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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 2010 – 2011

Submitted to the Twenty-Sixth State Legislature
Regular Session of 2012

SECTION 1: INTRODUCTION

The Department of the Attorney General is comprised of almost two-dozen divisions. To document the Department's Goals and Objectives, the Attorney General tasked each division with formulating a strategic plan, and then personally met with each division to review and assess those plans.

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 implementation of the core activities of its client agencies and attached agencies, and defending its clients against lawsuits.

GOAL 1: Improve the department

Objective 1: Leave the department better than we found it

Objective 2: Enhance the professionalism of the department

Action Plan 1: Make critical hires.

The target date for this action plan is ongoing, but most 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 processing of litigation.

Institute a Litigation Management Committee to get a reign on the existing litigation and develop a process moving forward for keeping better track of litigation.

Attorney General needs to know, or know how to find out quickly, the status of important litigation (both large financial stakes and important policy issues).

Hire a litigation manager to oversee complex and important litigation being handled by the department.

The target date for this action plan is January 2012. The litigation manager has now been hired, and the litigation management committee is meeting regularly under his guidance.

The measures of success for this action plan are that the Attorney General feels like he has better control over the department's litigation, 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 24 hour turn-around for responding to emails, even if it's 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

Improve the tracking and calendaring of deadlines and pending matters using ProLaw:

Every task coming into the office should be 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

Convene the department's technology committee;

Install new computers throughout the department;

Upgrade computer software, including launching new versions of Pro Law and iManage;

Ensure that we work with ProLaw and/or third party consultants to get best possible training on the new version

Provide attorneys remote access to documents;

Replace Lotus Notes and increase the size limitation of the department's email inboxes;

Institute a departmental wide naming convention of iManage documents;

Need to reconcile the desire by CSEA to upgrade the KEIKI system and the OCSH's desire to abolish the KEIKI system

The target date for most of this action plan is the first quarter of 2012. Some aspects are already completed (e.g., convening the ITAC committee and installing new computers), some are in progress (e.g., updating ProLaw and providing remote access), but others still require further discussion (e.g., dealing with the dispute over the KEIKI system and replacing Lotus Notes).

The measure of success for this action plan is that in terms of technological capabilities, 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 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.

Distribute a department-wide newsletter

The target date for this action plan is ongoing.

The measure of success for this action plan is difficult to quantify 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 feel like part of the department, rather than just part of their individual division.

Action Plan 6: Provide CLE/training and regular employee evaluations.

Institute a Training Committee that can provide regular training to all department employees, both attorneys and staff.

Training will consist of informal or brown-bag training as well as training to be sanctioned by the Hawaii State Bar Association for MCPE credits.

Work with the National Association of Attorneys General, National Attorneys General Training and Research Institute, Conference of Western Attorneys General, and other groups as necessary to bring in training for department employees.

Reinstituting a formal evaluation process will give strong performers positive feedback, weaker performs an honest assessment and opportunity to improve, and will benefit the department as a whole. It will also work as a management tool so that supervisors can gauge the professional development of his or her employees, 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 already begun with a series of brown bag trainings that have been organized by the Training Committee (with more scheduled), and several upcoming events that will provide CLE credit and bring 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 target date for this action plan is mid 2012.

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, and 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; (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) hearing 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 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 be 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 would 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 was June 2011, but to continue as needed.

The measure of success for this goal is 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 left the division, remaining persons could 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 deputies providing constructive and insightful assistance to the Appellate Opinion Review Committee.

Action Plan 3: When possible, have Appellate deputies review, and comment upon, other Appellate 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 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 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 is early 2012.

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 is early 2012.

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: Identify options for electronic archive of all closed case files and files to be closed.

The target date for this action plan is early 2012.

Action Plan 2: Complete electronic case file archive.

The target date for this action plan is mid 2012.

Action Plan 3: Fully implement electronic case file archival plan for all files closed after June 1, 2012.

The target date for this action plan is late 2012.

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: Meet with Hawaii Health Systems Corporation to discuss a transition to an electronic platform and establish a development plan with timelines.

The target date for this action plan was June 15, 2011, and has been met.

Action Plan 2: Decide on software platform for database.

The target date for this action plan was July 15, 2011, and has been met.

Action Plan 3: Have database developed and a training plan in place.

The target date for this action plan is March 31, 2012. Currently Procuring contract.

Action Plan 4: Begin transition of all paper files into an electronic database.

The target date for this action plan is June 30, 2012.

Action Plan 5: Completely transfer all paper files over to the electronic database.

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

Action Plan 6: 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 2012.

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: Identify existing technology and capabilities.

The target date for this action plan is early 2012.

Action Plan 2: Begin training all staff on existing technology.

The target date for this action plan is mid 2012.

Action Plan 3: Implement all existing technology in operations.

The target date for this action plan is late 2012.

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: Identify current filing practices of each team.

The target date for this action plan was October 1, 2011, and is in process.

Action Plan 2: Draft plan to reduce and/or eliminate paper files for simple debt collection amounts.

The target date for this action plan is June 30, 2012.

Action Plan 3: Complete final plan with implementation dates for all states and steps of the plan.

The target date for this action plan was December 1, 2012.

Action Plan 4: Begin implementing the first stage or step of the plan.

The target date for this action plan is early 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: Identify various monthly report formats and identify strengths and weaknesses of each (including the use or non-use of existing collection reporting tools available on iManage, etc).

The target date for this action plan is early 2012, and is in progress.

Action Plan 2: Finalize and distribute for comment by the teams the draft monthly report format.

The target date for this action plan is early 2012.

Action Plan 3: Implement the standardized monthly report format.

The target date for this action plan is mid 2012.

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 division's 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.

There is no specific target date for this action plan. It is in progress.

The measure of success for this action plan is that the briefs and memoranda can be located in iManage.

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

There is no specific target date for this action plan. It is in progress.

The measure of success for this action plan is that the appropriate information can be located in iManage.

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

The target date for this action plan is ongoing.

The measure of success for this action plan is having fewer boxes around the office.

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 as well as 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 for this action plan is early 2012.

The measure of success for this action plan is completed manuals and checklists.

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 whether there are quicker responses by the department on questions and 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 target date for this action plan is early 2012.

The measure of success of this action plan is reduced complaints regarding availability of messengers.

Action Plan 3: Change E&CC 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.

GOAL 3: **Help new deputies get up to speed as quickly as possible.**

Action Plan 1: Generate a standard packet of documents and information important to the division to give to the new deputy.

The target date for this action plan is early 2012.

Action Plan 2: Create standard training for every new employee on iManage and ProLaw when they start.

There is no target date for this action plan, pending further discussions with the IT department.

The measure of success for this goal is that the training packets and information have been created, and are being used by the deputies.

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 state-wide 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.

The target date for this goal is March 31, 2012.

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 is January 31, 2012.

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 August 31, 2012.

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 October 31, 2012.

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, 2012.

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, 2013.

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, 2013.

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 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 February 29, 2012.

The measure of success for this action plan is a written summary of the prosecutors' concerns and comments.

Action Plan 3: Complete a draft of rules to be reviewed by the Office of 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.

Action Plan 4: Finalize and adopt new rules.

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

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 April 30, 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 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.

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EMPLOYMENT LAW DIVISION

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 is now well established and all support staff are fully capable of e-filing. We are completing our fourth year of standardized procedures with the Department of Education, especially in Workers Compensation. Unfortunately there has been no progress in our efforts to establish such procedures with the Department of Human Resources Development. A Deskbook concerning procedures for all areas of our practice was about 80% complete but has been put on hold because of a surge in work load and a reduction in staff from 12 to 9 deputies over the last two years. It is designed to be used by both ourselves and our clients.

We have made a point of making ourselves available to clients for meetings in advance of taking action or making decisions. We have met or had telephone contact with the

directors or deputies of DAGS, B&F, DBEDT, DOE, DOH, DDHS, DLIR, DLNR, DHRD, PSD, DOT, 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.

We have identified two areas where we believe we can provide preventative training. One is to train workers compensation adjusters in DHRD in case presentation before the Disability and Compensation Division of the Department of Labor. We have offered on several occasions and, while we believe the director is supportive, they have yet to take us up on our offer. The other is a general 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 DOH, DOE, and DHS, and involuntary civil mental commitment hearings. Clients include the Department of Health, the Department of Human Services, the Department of Education, and the Office of the Public Guardian. The 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 done 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 2012.

GOAL 2: **Operate more efficiently.**

Action Plan 1: Move the entire Oahu office to Kapolei to avoid wasted travel time to and from Family Court. The division has looked for almost two years for an appropriate space. The division is now contemplating a partial move in early 2012, which is likely to [result in crowding and] be disruptive with some of the office in town and some in Kapolei.

The target date for this action plan is mid 2012. As an interim target, about half of the Honolulu office moved by the end of September. Nine deputies will make the first move, along with three secretaries.

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 return.

The target date for this action plan is January 2012.

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 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. Since the 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 communicates 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 that have been frozen. This would further improve the division's work product. Due to retirement, resignations, and reduction in force, the division has lost four of its seven legal assistants, one of its office assistants, and one legal clerk in Hilo. The volume of the division's case filings is very high, and if one of

the three remaining legal assistants is out, there is a great deal of stress put on the others.

The target date for this action plan is July 2012, depending on the budget.

Action Plan 6: Hire a new messenger to do filings at court, because the new office for the division is not within walking distance of the Family Law courthouse.

There target date for this action plan is dependent on 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 December 2011.

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, and 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 assigns 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 strategic plan (SP) binder; supervisor and secretary check annually 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; supervisor and secretary check 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 SP binder; supervisor and secretary check annually 1st week of June and December (set LotusNotes reminder)

Action Plan 4: Partner experienced deputies with less experienced deputies in chapter 91 contested case hearings and in administrative appeals to circuit court.

The target date for this action plan is to start immediately as hearing requests come in.

The measure of success for this action plan is to file assignment sheet or copy of e-mail in SP binder; supervisor and secretary check annually 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 this action plan is early 2012.

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 this action plan is December 1, 2011.

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 this action plan is early 2012.

The measure of success for this action plan is for the supervisor to check in early 2012, and annually thereafter

Action Plan 4: Create framework for analyzing confidentiality statutes, and an index or repository of statutes and analyses

The target date for this action plan is early 2012.

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

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.

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

Action Plan 2: Devise a better way of closing out AG numbers in ProLaw (current
system is inaccurate and unreliable)

The target date for this action plan is early 2012: preliminary
assessment of problem (completed); Plan 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 2012.

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 early 2012.

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 is being distributed. Two client groups have been trained as of December 1, 2011.

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 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.

GOAL 1: **Improve Skills**

Action Plan 1: Create manuals

The target date for this action plan is mid 2012.

The measure of success for this action plan is whether the manuals on rulemaking, disclosure, and contracts have been created.

Action Plan 2: Update Division manuals & create a quick references sheet

The target date for this action plan is mid 2012.

The measure of success for this action plan is whether workers' compensation manual, occupational safety and health manual, unemployment insurance manual, and wage standards manual have been updated and paired with quick reference sheets.

Action Plan 3: Staff become proficient in creating table of contents and table of authorities in Microsoft Word and use of JEFS (Judiciary Electronic Filing System).

The target date for this action plan is early 2012.

The measure of success for this action plan is staff are able to complete this task for all documents.

GOAL 2: **Increase Efficiency**

Action Plan 1: Create or Update Forms for HIPPA Authorization, Workers' Compensation documents, HIOSH documents, Wage Standards documents, and Unemployment Insurance documents.

The target date for this action plan is early 2012.

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

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 early 2012.

The measure of success for this action plan is whether the files have been established.

Action Plan 3: Update legislative history research binder

The target date for this action plan is 2012.

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

GOAL 3: **Improve Case Management**

Action Plan: Review & clean up case lists

The target date for this action plan is early 2012.

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 early 2012, although it has already been completed for several fiscal years.

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, State Historic Preservation, State Parks, and 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, Commission on Transportation, 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. The division is also handling construction and employment law cases and bid protest matters for DOT.

GOAL: Provide high quality legal services to our client agencies in a timely and efficient manner

Objective 1: Improve knowledge and skills of deputies and support staff

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

Status: Deputies have attended training in-house on topics related to litigation, contracts/procurement, ethics and conflicts, the legislative process, and HRS chapter 343. Deputies have attended outside training on ethics matters, advising administrative tribunals, and conservation easements.

Action plan 2: Provide deputies opportunities to expand skills and gain experience.

Status: Deputies have been given assignments in new areas including litigation and bid protests.

Action plan 3: Pair less experienced deputies with those who are more seasoned in litigation matters.

Status: Deputy pairings have been made where the case warrants and work load permits.

Action plan 4: Provide appropriate training to support staff.

Status: Training/refresher course on court calendaring provided. Additional training on software upgrades, electronic filing to be provided.

Objective 2: Improve accountability and efficiency

Action Plan 1: Institute and maintain system for routine check of outstanding assignments.

Status: Ongoing.

Action Plan 2: Hire paralegal to assist with efficient management of documents for litigation.

Status: Request made; pending approval and funding.

Action Plan 3: Staff training on available technology to improve efficiency.

Status: Training to be provided.

Objective 3: Maintain and improve institutional knowledge

Action Plan 1: Cross-train deputies on long-term assignments.

Status: Ongoing.

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

Status: Ongoing.

Action Plan 3: Cross-train clerical staff on various tasks to have back-up available when needed.

Status: Ongoing.

Objective 4: Improve client relations.

Action Plan 1: Solicit client feedback on assignment system, performance, timeliness.

Status: Ongoing.

Action Plan 2: Identify and implement needed changes based on feedback.

Status: target date is mid-2012.

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 target date for this action plan was September 2011.

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 to divisions for review legislative bills and legislative committee reports 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 mission of the Public Safety, Hawaiian Home Lands, and Housing Division (PSHHD) is to provide excellent legal services and support to the Department of Public safety and its attached agencies and commissions, which include the Hawaii Paroling Authority, the Correctional Industries Advisory Committee, the Correction Population Management Commission, 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. While most tort litigation cases involving the division's clients are handled by another division, PSHHD still handles a significant amount of litigation, including cases involving Americans with Disabilities Act claims, administrative law, contracts, construction, evictions, civil rights, public housing, federal compliance, ejectment, foreclosure, and quiet title issues; Hawaiian Homes Commission Act; and Rule 40 and Habeas Corpus petitions of correctional facility inmates. This division also provides advice and counsel on an equally wide variety of issues; reviews leases, development agreements, financial instruments, and other conveyance documents; reviews provider and vendor contracts, pardon applications, and extradition documents.

The goals below reflect three main focuses of improvement: (Q) Quality, (T) Timeliness, and (M) Morale

GOAL 1:

Fill remaining vacancies

Action Plan:

Interview, select, and hire. Will provide more human resources to address workload within current means:

- (Q) Allows more time for attorneys to do quality work;
- (T) Improves timeliness;
- (M) Improves morale.

The target date for this action plan is within the first Quarter of the 2012 fiscal year

The measure of success for this goal is one more deputy attorney general hired.

(UPDATE: GOAL ACCOMPLISHED NOVEMBER 1, 2011.)

GOAL 2:

Create two new deputy attorney general positions – one for the Department of Public Safety and one for the Department of Hawaiian Home Lands

Impact: Will provide additional human resources to address workload requiring a larger legal team;

(Q) Allows more time to do quality work;
Promotes proactive representation (rather than always feeling as if
on the defense);
(T) Improves timeliness;
(M) Improves morale;
Establishes a better working relationship with client.

Action Plan 1: Create justification request

The target date for this action plan was August 2011

The measure of success for this action plan is that the justification
request is completed.

Action Plan 2: Obtain approval from the Office of the Attorney General and
determine the source of funding for the positions.

The target date for this action plan is 2011-2012.

The measure of success for this action plan is approval from the
Office of the Attorney General and identified funding.

Action Plan 3: Depending on the source of funding, either pursue funding from
the Legislature or from the client.

The target date for this action plan is October 2011-2012.

Action Plan 4: Hire two new deputy attorneys general

The target date for this action plan is 2012.

The measure of success for this action plan is two hired deputies.

GOAL 3: **Training and sharing of knowledge**

Impact:

(Q) Improves work quality
(T) Improves timeliness by shortcutting research time
(M) Improves morale by empowering division members

Action Plan: New Deputy Training Manual provided

New Deputy Training Video resource provided

New Deputy Training Sessions provided

Develop and train regarding archived information

Technology training

Westlaw

iManage

Develop training for client agencies.

Explore with the Office of the Attorney General establishing not only subject area committees, but also a system for distributing/sharing the knowledge from within the Department.

Require New DAGs, encourage other DAGs, to attend ongoing SPO training.

Seek opportunity for training in Real Estate Development and Conveyancing.

Encourage litigation divisions to inform subject matter/advice and counsel divisions of lawsuits, settlements, judgments and recommendations for correction/change to avoid/mitigate future liability.

Establish training schedule with client agencies.

The target date for this action plan is to have new deputy training and other training started and ongoing by December 2011.

The measures of success for this action plan are:

New Deputy Training on fundamental government issues completed by early 2012.

Other training: DAGs attend at least three training sessions by early 2012, 5 each year thereafter.

Supervisor to track all deputy training.

Established flow of information from litigation divisions.

Established training curriculums for client agencies.

(UPDATE: IN-HOUSE TRAINING PROGRAM IS IN FULL SWING AS OF MAY, 2011.)

GOAL 4:

Improve workflow

Impact:

(T) Improves timeliness of workproduct;

(M) Encourages more of a team effort;

(Q) This, in turn, should also improve overall work quality.

Action Plan:

Attorneys to be more mindful of clearing tasks/paper as soon as possible

Encourage attorneys to delegate more

Establish delegation teams

Supervisor to review division calendar to determine workflow needs

The target date for this action plan is ongoing.

The measure of success for this action plan is improved turnaround time for work assignments measured by ProLaw.

GOAL 5:

Create and reassess forms and/or a form bank

Impact:

(T) Utilizing forms increases efficiency and (Q) Quality.

Action Plan:

Create committees to reassess current forms and need for revision, identify need for, and create, additional forms in the following areas: real estate forms, construction contracts, public safety forms, and general office forms.

Re-establish committees for real estate forms and construction contracts.

The target date for this action plan is early 2012.

The measure of success for this action plan is a revamped and enlarged form bank by mid 2012.

GOAL 6: **Reassess / Assess goals with individual attorneys and staff**

Impact:

(M) "If you don't know where you are going, you'll end up somewhere else

Action Plan: Informal goal setting meetings with all division members

The target date for this action plan is early 2012.

The measure of success for this action plan is hopefully a renewed energy level, sense of pride and ownership.

GOAL 7: **AG "Community" involvement**

Impact:

(M) Increased sense of pride and ownership;

(T) Training/education of personnel;

Department/division team building.

Action Plan: Membership in division or department committees to be required of attorneys, "highly encouraged" of staff.

The target date for this action plan is ongoing.

The measure of success for this action plan is involvement of all members in some committee and the establishment of a better system for the sharing of information and training should result.

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 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 AG's office "embedded" in the Tax Division do not create appropriate or sufficient public recognition to this function of the AG'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 conference 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 one deputy is housed in the Labor Division.

The physical isolation/separation of Division personnel is 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 moral problems or impediments to a “team work” attitude.

Relocating the division can cure these issues.

Action Plan 1:

Work with 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.

OUTCOME

OBJECTIVE 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".

Process

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

Process

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.

Process

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.

Process

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.

Process

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.

Process

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 DSS.

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

Process

Objective 7:

To create a report in Excel format, accessible on the DSS, listing all the cases where the 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.

OUTCOME

OBJECTIVE 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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

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.

Process

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.

Process

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.

Process

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.

Process

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.

OUTCOME

OBJECTIVE 3:

Establishment of orders for non-custodial parents (NCP) 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.

**Process
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.

**Process
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).

**Process
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.

OUTCOME
OBJECTIVE 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 OIW's 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.

Process
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.

Process

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.

Process

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.

OUTCOME

OBJECTIVE 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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

OUTCOME

OBJECTIVE 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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

Process

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.

OUTCOME

OBJECTIVE 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.

Process

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.

Process

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.

Process

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: **Juvenile Justice Information System**

Fill the vacant Juvenile Justice Research Analyst position. JJIS is unable to produce any research and analysis related to JJIS data and juvenile justice while this position remains vacant. It is critical to fill this position so that juvenile justice agencies, juvenile service providers, and the community have relevant, evidence-based research on which to base their decisions, resource allocations, and grant requests.

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

The measure of success for this action plan is staff capable of filling demand for juvenile research and data to decision makers.

Action Plan 2: **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 3: **Grants and Planning Branch**

Fill the vacant Criminal Justice Planning Specialist position. This person is to assist the branch in applying for Federal grants and applying to private grant making sources.

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

The measure of success for this action plan is submission of grants to potential funders.

Action Plan 4:

Juvenile Justice Information System

Fill the vacant JJIS Analyst position. This is a critical resource in the development of the Next Generation JJIS. The JJIS team is working against a federal earmark grant end date of September 30, 2011 to complete the Next Generation JJIS. This vacancy has resulted in a delay in the system's delivery as the amount of effort required to fulfill the grant requirements have remained the same but there are fewer resources to do the work. The Next Generation JJIS will be hosted at DAGS ICSD instead of at the C&C of Honolulu Department of Information Technology. This will result in savings of \$80,000 to the state.

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

The measure of success for this action plan is staffing capable of bringing Hawaii on par with other states.

Action Plan 5:

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 AG divisions (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 early 2012.

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 Spring 2012.

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 for communities.

The target date for this action plan is June 2012.

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 July 2012.

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**

Partner with the Justice Reinvestment Program.

The target date for this action plan is July 2012.

The measure of success for this action plan is support to the Reinvestment team.

Action Plan 2: **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 3: **Missing Child Center**

Produce a video on runaway prevention.

The target date for this action plan is early 2012.

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

Action Plan 4:

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 5: **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 March 2012.

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 2012.

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 plan is August 2012.

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 June 2012.

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

GOAL 1: **The HCJDC needs to fill its vacancies in the above programs in order to improve its services to the criminal justice community and to the general public. In some cases, this involves restoring program services that have had to be cut back drastically in the past 2-3 years due to reduction-in-force and layoffs**

Action Plan 1: Fill vacancies for core services

The HCJDC has received a blanket approval from the Governor to fill its vacant positions

Fill authorized positions in HCJDC programs
- S321 (CJIS-Hawaii)
- S322 (State ID)
- General Funds
- Federal

The HCJDC has been working with AG Personnel to fill vacancies in a timely manner

The target date for this part of the action plan is early 2012.

The measure of success for this part of the action plan is filled civil service positions

Action Plan 2: Reopen Criminal History Record Check Public Access service to the general public

Additional staff members have been hired

Implement Public Access at HCJDC once again

The target date for this part of the action plan is early 2012.

The measure of success for this action plan is the implementation of public access

Action Plan 3: Improve Expungement Processing

Identify possible areas of improvement by working with the FBI on analyzing the current process

Implement recommended procedural changes from the analysis

The measure of success for this part of the action plan is documentation of problem areas in the existing expungement process and possible changes to procedures made and placed into production

GOAL 2: **Implement Phase I of the statewide Hawaii Integrated Justice Information Sharing (HIJIS) program for justice data exchange and Relaunch project under new Administration**

Action Plan 1: Implement the Federated Query Pilot

An initial query was developed in test mode in July 2011. The target date for fine-tuning this inquiry and the entity resolution algorithm is June 2012.

The measure of success for this action plan is a pilot project with Judiciary and CJIS-Hawaii

Action Plan 2: Implement Subscription Notification Pilot

The target date for this action plan is March 2012.

The measure of success for this action plan is a pilot project with Public Safety/Parole, Court Probation

Action Plan 3: Federated Identification Management with State CIO

The target date for this action plan is June, 2012.

Measure of success is the ability of users to access multiple systems with single authentication

Action Plan 4: Determine next steps

The target date for this action plan is early 2012.

The measure of success for this action plan is the update of the strategic plan and the creation of a detailed tactical plan

GOAL 3: To improve services to the general public by providing more convenient sites where the public can obtain or renew a State ID card. ACT 35, SLH 2011, authorizes the State Attorney General to work with the counties to issue a State ID card at the same sites that currently process Hawaii Driver's Licenses

Action Plan 1: Conference calls and meetings are being held with the HCJDC/State ID, DOT, all county Driver's License offices, and the City and County of Honolulu Department of Information Technology

These meetings/conference calls will be on-going through the 2012 legislative session

Action Plan 2: Determine requirements to allow the counties to issue State ID cards, with consideration for staff (HGEA consult), office space, State ID System (servers, workstations, etc.), Renewal By Mail, outreach program and fiscal impact

This determination will be ongoing until the transfer is complete

The measure of success for this action plan is that the working group issues a report on transition approach and action items needed

Action Plan 3: Prepare and submit report to the 2012 State Legislature

The target date for this action plan is December 2011.

The measure of success for this action plan is providing the report, which is due 20 days prior to the convening of the 2012 session

Action Plan 4: Submit legislative proposal to 2012 State Legislature

The target date for this action plan is January 2012.

The measure of success for this action plan will be the submittal of this legislative proposal as part of the Administration's legislative package

Action Plan 5: Effectuate the Transfer

The target date for this action plan is January 2013.

The measure of success for this action plan that county drivers license offices issue State ID cards

GOAL 4: **To identify and make changes to the State ID program that would meet the mandates of the federal government's Real ID Act of 2005, in anticipation of or in lieu of the program transfer to Department of Transportation/Drivers License**

Action Plan 1: Identify and implement program changes to the State ID System (SIS), including the intra-state check against DL for issuance of only one ID

Application changes were made and are being piloted. All workstations in the State ID Office should have this capability by the EOY 2011

The measure of success of this action plan is that upgrades to SIS are delivered, tested, and implemented

Action Plan 2: Adoption of required changes to the State ID Administrative rules

The target date of this action plan is March 2012.

The measure of success of this action plan is legal review approval; public hearing held; Lieutenant Governor's office signs off

Action Plan 3: System checks against the appropriate federal verification systems

The target date for this action plan is December 2011.

The measure of success for this action plan is SSA, INS, US Passport, DOH (BCs) checks can be completed from the State ID desktops

Action Plan 4: Implement central issuance with Marquis ID Systems (MIDS – current State ID vendor)

The target date for this action plan is March 2012.

The measure of success for this action plan is that all ID cards are printed and mailed by MIDS

Action Plan 5: Implement Real ID/Transfer

The target date for this action plan is January 2013.

The measure of success for this action plan is that Hawaii issues Real ID-compliant ID cards

GOAL 5: **Complete a Disaster Recovery Plan and Facility for HCJDC's mission critical systems - CJIS-Hawaii and AFIS. DAGS/ICSD has no disaster recovery capability to date**

Action Plan 1: Plan and execute an intermediate disaster recovery scenario at HCJDC or an alternate site

The target date for this action plan is December 2011.

The measure of success for this action plan is that a test disaster recovery is successfully executed

Action Plan 2: Finalize the HCJDC Disaster Recovery Plan for each system

The target date for this action plan is April 2012.

The measure of success for this action plan is complete training of all IT and related staff

Investigations Division

The Investigations division is committed and dedicated to excellence in law enforcement that fosters collaboration, respect for others, and fairness. The division seeks justice and pledges to protect the public through law enforcement services for all persons in the State of Hawaii.

GOAL 1:

Reorganization

Action Plan 1: Create a Deputy Chief position

The target date for this action plan is June 2012.

Action Plan 2: Create permanent supervisory positions

The target date for this action plan is June 2012.

GOAL 2:

Hard to fill positions

Action Plan 1: Obtain approval to fill general funded positions. Must make an official determination that these positions are "hard to fill," and then get an exemption for them. The benefit for this is that these people can keep their previous pension and still get their full salary. Currently, the supervisor is the only person receiving this benefit.

The target date for this action plan is June 2012

Action Plan 2: Create hard to fill for general funded positions

The target date for this action plan is December 2012.

GOAL 3:

Updating evidence retention

Action Plan 1: Obtain updated software system for evidentiary records

The target date for this action plan is June 2012

Action Plan 2: Move from paper storage to electronic media

The target date for this action plan is June 2013.

Action Plan 3: Move to digital dictation

The target date for this action plan is June 2012.

GOAL 4: **Policy and Procedure**

Action Plan: Research and update policy and procedures for the division. For example: firearms, use of force, evidence and records retention, etc.

The target date for this action plan is December 2012.

GOAL 5: **Training**

Action Plan: Implement recall training for investigators

The target date for this action plan is December 2013.

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. Once a part of the Child Support Enforcement Agency, the office has been a separate office 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: Brainstorm, draft, implement guidelines

The target date for this action plan is immediate.

The measure of success for this action plan is quantifiable statistics. This action plan has been done.

Action Plan 2: Get input from hearings officers

The target date for this action plan is early 2012.

The measure of success for this action plan is receiving input. This action plan has been done

Action Plan 3: 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

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 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 is early 2012.

The measure of success for this action plan is quantifiable statistics. This action plan has been done.

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 early 2012.

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

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

Action Plan 1: Keep up with scanning current files

The target date for this action plan is ongoing.

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

Action Plan 2: Complete scanning of 2010 files

The target date for this action plan is early 2012.

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

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

The target date for this action plan is early 2012.

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

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 ongoing.

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 ongoing.

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 ongoing.

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 session(s)

The target date for this action is ongoing.

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

Action Plan 2: Purchased ABA training video. 4 out of 5 have viewed 1 of 2 dvds. All hearings officers will be viewing video by 12/31/2011

The target date for this action plan is December 31, 2011.

The measure of success for this action plan is whether all hearings officers have watched the training videos.

GOAL 7: **Training for Hearings Officers**

Action Plan 1: Hearings officers to research and draft proposal of training alternatives

The target date for this action plan was September 1, 2011

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

Action Plan 2: Each hearings officer to research and come up with specific suggestions-give to Susan as repository

The target date for this action plan was August 1, 2011.

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

- Action Plan 3:** Hearings officers to meet with Judge Browning on 12/2/2011 to discuss handling of pro se cases and other best practices
- The target date for this action plan is early 2012.
- The measure of success for this action plan is whether the meeting occurred.
- Action Plan 4:** Hearings officers to attend a two-day National Judicial College course Adjudication Skills for Hawai'i ALJs in November.
- The target date for this action plan is 11/18/2011.
- The measure of success for this action plan is whether the training has been done. This action plan has been done.
- Action Plan 5:** Hearings officers to view HSBA training videos as necessary to meet Mandatory Continuing Legal Education credit requirements.
- The target date for this action plan is 12/31/2011.
- 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 6:** Hearings officers to attend a free training as necessary to meet Mandatory Continuing Legal Education credit requirements.
- The target date for this action plan is 12/31/2011.
- 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 and will be done by a third hearings officer in December 2011.