this action plan is that concentrating on the hearings in Kapolei should result in better representation of our clients. This is likely to impact other divisions that are located in town.

**Action Plan 3:** Neighbor islands shall assist the main office in filing routine pleadings as necessary. Deputies and staff have routinely helped with minor hearings and filings and provided space and equipment for other divisions during long trials. They also monitor notary exams for the Commerce and Economic Development Division.

The target date for this action plan is ongoing.

The measure of success for this action plan is that it has resulted in other divisions not having to travel to the neighbor islands to attend to these minor issues.

**Action Plan 4:** Maintain rapport with the deputies that provide advice and counsel. Because the Family Law Division litigates in Family Courts across the State, the advice and counsel aspect of representation has been with other divisions, including the Health and Human Services Division and the Education Division. It is important that the division regularly communicate regarding rules and policies of its clients that might affect its representation.

The target date for this action plan is ongoing.

The measure of success for this action plan is that such issues are addressed as they arise.

**Action Plan 5:** Fill vacancies as they arise. This would further improve the division's work product. The volume of the division's case filings is very high.

The target date for this action plan is July 2013, depending on the budget.

**GOAL 3:** **Foster more effective communication with the division's client agencies.**

**Action Plan 1:** Meet with clients on a monthly basis. The division meets with Child Protective Services section administrators on a monthly basis. The division has been meeting with the Department of Health every other month, but the court's move to Kapolei and



some high level retirements within that department have made that somewhat more difficult. The Child Support Enforcement Agency has a monthly meeting with the division's assigned deputies.

The target date for this action plan is ongoing.

The measure of success for this action plan is that regular meetings are held.

**Action Plan 2:** Continue training clients on family court procedure on a regular basis. This already happens for the Department of Human Services, Child Protective Services, Adult Protective Services, and the Department of Education. Deputies have also met with the Child Support Enforcement Agency staff to go over procedures.

The target date for this action plan is ongoing.

**Action Plan 3:** Communicate through phone, in-person, and email as necessary with all clients. Lotus Notes, though unwieldy, still allows for regular contact.

The target date for this action plan is ongoing.

The measure of success for this action plan is better preparation and readiness for trials and other hearings that happen on an almost daily basis, thanks to increased communication.

### **Health and Human Services Division**

The mission of the Health and Human Services Division is to provide excellent legal services and support to its clients, the Department of Health and the Department of Human Services. The division enforces the State's environmental laws and healthcare facility licensing laws, provides legal advice to all Department of Health and Department of Human Services programs, takes appeals to circuit court from administrative decisions, defends actions against the State in both State and federal court, and handles some appeals in both the State and federal appellate systems.

**GOAL 1:**                    **Cross-training (for better services, workload balance, professional growth, and succession planning).**

**Action Plan 1:**            Supervisor will assign discrete projects from one deputy's area to another deputy, with experienced deputy as mentor and backup.

This action plan began in September 2011.

The measure of success for this action plan is to file documentation in the strategic plan (SP) binder; the supervisor and secretary will check annually on the 1st week of June and December (set LotusNotes reminder).

**Action Plan 2:**            Continue having team meetings, with more substantive discussions planned in advance.

This action plan began in September 2011.

The measure of success for this action plan is to file meeting agendas and minutes in SP binder; the supervisor and secretary check on the 1st week of June and December (set LotusNotes reminder)

**Action Plan 3:**            Include more substantive discussions of deputies' work in division meetings.

This action plan began in September 2011.

The measure of success for this action plan is to file the agenda in the SP binder; the supervisor and secretary will check annually on the 1st week of June and December (set LotusNotes reminder).

**GOAL 2:**                    **Make better use of internal resources and knowledge (for efficiency when covering other areas; to benefit from work already done).**

**Action Plan 1:**            Create and maintain directory of each deputy's client personnel and main legal authorities for programs (available to other deputies when covering or assisting).

The target date for completion of this action plan is early 2013.

The measure of success for this action plan is to review and update annually in September.

**Action Plan 2:**            Create more detailed index of legal authorities and resources for each subject-matter area; compile the information in iManage folder.

The target date for completion of this action plan is July 2013.

The measure of success for this action plan is whether it's done.

**Action Plan 3:**            Create index of legal authorities and resources on issues that span several subject-matter areas (e.g., juveniles' consent to treatment; abortion; dead bodies; recurring legislative issues).

The target date for completion of this action plan is July 2013.

The measure of success for this action plan is for the supervisor to check in August 2013, and annually thereafter.

**GOAL 3:**                    **Make better use of existing technology.**

**Action Plan 1:**            Training on iManage, ProLaw, Word, Excel, PowerPoint [Coordinate with department-wide effort].

The target date for this action plan is as time permits, starting now. Training on iManage began in October 2011. Training on ProLaw is underway.

The measure of success for this action plan is to file documentation in SP binder; supervisor and secretary check 1st week of June and December (set LotusNotes reminder).

**Action Plan 2:** Devise a better way of closing out AG numbers in ProLaw.

Preliminary assessment of problem has been completed. The plan is to follow 4 months after department-wide ProLaw update is implemented.

The measure of success for this action plan is for the supervisor to assess new system four months after implementation.

**GOAL 3:** **Improve the division's filing systems (paper and electronic).**

**Action Plan 1:** Locate central filing space for large-document active cases and pau files (coordinate with department-wide document storage effort)

The target date for this action plan depends on coordination with department-wide effort.

The measure of success for this action plan is better filing space located for documents.

**Action Plan 2:** Create a policy for cleaning out pau files.

The target date for this action plan is early 2013.

The measure of success for this action plan is the plan's completion.

**Action Plan 3:** Find a better way to make current information and documents available to all (e.g., e-files).

The target date for this action plan is following department-wide IT training. Informal training within the division has begun.

The measure of success for this action plan is Supervisor and secretary run a spot-check 1st week of every quarter to see that documents required to be saved to iManage have been (set LotusNotes reminder).

**GOAL 4:** **Streamline routine assignments.**

**Action Plan:** Devise checklist for clients on what they need to do before sending contracts to us for review. Train clients.

Checklist has been completed and distributed. Two client groups have been trained.

The measure of success for this action plan is faster and more efficient contract review.

### **Labor Division**

The mission of the Labor Division is to provide excellent and timely legal services and litigation support, including agency appeals, to the Department of Labor and Industrial Relations and boards and agencies administratively attached to that department, including the State Fire Council, Office of Community Services, and Office of Language Access. In connection with its enforcement of the various labor laws, the division also collects penalties, fines, and reimbursements. The division also provides legal advice and representation to the Employees' Retirement System's Medical Board.

#### **GOAL 1:                    Improve Skills.**

**Action Plan 1:**                    Create manuals relating to rule making and chapter 104.

The target date for this action plan is early 2013.

The measure of success for this action plan is whether the manuals on rulemaking and chapter 104 have been created. Disclosure issues have been addressed and manual on rulemaking is nearly complete.

**Action Plan 2:**                    Update the Labor Division manuals and create a quick references sheet.

Updating manuals is an ongoing activity. The target date for completion of quick references sheet is early 2013.

Over the last year, the manuals on workers' compensation occupational safety and health, and unemployment insurance have been updated. A contracts manual was written. The new measure of success is the completion of the quick references sheet.

**Action Plan 3:**                    Teach staff to be proficient in creating table of contents and table of authorities in Microsoft Word and use of JEFS (Judiciary Electronic Filing System).

Over the last year, staff has become familiar with JEFS and is able to manage and file documents on the system.

The target date for proficiency in creating table of contents and table of authorities is mid 2013.

The measure of success for this action plan is staff can comfortably and quickly create the tables for all documents.

**GOAL 2:**                    **Increase Efficiency.**

**Action Plan 1:**            Create or update forms for HIPAA Authorization, Workers' Compensation documents, HIOSH documents, Wage Standards documents, and Unemployment Insurance documents.

Most forms have been created. Because of the need for updating, the target date for this action plan is ongoing.

The measure of success for this action plan is whether the forms have been created and appropriately updated.

**Action Plan 2:**            Establish resource files (all programs, as applicable). These resource files are primarily lists of "go-to" people for: Independent Medical Examiners, Vocational Rehabilitation Counselors, and other experts as necessary.

The target date for this action plan is ongoing.

The measure of success for this action plan is whether the files have not only been established, but also updated.

**Action Plan 3:**            Update legislative history research binder.

The target date for this action plan is 2012, which was met.

The measure of success for this action plan is whether the binder has been updated.

**GOAL 3:**                    **Improve Case Management.**

**Action Plan:**              Review and clean up case lists.

The target date for this action plan is ongoing.

The measure of success for this goal is whether the lists have been properly sorted and vetted.

**GOAL 4:**                    **Conserve Resources.**

**Action Plan:**              Clean up iManage documents.

The target date for this action plan is ongoing. This has already been completed for several fiscal years, but should be done periodically.

The measure of success for this goal is that searching iManage is more effective.



### **Land/Transportation Division**

The Land/Transportation Division provides legal services to both the Department of Land and Natural Resources (DLNR) and the Department of Transportation (DOT). These assignments include serving all divisions of the DLNR (Aquatic Resources, Boating and Ocean Recreation, Bureau of Conveyances, Conservation and Coastal Lands, Conservation and Resources Enforcement, Engineering, Forestry and Wildlife, Land, Historic Preservation, Parks, and the Commission on Water Resource Management) and the DOT (Airports, Harbors, and Highways). The division also provides services to numerous attached commissions, boards, and agencies including Kaho`olawe Island Reserve Commission, Public Land Development Corporation, Natural Area Reserves System Commission, the Island Burial Councils, Hawaii Historic Places Review Board, Hawaii Invasive Species Council, Medical Advisory Board, Oahu Metropolitan Planning Organization, and State Highway Safety Council. Most tort litigation involving the DLNR or the DOT is handled by another division, but the Land/Transportation Division handles a number of cases involving the State as a landlord and as a source of permits or as regulator. The division is responsible for all quiet title actions involving the State and virtually all state eminent domain actions, the bulk of which are done on behalf of the state highways program. The division prepares or reviews land disposition documents for the DLNR and the DOT and prepares office leases for the Department of Accounting and General Services when state agencies rent private property as tenants. The division reviews for legality its clients' contracts and administrative rules. The division also reviews proposed legislation related to its client agencies. The division handles administrative enforcement actions for violations of the State Historic Preservation law and the law governing land use in conservation districts and actions for damage to natural resources of the State.

**GOAL 1:**                    **Maintain institutional knowledge.**

**Objective:**                    Develop systems and processes to better maintain and retrieve the division's information.

**Action Plan 1:**                Memo bank of division advice letters and memoranda with searchable index.

Target date for initial input of information is May 2013. Ongoing thereafter.

**Action Plan 2:**                Routinely circulate advice letters in-house.

**Action Plan 3:**                Utilize iManage on a consistent basis to allow for searching of court documents previously prepared by the division.

**Action Plan 4:**                Cross-train deputies on long-term assignments.

Target date for Action Plans 2 through 4 is ongoing.

**GOAL 2:**                    **Improve deputy efficiency.**

**Objective:**                    Monitor deputy productivity and case load.

**Action Plan 1:**                Regularly review each deputy's case assignments to ensure timely completion and to address issues early on.

Target date for this action plan is late 2012, and ongoing.

**Action Plan 2:**                Review time sheets monthly.

Target date is ongoing.

**GOAL 3:**                    **Improve deputy knowledge, skills and experience.**

**Objective 1:**                    Increase knowledge in emerging areas.

**Action plan 1:**                Provide in-house and, as funding permits, outside training to deputies in areas pertinent to our practice.

Target date for this action plan is by June 2013 and ongoing as funding permits. Deputies have attended trainings and conferences on ethics, conservation easements, litigation, wildlife management, and other areas. Continue to look for appropriate training opportunities.

**Action plan 2:**                Continue to hold weekly and monthly practice group and division meetings to discuss assignments and issues of importance to practice areas.

Target date for this action plan is ongoing.

**Objective 2:**                    Cross-train within the division.

**Action plan 1:**                Pair less experienced deputies with those who are more seasoned in litigation and real estate development and acquisition.

Target date for this action plan is ongoing.

### **Legislative Division**

The Legislative Division provides legal services on matters pertaining to legislation and to proposed administrative rules. The division coordinates the preparation and review of all legislative bills proposed by the executive branch agencies and coordinates the review, monitoring, and evaluation of all legislative bills during and after each session of the Legislature. In addition, the division coordinates, monitors, and reviews the preparation of administrative rules of the Department of the Attorney General. This division also performs the final review of the formal opinions issued by the Attorney General, performs the initial review of complaints involving the Sunshine Law, and provides staff support to the Commission to Promote Uniform Legislation.

**GOAL 1:**                    **Coordinate the legal services review of legislative proposals of the Executive Branch.**

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

**Objective 2:**                Ensure the accurate and effective review of legislative proposals by the divisions to which the proposals were referred.

**Action Plan:**                Coordinate with the Governor's Policy Team to establish reasonable deadlines for the submission of legislative proposals to the Policy Team and to the Legislative Division to allow sufficient time for review of the legislative proposals and for revision and correction by the originating executive branch agencies.

The measure of success for this action plan is improved procedures resulting in an improved product.

**Process:**                    Maintain records of performance of the divisions in meeting internal and Governor's Office deadlines and report the information to the Attorney General.

**GOAL 2:**                    **Coordinate the legal services review of legislative bills pending before the Legislature.**

**Objective 1:**                Ensure the effective review of pending legislative bills by divisions possessing pertinent subject matter expertise.

**Objective 2:**                Assist in the reporting of problems discovered during the review of legislative bills by preparing a list of bills to be tracked, determining whether hearings have been scheduled for the bills with problems, ensuring that appropriate testimony is prepared, and reviewing testimony and legal advice letters on those bills.

**Action Plan:** Continue to obtain, copy, and distribute bills and legislative committee reports in hard copy form and, when necessary, in electronic form or by links to online webpages to divisions possessing pertinent subject matter expertise needed to effectively review specific bills; continue to maintain the Legislative Bill Tracking System on the ProLaw Information Management System to provide information on the referrals of bills and to provide necessary reports; and continue to maintain manually prepared problem bill lists.

Seek increases in the size of e-mail folders in order to maintain for subsequent reference messages sending legislative proposals, testimony, introduced bills, passed bills, and documents on passed bills without having to frequently delete or archive messages before, during, and after a legislative session.

Seek to establish revised procedures to refer legislative bills and legislative committee reports to divisions for review only in electronic form or by links to online webpages and to incorporate into the new legislative bill tracking system problem bill indicators that will allow computer-generated lists of problem bills.

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

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

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

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

**Action Plan:** Continue to coordinate the review of passed bills with the Policy Team of the Office of the Governor to attempt to have a reasonable bill review schedule; continue to set internal staggered deadlines for the review of passed bills by the divisions before the deadlines set by the Office of the Governor and distribute hard copies of the passed bills to divisions possessing the pertinent subject matter expertise to effectively review the bills; maintain computerized records of referrals and deadlines; continue to review and double-

check the bills and the reports prepared by the divisions before the reports to the Governor are sent to the Office of the Attorney General for approval; and continue to review, edit, and transmit suggested veto documents to the Governor in electronic form.

Seek to establish procedures to verify hard copies of passed bills presented to the Governor with copies available in electronic form for referrals to divisions for review of the passed legislative bills with pertinent legislative committee reports in electronic form or links to online copies instead of hard copies; and review, edit, and transmit reports on passed bills to the Governor in electronic form only instead of both electronic and hard copies.

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

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

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

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

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

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

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

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

**Objective 2:**                Subject to available funding, participate in and monitor the activities of the National Conference of Commissioners on Uniform State Laws and attend the annual meetings.

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

**Public Safety, Hawaiian Home Lands and Housing Division**

The Public Safety, Hawaiian Home Lands, and Housing Division provides legal services and representation in litigation to the Department of Public Safety and its attached agencies and commissions (which include the Hawaii Paroling Authority, the Correctional Industries Advisory Committee, the Corrections Population Management Commission and the Crime Victim Compensation Commission), the Department of Hawaiian Home Lands, the Hawaii Housing Finance and Development Corporation, the Hawaii Public Housing Authority and the Hawaii Community Development Authority.

**GOAL 1:**                    **Provide quality advice and legal representation to the clients we represent.**

**Objective:**                    Provide division with the resources necessary to support quality work product.

**Action Plan:**                    Partnering of attorneys to provide needed support, expertise and backup.

Continuing Legal Education, including in-house training must be ongoing and relevant. The divisions continuing goal in this regard is to have each person attend some form of continuing legal education at least four times per year. This is not a difficult task given our department's renewed commitment to in-house training.

Training is also offered from time to time by other departments or agencies and staff is encouraged to attend these sessions as well.

Refer to/collaborate with in-house expertise and resources to assure appropriate and consistent advice and representation.

Add to and maintain division form bank and instructional manuals in electronic format.

Increase staff skill level in use of existing information technology and resources.

The measure of success will be based upon the regular review with deputies the time spent on various work assignments to determine whether the appropriate knowledge base and resources are available.

**GOAL 2:**

**Render legal services in a more efficient way.**

While the Division is addressing the legal needs of its clients, limitations imposed by fiscal realities require different methods to bring efficiency to a higher level.

**Objective:**

Meet clients' legal needs despite reduced resources.

**Action Plan:**

Prioritize necessary legal work. Legal deadlines, the need to address issues to avoid lawsuits/claims, and the priorities of the client will dictate the prioritization of legal work. This process will be improved through better communication with our clients.

Client Training/Outreach: Standardize client procedures and conduct training to encourage consistency of client work product. Maintain good and consistent communication with client on a regular basis.

Establish and maintain consistent procedures and forms to be used with all clients.

- a. Add to and maintain a division form bank.
- b. Divisional and unit meetings on a bimonthly basis to ensure communication and consistency in knowledge.

Emphasize proactive action planning, involving more people, for bigger projects. Establish a model for mobilizing the staff (both within this division and department as well as within the client department/agency) needed to plan and implement an action plan for a given case. Share with the members of the division and the department and implement as needed.

Maintain calendaring system, updated and monitored daily. Maintaining established calendaring system is an ongoing effort to enable better planning for anticipated workload.

Utilize newly updated information technology to the fullest potential. In this regard there is a renewed effort to ensure that each member of the division is proficient in the use of available technology to increase efficiency and sharing of information, not only within our division and department, but also with clients. Half of this division's attorneys have been outfitted with laptops this past year increasing capacity to work from remote locations. This is a huge step forward and it is working very well.



The measure of success will be periodic review by division supervisor on division's ability to maintain manageable workload, accomplishing work objectives in the time required.

**GOAL 3:**                    **Maintain reputation of competence, integrity, diligence and fairness.**

**Objective:**                    Maintain a respected reputation.

**Action Plan:**                Ensure availability of professional development within the division, the department, the legal community and the community of which the client is a part.

Promote approach that is reasoned and grounded in doing the "right thing" rather than winning at "all cost."

Continual ethics training.

We encourage division members, on an ongoing basis, to actively participate in community events/forums as leaders, trainers, participants. Continuous training (previously mentioned) and professionally mandated continuing legal education addresses this goal as well.

The measure of success will be the rate of success in the court and in representing clients in administrative proceedings, rate of settling issues before they result in lawsuits or administrative claims, rate of involvement in training as trainers/leaders in discussion, assessment of client relationship and relationship with others in the communities within which we work.

Additionally, the division will strive, at least on a yearly basis, to conduct staff evaluations and review variance reports.

**Timeline and  
Progress to date:**

While all of the foregoing items are already practiced in some degree, this division is taking the time to review present practices and procedures and consider improvements that can be implemented in all areas to optimize efficiency. Implementation of such improvements is ongoing and is expected to continue in the coming year.

### **Tax Division**

The mission of the Tax Division is to provide excellent legal representation and advice to the Department of Taxation and other state departments and agencies, primarily in the areas of tax litigation, legislation, rules, investigation, and opinions and advice. The division contains an informal bankruptcy unit devoted to handling all bankruptcy cases for the Department of Taxation, and occasionally assists other agencies in bankruptcy matters. The division represents the Department of the Attorney General in the oversight and enforcement of laws pertaining to charitable trusts, public charities, public benefit corporations, and private foundations. The division is also responsible for the administration of the State's charitable solicitation and registration requirements for charitable organizations and professional fundraisers who for compensation assist charitable organizations in fundraising. The division is the custodian of certifications by charities that issues charitable gift annuities under section 431:204(b), Hawaii Revised Statutes, and also reviews hospital acquisitions under chapter 323D, Hawaii Revised Statutes.

**GOAL 1:**                    **Improve and enhance Hawaii's internet based registration system for charitable organizations.**

**Objective 1:**                The current system needs to be made more user-friendly and provide better online tutorials and cues for users to prevent user frustration including video tutorials.

**Objective 2:**                Enhancements will prevent filers from submitting an annual financial report if they have not yet registered.

**Action Plan 1:**            Contract with the Registration System Host to Make Enhancements and Upgrades.

The target date for this action plan is past as it has already been drafted.

The measure of success for this action plan is to implement the contract.

**GOAL 2:**                    **Implement an Internet based registration system for professional solicitors and professional fundraising counsel that includes the processing of renewal registration.**

**Objective 1:**                Online Registration and Renewal will take the Department to a completely paperless registration system.

**Objective 2:**                An online system will allow for the submission of contracts and annual financial reports by solicitors.

**Objective 3:** An online system will make registrations available to the public in a publicly searchable registry.

**Action Plan 1:** Contract with Hawaii Information Consortium (ehawaii.gov or “HIC”) using special funds.

The Department has entered a Statement of Work with HIC to develop and implement this system.

**Action Plan 2:** Develop and implement System by March 31, 2012.

The measure of success for this action plan is a completed agreement.

**GOAL 3:** **Establish a “charities unit” within the Tax Division.**

**Objective 1:** Charitable Oversight Functions of the Attorney General’s office “embedded” in the Tax Division do not create appropriate or sufficient public recognition to this function of the Attorney General’s office, and this will cure that issue.

The target date for this action plan has not yet been set.

The measure of success for this objective is the successful creation of the charities unit.

**GOAL 4:** **Provide training and cross-training to deputies and staff regarding charitable oversight matters.**

**Objective 1:** Most Tax Division deputies and staff are conversant with tax appeals, handling foreclosures and providing advice and counsel to the Department of Taxation, and handling legislative matters, but only two deputies and a legal assistant have “institutional knowledge” of the charitable oversight function. This will help cure that issue.

**Action Plan 1:** Send deputies and charities program legal assistants to annual conferences organized by NAAG/National Association of State Charity Officials and the Columbia Law Schools’ Charity Law Project for State Attorneys General.

The target date for this action plan is ongoing.

The measure of success for this action plan is that deputies and staff are attending the relevant trainings.

Tuition and travel can be funded by our Special Fund.

**Action Plan 3:** Cross train legal clerks on charities program's legal assistant's job duties.

The target date for this action plan is ongoing.

The measure of success for this action plan is completed training.

**GOAL 5:** **Continue to provide assistance and support to the online travel company litigation.**

**Objective:** The Division Supervisor has been working on this initiative since 2007 and special deputies will continue to need support/direction from the Tax Division.

**Action Plan 1:** Regular meetings/phone conferences with the Special Deputies working on the case.

The target date for this action plan is ongoing.

**Action Plan 2:** Regular "status" reports from the special deputies.

The target date for this action plan is ongoing.

The measure of success for this action plan is consistent reports on the status of the litigation.

**GOAL 6:** **Relocate the division personnel to office space that can house the entire division.**

**Objective:** Currently, the Tax Division personnel are located in three physically isolated work areas: two different partitioned/walled off sections of the AG Law Library and two deputies are housed in the Commerce and Economic Development Division offices.

The physical isolation/separation of Tax Division personnel creates inefficiencies in work processing. All support staff are isolated from attorneys located in two different locations.

Physical isolation impedes communications and coordination of work and inter-personal relations.

Separation of the staff into isolated “silos” can create morale problems or impediments to a “teamwork” attitude.

Relocating the division can cure these issues.

**Action Plan 1:**

Work with Administrative Services Office (ASO) to identify other work spaces in Hale Auhau sufficient to house the division or relocate other divisions if necessary.

The target date for this action plan is ongoing.

The measure of success for this action plan is locating a new work space in Hale Auhau.

**Action Plan 2:**

Identify work space in other state buildings if suitable space cannot be found in Hale Auhau.

The target date for this action plan is ongoing.

The measure of success for this action plan is identification of a new space.

## **SECTION 4: PUBLIC SERVICES DIVISIONS**

### **Child Support Enforcement Agency Division**

The Child Support Enforcement Agency provides assistance to children by locating parents, establishing paternity and support obligations (both financial and medical), and enforcing those obligations. Its mission is to promote the well-being of children and the self-sufficiency of families, through the timely and accurate establishment and enforcement of child support, while providing excellence in customer service.

#### **GOAL 1: Establishment of paternity for children born out-of-wedlock**

##### **Performance Measure 1: The proportion of children in Hawaii for whom paternity has been established.**

#### **Action Plan:**

Continue distribution of Voluntary Establishment of Paternity (VEP) brochures and posters to hospitals, pediatricians, obstetricians, schools, social service agencies, the Women, Infants and Children Program (WIC), the Head Start Program, and other agencies.

Hold training sessions with Department of Health (DOH) staff, hospitals and midwives.

Make sample VEP brochures and forms available to the public on the CSEA and DOH websites.

Continue to make community presentations.

Establish an annual match with Department of Human Services (DHS) Child Welfare to obtain a count of adoptions in the federal fiscal year.

Create reports for the Family Law Division-Family Support offices: (1) "Cases Where Paternity Was Not Processed", and (2) "NCP is Unknown".

#### **Objective 1:**

To engage in outreach activities to familiarize community groups with the importance of parents voluntarily establishing paternity.

The measure of success is the number of community groups that receive paternity presentations from FSD and other CSEA staff, including but not limited to:

- ❖ Churches;

- ❖ Public and private schools;
- ❖ Kupuna Programs;
- ❖ Prison Groups;
- ❖ Substance Abuse Councils/Groups;
- ❖ Colleges;
- ❖ Bar Associations;
- ❖ Health Organizations;
- ❖ Pediatricians and Other Physicians; and
- ❖ Pregnant and Parenting Teen Groups

**Objective 2:** To engage key partners in the community in activities designed to improve referrals and key information that can enhance paternity establishment. These partners include but are not limited to:

- ❖ Department of Health, Office of Vital Statistics;
- ❖ Department of Health, Public Health Nurses;
- ❖ Department of Human Services, Income Maintenance Units;
- ❖ Department of Human Services, Child Welfare Program;
- ❖ Family Court; and
- ❖ Prosecutor Offices

The measure of success is the number of key partner engagements each year.

**Objective 3:** To prepare paternity information for distribution, including but not limited to:

- ❖ Voluntary Establishment of Paternity (VEP) Brochures;
- ❖ VEP Posters; and
- ❖ VEP Bus Placards.

The measure of success is the number of paternity information documents distributed each year.

**Objective 4:** To hold training sessions to establish a good working relationship with birthing hospital records staff, midwives, and Department of Health staff, and to exchange valuable information related to paternity.

The measure of success is the number of training sessions held each year.

**Objective 5:** To establish an annual match of the children listed in the SPED screen against the children in the DHS Child Welfare system to obtain a count of the children who were adopted during the federal fiscal year.

The measure of success is the number of children adopted during the federal fiscal year.

**Objective 6:** To refine data elements in the “Cases Where Paternity Was Not Processed” report, publish it in Excel format, and make it accessible in the Division Support System (DSS).

The measure of success is number of cases processed, and the number of children for whom paternity is established.

**Objective 7:** To create a report in Excel format, accessible on the DSS, listing all the cases where the non-custodial parent (NCP) is unknown. Establish procedures on how to process the cases in a timely manner to identify and locate the NCP, establish paternity, close the case because the CP is not cooperative, or close the case because no additional information is available to identify the NCP.

The measure of success is the number of cases processed and the number of children for whom paternity is established or for whom the case is closed.

**GOAL 2:** **Establishment of orders for non-custodial parents (NCP) to provide *financial* support for their children.**

**Performance Measure 1: The proportion of children, within the jurisdiction of the agency, for whom financial orders of support have been established.**

**Action Plan:** Create a report of cases where order establishment is necessary and the NCP is in locate.

Create reports for the Administrative Process Branch to process, accessible on the DSS, and procedures for identifying cases with default orders.

Print out proposed order.

Obtain or generate service documents for establishment; modification, and termination actions.



Generate affidavit for the Servicemembers Civil Relief Act.

Obtain Income information for establishment and modification actions.

When establishing past due support owed to the State, include information on how the amount was calculated.

For termination of an order, identify the reason and determine whether the existing order(s) already provides for such action. For Foster Care cases, include current Foster Care information.

Upon completion of the above, the material is packaged with a transmittal sheet and sent to the CSEA Administrator for signature.

File the signed order with Family Court.

Send copies of the order to the parties.

Implement income withholding or terminate income withholding as appropriate.

Process default orders in a timely manner.

**Objective 1:** To locate all NCPs on cases without orders established.

The measure of success is the extent to which NCPs are found and order establishment actions are completed.

**Objective 2:** To create a report in Excel format, accessible on the DSS, listing all the cases where order establishment has not been completed in a timely manner. Establish procedures on how to complete the processing of the case or the closing of the case because order establishment is no longer appropriate.

The measure of success is the number of order establishment actions completed.

**Objective 3:** To have Oahu Legal Assistants assist the neighbor island branches in processing uncontested orders.

The measure of success is the number of uncontested orders processed on behalf of the neighbor island branches.

**Objective 4:** To identify alternative methods of setting child support amounts, using the guidelines, when verified income is not available from the non-requesting party.

The measure of success is alternative methods identified and number of instances in which child support amounts was set more appropriately.

**Objective 5:** Evaluate the KEIKI monitors (automated system tracking of how long service takes to be completed) for certified mail in order to determine if the time frame should be reduced before referring the case for personal service.

The measure of success is the extent to which the certified mail process exceeds two weeks in accomplishing service of process.

**Objective 6:** To create a report in Excel format, accessible on the DSS, listing all the cases where order termination has not been completed in a timely manner. Establish procedures on how to complete the processing of the case or the stopping of the action because termination is no longer appropriate.

The measure of success is the number of uncontested order terminations processed.

**Objective 7:** To create a report in Excel format, accessible on the DSS, listing all the cases where order modification has not been completed in a timely manner. Establish procedures on how to complete the processing of the case or the stopping of the action because modification is no longer appropriate.

The measure of success is the number of uncontested order modifications processed.

**Objective 8:** To process orders for establishment, modification, and termination in a timely manner.

The measure of success is the extent to which orders for establishment, modification, and termination are completed within 180 days of the date of request.

**Objective 9:** To review cases from the KFRI System that do not have established orders to determine if the cases can be closed.

The measure of success is the extent to which outstanding KFRI cases can be closed.

**Objective 10:** To review the workload of staff to determine if more uncontested orders can be established.

The measure of success is the results of the workload study.

**GOAL 3:** **Establishment of orders for non-custodial parents to provide medical support for their children.**

**Performance Measure 1: The proportion of children, within the jurisdiction of the agency, for whom medical orders of support have been established.**

**Action Plan:** Create an Excel report, accessible on the DSS, and procedures for identifying cases with default medical orders.

Obtain and review copies of current court orders to determine if medical support is included.

Prepare affidavit regarding the Servicemembers Civil Relief Act.

Obtain or generate service documents indicating that the parties have been properly served.

Upon completion of the above, the material is packaged with a transmittal sheet and sent to the CSEA Administrator for signature.

File the signed order with Family Court.

Send copies of the order to the parties.

Send notice to AP to provide medical as appropriate.

Send notice to AP's Employer to provide medical.

Continue to process default medical orders timely.

**Objective 1:** To locate all NCPs on cases without orders established.

The measure of success is the extent to which NCPs are found and medical order establishment actions are completed.

**Objective 2:** To ensure that medical support is included in all orders.

The measure of success is the extent to which orders contain medical support provisions (based on a sample).

**Objective 3:** To create a report in Excel format, accessible on the DSS, listing all the cases where the establishment of medical orders has not been completed in a timely manner. Establish procedures on how to complete the processing of the cases or the stopping of the process because the establishment of a medical order is no longer appropriate.

The measure of success is the number of uncontested medical support orders processed.

**GOAL 4:** **Collection of regular and timely child support so that children receive the support in the month when it is due.**

**Performance Measure 1: The proportion of current child support collected in a timely manner.**

**Action Plan:** Review all cases with established orders to ensure that an Income Withholding Order (OIW) has been implemented with the employer.

Create a report of all cases where the payment received (from any source) does not match the income withholding order then contact the employer to see why.

Create a report of all the cases where the employer has not been served with all required OIWs or with the correct OIW. Staff to review the report and determine if a revised OIW needs to be sent to the employer.

Perform increased and intensive locate searches to find NCPs that are not paying current orders.

Once the NCP is located, update KEIKI information to facilitate order establishment and/or increased collections.

Continue effort to have collections match OIW requirements.

Monitor the completion of manual referrals, such as the Child Support Lien Network (CSLN), Financial Institution Data Match program (FIDM), etc., and keep a log on collections, if possible.

**Objective 1:** To determine additional enforcement actions that could be taken to collect on current support.

The measure of success is the number of cases with appropriate enforcement actions taken each month.

**Objective 2:** To maximize the number of initial and revised OIW's implemented each month.

The measure of success is the number of initial and revised OIW's implemented each month.

**Objective 3:** To maximize collections from the manual referrals, such as CSLN, FIDM, etc.

The measure of success is the number of cases collected from the manual referrals, such as CSLN, FIDM, etc.

**GOAL 5:** ***Distribution of regular and timely child support so that children receive the support in the month when it is due.***

**Performance Measure 1:** **The proportion of current child support collections "distributed" in a timely manner.**

**Action Plan:** The Statewide Disbursement Branch (SDB) to solicit input from staff on actions that cause problems and potential solutions.

Place adjustment information in a protected shared folder on the CSEA network or archived to a removable storage media that is made available to appropriate staff.

Efforts shall be made to improve the understanding of out-of-state financial reconciliations.

SDB staff shall be trained on all changes in Federal and State law that impact distribution of funds.

**Objective 1:** To eliminate unnecessary adjustments in KEIKI that may delay distribution of current collections.

The measure of success is the extent to which unnecessary adjustments are identified and curtailed.

**Objective 2:** To streamline the adjustment process by empowering staff to take ownership for their work.

The measure of success is the number of rudimentary adjustments made by SDB staff without supervision.

**Objective 3:** To identify KEIKI functions and federal and state requirements that impact financials.

The measure of success is the training SDB staff on the effect of KEIKI functions on financials, as well as federal and state law requirements.

**Objective 4:** To understand KEIKI generated adjustments and to assist in validating calculations.

The measure of success is the number of KEIKI generated adjustments reviewed.

**Objective 5:** To reduce the backlog of undistributed funds.

The measure of success is the extent to which the undistributed funds are reduced each year by locating custodial and NCPs.

**Objective 6:** To increase the number of CPs that have funds distributed through electronic deposit.

The measure of success is the number of CPs who receive funds through electronic deposit.

**GOAL 6:** **Collection of past due child support.**

**Performance Measure 1:** **The proportion of past due child support cases in which funds are collected on behalf of children.**

**Action Plan:** Create a report of all cases that have delinquent amounts owed that includes the enforcement status.

Assign case managers to examine cases that have delinquent amounts owed.

Create monthly reports to ensure that every case with arrearages is making payment.

**Objective 1:** To process arrears establishment efficiently and effectively.

The measure of success is the extent to which the establishment of the arrears liquidated balance is accomplished within 180 days from the date the proposed order is generated.

**Objective 2:** To create a report in Excel format, accessible on the DSS, listing all the cases where the establishment of arrears has not been completed in a timely manner. Establish procedures on how to complete the processing of the cases as appropriate.

The measure of success is the number of uncontested arrears orders processed.

**Objective 3:** To process more license suspension requests in a timely manner.

The measure of success is the extent to which increased processing of license suspension requests results in increased collection.

**Objective 4:** To process more lien requests in a timely manner.

The measure of success is the extent to which increased processing of lien requests results in increased collections.

**Objective 5:** To process more OIW tack-ons to increase collection on arrearages.

The measure of success is the extent to which increased processing of OIW's with an additional amount to liquidate the arrears results in increased collection.

**Objective 6:** To process more FIDM referrals in a timely manner.

The measure of success is the extent to which increased processing FIDM referrals results in increased collection.

**Objective 7:** To process cases to the Deadbeat Parent Unit (DPU) for enforcement actions directed at increasing collection.

The measure of success is the extent to which the number of cases processed to the DPU results in collection of past due support.

**GOAL 7:**                    **Increase customer satisfaction.**

**Performance Measure 1:** **The proportion of customers served that rate being treated with respect and dignity as satisfactory or better.**

**Action Plan:**                    A survey will be conducted to evaluate customer satisfaction of CSEA services.

All staff shall be properly apprised of this initiative and the importance of CSEA customer service.

The survey shall be conducted at least every four years.

The results of the survey will be reported as part of the strategic planning process and made available to the Department, Governor, and Legislature.

**Objective 1:**                    To obtain additional training for customer service staff that will focus on the client and being positive.

The measure of success is the number of training sessions held for customer service staff.

**Objective 2:**                    To conduct a survey of agency clients regarding their satisfaction with service received.

The measure of success is the number of clients surveyed.

**Objective 3:**                    To conduct a survey of clientele to determine if service received was satisfactory.

The measure of success is whether a survey conducted and the results reviewed



### **Crime Prevention and Justice Assistance Division**

The mission of the Crime Prevention and Justice Assistance Division is to assist the criminal justice system agencies to improve service delivery and to promote the involvement of communities in the prevention of crime. The division coordinates statewide programs, activities, research, and grants for the improvement of the criminal justice system, crime victim services, and community crime prevention efforts. The Juvenile Justice Information System, which tracks youths from arrest to parole, is also a responsibility of the division.

#### **GOAL 1: Restore abolished positions and fill vacant positions.**

**Action Plan 1:** Research and Statistics Branch (R&S)  
Restore the Research Statistician III position and transfer responsibility for the Uniform Crime Reporting Program and other duties back to that position, as R&S is severely understaffed.

The target date for this action plan is as soon as possible.

The measure of success for this action plan is a full Research and Statistics staff and improved products for public and release.

**Action Plan 2:** Missing Child Center - Hawaii  
Restore the Assistant Coordinator position. This position will promote coordination and collaboration approaches among public and private agencies and will help reduce child abductions.

The target date for this action plan is as soon as possible.

The measure of success for this action plan is the ability to perform at a higher level than a staff of one.

#### **GOAL 2: Increase resources to address crime-related issues.**

**Action Plan 1:** Grants and Planning  
Assist other divisions in the Department of the Attorney General (and other departments) in grant writing and grant administration by providing grant writing and grant administration trainings, based on target audience and their needs.

The target date for this action plan is ongoing.

The measures of success for this action plan are number of trainings held, number of attendees per training, summary of evaluation results, and increased funding from grants.

**Action Plan 2:**        Missing Child Center  
Apply for at least four grants (federal or private foundations) to ensure adequate funding to meet the objectives of the Missing Child Center-Hawaii.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of grants received.

**Action Plan 3:**        Community and Crime Prevention Branch  
Expand grant seeking to include new target areas that pertain to the safety and well-being of communities.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of grants applied for new target area.

**GOAL 3:**                **Increase grant administration capacity and efficiency, introduce innovative concepts, expand via system improvement.**

**Action Plan 1:**        Grants and Planning  
In-house planning for E-grants management system, selection of consultant, implementation of system.

The target date for this action plan is ongoing.

The measure of success for this action plan is E-grants management system implemented and in use by staff.

**Action Plan 2:**        Grants and Planning, Community and Crime Prevention, Research and Statistics  
Participate in system improvement efforts such as Corrections Program Checklist, justice reinvestment, and forensic science improvement.

The target date for this action plan is July 2013.

The measure of success for this action plan is the number of improvement efforts staff is participating in July 2011 compared to number of improvement efforts staff is participating in July 2013

**GOAL 4:**                    **Collaborate with communities, government agencies, and service providers to address crime-related issues with innovative trainings, conferences, and meetings.**

**Action Plan 1:**            Administration and Missing Child Center  
Create strategies that will increase attention and focus on runaway children who fit a certain criteria that are considered “high risk” with the county police departments.

The target date for this action plan is ongoing.

The measure of success for this action plan is a policy or program targeting this group.

**Action Plan 2:**            Missing Child Center  
Produce a video on runaway prevention.

The target date for this action plan is early 2014.

The measure of success for this action plan is completion of runaway prevention video and the number of school presentations.

**Action Plan 3:**            Provide training and technical assistance, introduce information on evidence-based practices, related to first responders, offenders, and victims.

The target date for this action plan is ongoing.

The measure of success for this action plan is the amount of training and technical assistance provided.

**Action Plan 4:**            Administration and Community and Crime Prevention  
Increase partnership with government, non-profit, and private organizations to provide up-to-date, pertinent information on the prevention of alcohol, drugs, and sex assault; crime prevention; and community mobilization.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of trainings, projects, activities conducted.

**GOAL 5:**                    **Update the Juvenile Justice Information System (JJIS).**

**Action Plan 1:**            Replace current mainframe-based system with easier to use web-based system.

The target date for this action plan is June 2013.

The measure of success for this action plan is implementation of the Next Generation JJIS.

**Action Plan 2:**            Expand the capability of the automated interfaces to the police to include missing child and runaway juvenile cases. Currently, police dispatchers must perform double data entry to enter cases into JJIS.

The target date for this action plan is June 2015.

The measure of success for this action plan is that the interfaces are expanded.

**Action Plan 3:**            Expand the capability of the automated interfaces to provide for the retrieval of imaged documents from participating JJIS agencies, e.g., police reports, warrants, etc.

The target date for this action plan is June 2015.

The measure of success for this action plan is that the interfaces are expanded.

**Action Plan 4:**            Provision for a disaster recovery site for the NG JJIS.

The target date for this action plan is June 2015.

The measure of success for this action plan is that a disaster recovery site is secured.

**GOAL 6:**                    **Enhance efforts to objectively and transparently provide research-driven information on crime and justice in Hawaii.**

**Action Plan 1:**            Administration and Research and Statistics  
Increase the frequency of news releases, press conferences, and public presentations to share the results and recommendations of recently completed studies.

The target date for this action plan is ongoing.

The measure of success for this action plan is the documentation of events.

**Action Plan 2:** Document information and assistance provided to requesters.

The target date for this action plan is ongoing.

The measure of success for this action plan is the documentation of information and assistance provided.

**Action Plan 3:** Juvenile Justice Information System  
Update the Juvenile Delinquency Trends in Hawaii data book for years 2009 and 2010.

The target date for this action plan is December 2012.

The measure of success for this action plan is that a data book is produced.

**Action Plan 4:** Juvenile Justice Information System  
Produce the next Juvenile Crime Trend Series County Reports. The first series focused on arrests. The next report would focus on another decision point in the juvenile justice system: referrals, diversions, detention, petitions, adjudications, probation, admissions to HYCF or waivers.

The target date for this action plan is December 2012.

The measure of success for this action plan is that a Crime Trend Series is produced.

**GOAL 7:** **Expand communication methods**

**Action Plan 1:** Promote use of website and update website to include information for the community, improve quality of information.

The target date for this action plan is ongoing.

The measure of success for this action plan is an updated website.

- Action Plan 2:**        Community and Crime Prevention  
Establish a secure webpage for law enforcement and other community trainers to supplement current trainer manuals on Internet Safety and Identity Theft Safety.
- The target date for this action plan is March 2012.
- The measure of success for this action plan is an updated website.
- Action Plan 3:**        Community and Crime Prevention  
Establish crime prevention social network page.
- The target date for this action plan is July 2012.
- The measure of success for this action plan is an updated website.
- Action Plan 4:**        Community and Crime Prevention  
Produce community program television shows on crime prevention to be broadcast on 'Olelo.
- The target date for this action plan is June 2014.
- The measure of success for this action plan is the number of shows produced.
- Action Plan 5:**        Community and Crime Prevention  
Translate brochures on Internet Safety and Identity Theft Safety into other languages. Promote and distribute translated brochures.
- The target date for this action is ongoing.
- The measure of success for this action plan is brochures translated, printed, and distributed.
- Action Plan 6:**        Community and Crime Prevention  
Expand outreach to elder population by conducting presentations and distributing educational materials.
- The target date for this action plan is ongoing.
- The measure of success for this action plan is the number of presentations and other educational materials distributed to elder population.

**GOAL 8:**                    **Increase staffing after completing staff restoration**

**Action Plan 1:**            Community and Crime Prevention Branch  
Create, establish, and fill one, full-time Community and Crime Prevention Specialist position who would be responsible to provide daily maintenance and support to a social network page and website with pertinent information and to support current staff in their crime prevention work.

The target date for this action plan is December 2012.

The measure of success for this action plan is that staff are hired.

**Action Plan 2:**            Juvenile Justice Information System  
Create, establish, and fill two, full-time Information Technology Specialist positions who would be responsible for maintaining, supporting, and sustaining the NG JJIS infrastructure. With the establishment of these positions, the development staff could focus solely on developing and deploying NG JJIS applications.

The target date for this action plan is as soon as possible.

The measure of success for this action plan is that staff are hired.

**Action Plan 3:**            Research and Statistics Branch  
Create, establish, and fill one, full-time Research Analyst position in order to expand research capacity.

The target date for this action plan is as soon as possible

The measure of success for this action plan is that staff are hired.

### **Hawaii Criminal Justice Data Center**

The Hawaii Criminal Justice Data Center is responsible for the statewide criminal justice information system (CJIS-Hawaii), the statewide Automated Fingerprint Identification System (AFIS), the statewide sex offender registry and serves as Hawaii's point of contact for the FBI's National Crime Information Center (NCIC) program.

**GOAL 1:**                    **Implement Phase I of the statewide Hawaii Integrated Justice Information Sharing (HIJIS) program for justice data exchange and Relaunch project under new Administration.**

**Objective 1:**                    Implement the HIJIS Query Pilot.

**Action Plan 1:**                    An initial query was developed in test mode in July 2011. The target date for development of this inquiry and for fine-tuning of the entity resolution algorithm is March 2013.

The measure of success for this objective is a portal with information from Judiciary eBench Warrants and CJIS-Hawaii.

**Objective 2:**                    Implement Subscription/Notification.

**Action Plan 1:**                    An initial pilot was implemented with Probation and Parole in February 2012. The target date for development of manual subscription is June 2013.

The measure of success for this objective is multiple agencies' users able to request and receive alerts on rearrests.

**Objective 3:**                    Federated Identity Management with State CIO.

**Action Plan 1:**                    Preliminary discussions were held with OIMT, ICSD, and multiple HIJIS agencies in 2012. The target date for HIJIS is March 2013.

The measure of success for this objective is the ability of users to access multiple systems with single authentication.

**Objective 4:**                    Implement Firearms Pilot.

**Action Plan 1:**                    A Firearms eDrawer was implemented statewide in March 2012. The target date for this action plan is late 2013.

The measure of success for this objective is police firearm units' ability to access firearms registration information statewide.



**Objective 5:** Determine next steps.

The target date for this objective is late 2013.

The measure of success for this objective is the update of a detailed tactical plan.

**GOAL 2:** **Complete a Disaster Recovery Plan and Facility for HCJDC's mission critical systems – CJIS-Hawaii and AFIS, LOTC, Green Box, and the Statewide Mugphoto system.**

**Objective 1:** Finalize the HCJDC Disaster Recovery Plan for each system.  
The target date for this objective is July 2013.

**Action Plan 1:** Complete a Business Impact Analysis (BIA).

**Action Plan 2:** Determine Recovery Time Objectives (RTO), Recovery Point Objective (RPO), and Maximum Tolerable Downtime (MTD).

**Action Plan 3:** Create an Information Systems Contingency Plan (ISCP) for each critical system.

**Action Plan 4:** Finalize and utilize in disaster recovery test.

The measure of success for this objective is the Disaster Recovery Plan as a deliverable and training of all IT and related staff.

**Objective 2:** Plan and execute an intermediate disaster recovery scenario at HCJDC or an alternate site.

**Action Plan 1:** Load latest virtualization software and tools at both production (ICSD) and DR site (HCJDC).

**Action Plan 2:** Virtualize all mission critical systems.

**Action Plan 3:** Establish and test separate network (VLAN) between two sites.

**Action Plan 4:** Perform disaster recovery test.

The measure of success for this objective is that a test disaster recovery is successfully executed.

**GOAL 3:**                    **Complete the migration of CJIS-Hawaii to a new technology environment.**

- Action Plan 1:**            Establish the virtual application server environment.
- Action Plan 2:**            Install the new application server software.
- Action Plan 3:**            Migrate the CJIS-Hawaii data entry client applications and reports to the new browser-based architecture.
- Action Plan 4:**            Migrate the CJIS-Hawaii inquiry applications to the new browser-based architecture.
- Action Plan 5:**            Migrate all interface and background processes to utilize the new application server software.
- Action Plan 6:**            Test all components of the migrated CJIS-Hawaii system.
- Action Plan 7:**            Deploy the migrated CJIS-Hawaii system to Production.
- Action Plan 8:**            Virtualize the application server.
- Action Plan 9:**            Perform disaster recovery test by switching the application server Production instance to the backup instance.

The measure of success is the implementation of the CJIS-Hawaii system in the new technology advanced environment and available to the thousands of users in a production environment.

**GOAL 4:**                    **Retain civil applicant fingerprints and implement a statewide rap back program with participation in the federal rap back service.**

- Action 1:**                    Identify the requirements to retain civil applicant fingerprints.
- Action 2:**                    Determine/identify the impacts to our existing systems.
- Action 3:**                    Expand AFIS database and archive.
- Action 4:**                    Define the workflow and changes to our systems to retain civil applicant fingerprints.
- Action 5:**                    Identify the requirements to build a statewide rap back program.

- Action 6:** Determine the impact to our existing systems and operational workflow.
- Action 7:** Identify any new operational procedures, resources and software/hardware needed.
- Action 8:** Define the workflow and changes to our systems to create a rap back program.
- Action 9:** Incorporate requirements to participate in the federal rap back service.
- Action 10:** Determine scope of work and resources needed.
- Action 11:** Resource planning (in-house and/or vendors).
- Action 12:** Develop retention of civil fingerprints capability.
- Action 13:** Develop rap back program.
- Action 14:** Test civil fingerprint retention.
- Action 15:** Test state rap back program including usage of federal rap back service.
- Action 16:** Work with user agencies to educate on rap back program.
- Action 17:** Implement civil fingerprint retention.
- Action 18:** Implement rap back program in pilot mode.

The measure of success is to deliver a state and federal rap back service to criminal justice and non-criminal justice users.

**GOAL 5:** **Reduce the number of arrest errors and the number of delinquent or missing final dispositions of criminal charges by 20%.**

**Objective 1:** Reduce the number of arrest errors received from the police departments.

**Action Plan 1:** Determine common arrest booking errors

**Action Plan 2:** Work with the Identification sections of all submitting agencies

and have them take responsibility of conducting continuous training to all new booking officers on the proper arrest booking techniques.

**Objective 2:** Reduce the number of criminal charges with delinquent or missing final dispositions.

**Action Plan 1:** Continue to improve the electronic interfaces between the CJIS-Hawaii system and the record management systems of the Police Departments, Prosecutors, and the Judiciary.

**Action Plan 2:** Perform research and resolve delinquent and missing dispositions by accessing all relevant record management systems and performing direct data entry into the CJIS-Hawaii system.

The measure of success for both of these objectives is a more accurate, complete and timely statewide criminal history information system for public safety.

**GOAL 6:** **Reduce the Non-Compliant and Never Registered Covered Offenders.**

**Action Plan 1:** Fill one (1) Office Assistant IV vacancy in the Sex Offender Registration Unit that will be dedicated towards the research of covered offenders who have never registered pursuant to Chapter 846E, Hawaii Revised Statutes.

The target date for this is early 2013.

**Action Plan 2:** Report each covered offender who fails to return the 90 day Periodic Verification form to the AG Investigations Division and the Adam Walsh Task Force. They in turn will conduct in-person compliance checks at the current registered residence of the covered offenders.

The target date for this is early 2013.

**Action Plan 3:** Actively use the SORNA (Sex Offender Registration and Notification Act) Exchange Portal to request information on offenders who have never registered in Hawaii but who may have registered in another jurisdiction.

The measure of success is more registered covered offenders in the statewide registry.

**GOAL 7:**                    **Complete upgrade of State NCIC System.**

**Action Plan 1:**            Upgrade NCIC Hardware Environment.

The target for this is February 2012.

The hardware is 10 years old and performing this upgrade will help to ensure less costly warranty and maintenance support which will enable us to continue to provide the highest level of support in order to maintain 24x7 access to the national data that is available through this Hawaii system.

**Action Plan 2:**            Upgrade NCIC Software Environment.

Upgrading of the hardware environment will enable the ability to provide additional capabilities to our law enforcement and criminal justice agencies as it will better support the new software features and programming abilities that are available such as better support for national standards and data sharing efforts. The upgraded software will also help reduce Help Desk Support calls as users will be able to reset their own passwords versus needed to call the help desk for that assistance which will free up staff resources to handle other types of Help Desk Support calls.

The measure of success is more robust access to the FBI's national databases for state law enforcement.

### **Investigations Division**

Prior to 2000, the Investigations Division was comprised of 12 permanent civil service investigators. The primary investigative duties focused on civil litigation involving traffic incidents on State highways, prison investigations surrounding contraband, criminal investigations, administrative investigations and background checks.

In 2000, the division applied for and received a grant from the Attorney General Crime Prevention and Justice Assistance Division (CPJA) to establish a Financial Crimes Unit. The purpose of the unit was to conduct investigations of financial crimes and to educate local law enforcement of the database resources made available by the Internal Revenue Service.

In 2001, the Legislature established the Tobacco Tax Enforcement Unit and provided funding through the State's Master Settlement Agreement with the tobacco companies. The purpose of the unit is to enforce compliance with the cigarette tax and tobacco tax law.

In 2003, the Hawaii Internet & Technology Crimes Unit was created as a result of the merger of two programs funded by separate federal grants, the Hawaii Technology Crimes Unit and Hawaii Internet Crimes Against Children Units. The purpose of the merger was to coordinate efforts and resources in developing and implementing innovative approaches to increase the investigation and prosecution of both computer crimes and internet crimes against children in Hawaii.

In 2003, the Drug Nuisance Abatement Unit was created through legislation to enforce and prosecute violations of law under Chapter 712 Part IV. The goal of the Drug Nuisance Abatement Unit is to provide relief to communities and neighborhoods plagued with problems involving drug houses.

In 2006, the Sex Offender Registry Unit was created to bring sex offenders into compliance with Hawaii Revised Statutes 846E and the Adam Walsh Act. Convicted sex offenders are required to register with the State and provide employment, vehicle and residential information.

In 2009, the DNA Swabbing Unit was formed to enforce the provisions of Hawaii Revised Statutes 844D which requires the collection of DNA samples from convicted felons. The samples are entered into the FBI's Combined DNA Index System (CODIS), a national database used by law enforcement as a tool to solve crimes where DNA is present.

The units mentioned above were created as a result of legislation and/or grants. Grants received from the federal government and through CPJA were prioritized by the Department of Justice and the Governor's Committee on Crime respectively. The awards were based on the proposed effectiveness of the programs.

The division has also entered into several Memoranda of Understanding (MOU) with the Department of Transportation's Airports Division, Highways Division, and Harbors Division. The MOUs serve to provide both administrative and criminal investigative services. The division has an MOU with the Department of Human Services to provide pre-employment background checks for the Office of Youth Services.

Currently, the Investigations Division has a total of 48 investigator positions, inclusive of the Chief and Deputy Chief that cover Oahu, the Big Island and Maui. Nineteen positions are general funded, 7 positions are funded through the Tobacco Master Settlement Agreement and the remaining 22 positions are temporarily funded through grants and MOUs. Of the 48 positions assigned to the division, 7 are filled by permanent civil service employees, 39 are filled by 89-day hires, and 2 positions are vacant.

In response to the diversity of cases involved, the Investigations Division has acquired the following specialized skills and knowledge to deal with the range of requests that have been made:

- Homicide
- Sex Assault
- Specialized Services commonly known as SWAT
- Computer forensics
- Traffic Investigations
- Crime Scene Investigations
- Missing Persons
- Arson Investigations
- Robbery
- Forgery
- Narcotics
- Gambling
- White collar crime
- Environmental crimes
- Surveillance
- Internal Affairs
- Polygraph examiner
- Auto theft investigations
- Child Abuse
- Kidnapping
- Intelligence gathering
- Assault
- Criminal Property Damage
- Juvenile crimes

- Computer Voice Stress Analysis Examiners
- Glock Handgun Armorers
- Sig Sauer Handgun Armorers
- Certified PATCtech Cell Phone Technology & Forensic Data Recovery

The division is involved with several inter-agency efforts locally, nationally and internationally. At the local level the division provides access to the Financial Crimes Enforcement Network (FINCEN) database to State and County law enforcement. The FINCEN database allows agencies to view Suspicious Activity Reports and Currency Transaction Reports that are helpful in tracing illicit funds for possible forfeiture and determining if money laundering is occurring. The division is also a member of the State Law Enforcement Coalition (LEC) that provides law enforcement capabilities and response in the event that the Governor activates the coalition as a result of emergency situations. As a member of the LEC, the Investigations Division is tasked with providing mobile communications that can be deployed to any of the major islands. The division is also able to provide its investigative expertise.

The Investigations Division conducts regular joint operations with Federal law enforcement agencies such as the U.S. Marshals Service, the U.S. Drug Enforcement Administration (DEA), and U.S. Immigration and Customs Enforcement (ICE). The division is also a participant in the Western States Intelligence Network. Most recently the Investigations Division was part of a coordinated effort to provide both security and communications capability for Asia-Pacific Economic Cooperation (APEC). At the international level, the division is the liaison that provides investigative resources for Interpol.

The growth in the Investigations Division has been the result of an increase in the general population<sup>1</sup>, the reduction in county police response to incidents at State facilities, legislative mandates, and programs deemed a priority by the Governor's Committee on Crime.

### MISSION

The Investigations Division of the Department of the Attorney General is committed to protect the public through law enforcement services for all persons in the State of Hawaii.

### VISION

- To provide comprehensive investigative services to our clients statewide.
- Improve homeland security and public safety to the citizens of Hawaii.
- To enhance collaborative efforts between State, County and Federal agencies.

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<sup>1</sup> The general population of the State of Hawaii has increased from 1,211,537 in 2000 to 1,360,301 in 2010, representing an increase of 12.3%.



## GOALS

### SHORT TERM

- To maintain and establish MOUs to provide services to various agencies statewide.
- To maintain and establish investigator positions in each county.
- Relocate evidence, records and emergency vehicles to a safe and secure location outside of the flood zone.
- Establish/reclassify a Deputy Chief position (EM5).
- To classify Secretary III Position.
- Convert Temporary Supervisory positions to permanent.
- Reclassify to new series for Investigator positions.
- Recruit and retain qualified permanent investigators.
- Initiate and maintain a subsidized vehicle program.
- Initiate and maintain firearms/weapons allowance.
- Acquire a new utility van for prisoner/personnel transport and for moving of evidence/records and equipment.
- Provide ongoing recall training to update current changes in laws, procedures, etc.
- Establish an Investigator mentoring program.
- Establish evidence/custodian (clerical) positions.
- Establish LEAP (Law Enforcement Availability Pay) for division.
- Establish a West Oahu Satellite Office.
- Make temporary positions Hard to Fill.
- Re-establish Organized Crime Unit/Intelligence Unit.

### LONG TERM

- Establish an Investigator mentoring program.
- Recruit a Forensic Auditor.
- Re-establish Financial Crimes Unit.
- Establish a statewide hotline for Financial Crimes.
- Establish an administrative unit to provide services to State Departments.

### **Office of Child Support Hearings**

The mission of the division is to resolve administrative child support disputes fairly, impartially, and expeditiously. It is an office funded with state and federal funds that provides a fair and impartial administrative forum for the expeditious resolution of child support disputes. The division, once a part of the Child Support Enforcement Agency, has been a separate division of the department since 1992. The office has concurrent jurisdiction with the court in proceedings in which a support obligation is established, modified, or terminated. Attorney hearings officers issue orders establishing, modifying, terminating, and enforcing child support obligations.

**GOAL 1:**                    **Develop and implement guidelines for prompt resolution of pre-hearing requests.**

**Action Plan 1:**            Continue implementing guidelines for prompt resolution of pre-hearing requests.

The measure of success for this action plan is quantifiable statistics. This action plan continues in effect.

**Action Plan 2:**            Telephone hearing orders-issue order within 3 working days from the date the request is received (excluding sick & vac days); tally orders not within guidelines.

This action plan continues in effect.

**Action Plan 4:**            Continuances, reschedulings, and consolidation orders-start within 2 working days from the date the request is received and issue order within 10 business days (excluding sick & vac days); tally orders not within guidelines.

The target date for this action plan is immediate.

The measure of success for this action plan is that it is being done.

**Action Plan 5:**            Interpreters-contact interpreter agency within 2 working days from the date the request is received and issue letter within 10 business days (excluding sick & vac days); tally letters not within guidelines.

The target date for this action plan is immediate.

The measure of success for this action plan is that it is being done.

**Action Plan 6:** Miscellaneous requests-respond to requestor within 2 working days (excluding sick & vac days); tally responses not within guidelines.

The target date for this action plan is immediate.

The measure of success for this action plan is that it is being done.

**GOAL 2:** **Develop and implement guidelines for the resolution of hearing cases.**

**Action Plan:** Brainstorm, draft, implement guidelines.

The target date for this action plan was early 2012.

The measure of success for this action plan is quantifiable statistics. This action plan is being implemented.

**GOAL 3:** **Research and propose internet alternatives to expedite resolution of hearings.**

**Action Plan:** Assign roles, research, identify alternatives, draft outline.

The target date for this action plan is mid 2013.

The measure of success for this action plan is a draft outline.

**GOAL 4:** **Maintain scanning program and vacate 5th floor storage room.**

**Action Plan 1:** Keep up with scanning current files.

This action plan is being implemented.

The measure of success for this action plan is whether it is being done.

**Action Plan 2:** Complete scanning of 2010 files.

The measure of success for this action plan is whether it is done.

This action plan has been completed.

**Action Plan 3:** Move remaining files out of 5th floor storage room.

The measure of success for this action plan is whether it is done.  
This action plan has been completed.

**GOAL 5:**                    **Develop and implement guidelines for preparation of records and transcripts on appeal.**

**Action Plan 1:**            Prepare record on appeal and file within 12 business days from the date the Order for Certification and Transmission of Record on Appeal is received (excluding sick & vac days); tally ROAs not within guidelines.

The target date for this action plan is being implemented.

The measure of success for this action plan is whether it is being done.

**Action Plan 2:**            Send request for transcript to court reporter within 5 business days from the date the Order for Certification and Transmission of Record on Appeal is received (excluding sick & vac days); tally requests not within guidelines.

The target date for this action plan is being implemented.

The measure of success for this action plan is whether it is being done.

**Action Plan 3:**            File transcript within 5 business days from the date transcript is received (excluding sick & vac days); tally transcripts not filed within guidelines.

The target date for this action plan is being implemented.

The measure of success for this action plan is whether it is being done.

**GOAL 6:**                    **In-house training on administrative child support process.**

**Action Plan 1:**            Plan, schedule, and conduct training sessions.

The target date for this action is ongoing.

The measure of success for this action plan is whether it is being done.

**GOAL 7:**                    **Training for Hearings Officers.**

**Action Plan 1:**            Hearings officers to attend a free training as necessary to meet Mandatory Continuing Legal Education credit requirements through 2014.

The target date for this action plan is 12/31/2013.

The measure of success for this action plan is whether the training has been done.

**Action Plan 2:**            Hearings officers to view training videos as necessary to meet Mandatory Continuing Legal Education credit requirements through 2014.

The target date for this action plan is 12/31/2013.

The measure of success for this action plan is whether the training has been done. This action plan has been done by two hearings officers for whom it was necessary.

**Action Plan 3:**            Hearings officers to attend free CADR classes to maintain and develop conflict resolution, meeting facilitation, mediation, and related skills.

The target date for this action plan is 12/31/2013.

The measure of success for this action plan is whether the training has been done.

**Action Plan 4:**            Hearings officers to attend DHRD classes, if funds are available, to maintain and develop conflict resolution, meeting facilitation, mediation, and related skills.

The target date for this action plan is 12/31/2013.

The measure of success for this action plan is whether the training has been done.