



## DEPT. COMM. NO. 51

May 1, 2006

The Honorable Robert Bunda  
President of the Senate  
State Capitol, Room 003  
Honolulu, Hawaii 96813

Dear Mr. President:

I transmit to you a copy of our report, *Management Audit of the Hawai'i Youth Correctional Facility*. This report was conducted in response to Act 1, Session Laws of Hawai'i 2006; fiscal issues are being addressed by a contractor and a separate report will be issued upon completion of the contractor's audit.

We found that the Office of Youth Services has not provided the facility with adequate guidance and support to carry out its mission. Staff do not clearly understand their roles and responsibilities. The office needs to implement its strategic plan to enable the facility to move from reactive to proactive management. Also, utilizing in-state expertise on Hawai'i's juvenile justice system before hiring consultants might be more cost-effective and practical. The facility's poor human resource practices, such as allowing critical positions to remain vacant or temporarily filled, and a weak quality assurance program have hampered its efforts to meet its mandate.

We hope that the report will assist you in reviewing the issues examined. We will place the report on our website, [www.state.hi.us/auditor](http://www.state.hi.us/auditor), and release it to the public and press, on Tuesday, May 2, 2006.

Sincerely,

Marion M. Higa  
State Auditor

Enclosure

c: ✓ Paul Kawaguchi, Senate Clerk