

House District _____

Senate District _____

THE TWENTY-SIXTH LEGISLATURE
HAWAII STATE LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAII REVISED STATUTES

Log No: 66-0

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

REC'D JAN 26 2011

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

JUDICIARY

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): _____

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
Legal Aid Society of Hawaii

Db/a:

Street Address:

924 Bethel Street, Honolulu, HI 96813

Mailing Address:

924 Bethel Street, Honolulu, HI 96813

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name M. NALANI FUJIMORI KAINA

Title Executive Director

Phone # 808-527-8014

Fax # 808-527-8088

e-mail nafuljim@lashaw.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

CIVIL LEGAL SERVICES TO THE POOR AND LOW INCOME THROUGHOUT THE STATE OF HAWAII

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2011-2012: \$ 800,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$ _____

FEDERAL \$ _____

COUNTY \$ _____

PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED]

AUTHORIZED SIGNATURE

M. NALANI FUJIMORI KAINA, EXECUTIVE DIRECTOR
NAME & TITLE

1-26-11
DATE SIGNED

I. BACKGROUND AND SUMMARY

1. Brief description of the applicants' background.

The **Legal Aid Society of Hawai'i** (Legal Aid), a community-based, nonprofit law firm has empowered low-income and disadvantaged people throughout our state for over 60 years. It is the only legal service provider in the state, and one of the few non-profits, with statewide coverage through eleven offices on each of the islands, from Lana'i to urban Honolulu.

Legal Aid continues to be guided by its original mission—to provide access to justice for all low-income citizens of Hawaii. In January 2010, due to major cuts in funding for legal services, the Hawaii Immigrant Justice Center became a part of Legal Aid, expanding Legal Aid's practice areas to include immigration legal assistance.

Legal Aid's primary clients are individuals and families with incomes up to 125% of the federal poverty level. Legal Aid also helps the working low income families and individuals whose incomes are below 250% of the federal poverty level.

Legal Aid's critical services are wide-ranging, impacting the lives of over 20,000 people in Hawai'i each year.

2. The goals and objectives related to the request.

Legal Aid is requesting funding for civil legal services through an \$800,000 grant from the legislature to provide services statewide.¹ The \$800,000 would cover both general legal services and immigration legal services. Funding under this grant would continue the state's over thirty year commitment to funding civil legal services to the poor.²

Through this grant, Legal Aid intends to continue its mission and provide critically-needed legal services in over 9,500 cases positively affect the lives of over 20,000 men, women, and children. Legal services will continue to be provided statewide through Legal Aid's eleven offices in Lihue, Wai'anae (Leeward), Honolulu (two offices, including the Hawai'i Immigrant Justice Center at the Legal Aid Society of Hawai'i), Kaneohe (Windward), a new office in Central Oahu, Kaunakakai, Lana'i City, Wailuku, Kona, Hilo and satellite sites.

¹ In FY 1992, funding for this grant to the Legal Aid Society of Hawai'i was at \$1.47 million. Between FY 1993 – FY 1997 the grant slowly decreased to \$1 million. In FY 2000 the award leveled off at \$810,000 for four years, and in FY 2004 dropped to \$647,000. In both FY 2006 and 2007, funding was \$649,000. Funding increased to \$810,000 in FY 2008, dropped to \$800,000 in FY 2009 and no GIA funding was provided in FY2010 due to the economic recession. In FY2011, Legal Aid was awarded \$720,000 of Rainy Day funds to provide general civil legal services, however funding has not been released as of the date of this application.

² State funding for general civil legal services has been provided since 1975. Civil legal service funding was provided through the Department of Labor's Office of Community Service under a purchase of service contract, but was moved to the Judiciary in 2004 by the legislature as a grant-in-aid. While a critical needed service in the community, civil legal service funding currently does not have a funding home and as such has had to seek funding through the grant-in-aid process. Last year, funds were allocated to civil legal services for low-income families through a budget proviso of TANF funds, however those funds have yet to be put forward for RFP.

Through this grant, Legal Aid will provide critical legal assistance, community education and outreach services to:

- **Maintain or secure affordable housing, including the prevention of foreclosures**
- **Help families become safe and stable with family law services, including protection from domestic violence, child custody and support**
- **Protect families and individuals from a consumer problem such as mortgage “rescue” scams or illegal debt collection practices Obtain public benefits such as disability benefits from the Social Security Administration or Medicaid**
- **Eliminate barriers to being homeless**
- **Secure appropriate placement and services for abused and neglected children**
- **Provide critical legal services to assist immigrants and those in need of language access.**

Over the last year, the demand for legal services has grown with the recession. From FY09 to FY10, an additional 500 cases were opened by Legal Aid. Many clients seeking assistance would not have qualified for services as before and the desperation for assistance is often seen. Without state allocated funding last year, salary cuts, benefit cuts, and salary freezes were imposed on already low salaries to employees, a family law attorney position was frozen, and walk-in, intake and pro se services to family court litigants were cut – with the release of Rainy Day funds, we expect many of these cuts to be restored.

Without this grant, Legal Aid will be forced to significantly reduce its overall services, including those in smaller rural areas and in family law areas which do not have specific funding sources available. Furthermore, loss of these funds may affect Legal Aid's ability to leverage over \$800,000 in federal funds into the state that has allowed the organization to expand its capacity to provide services both generally through Legal Aid's AmeriCorps program and specifically in the areas of housing discrimination, supportive legal services to the homeless, housing counseling, and tax disputes with the IRS.

3. State the public purpose and need to be served.

Justice is fundamental to our democracy. Yet our system of justice is accessible only to those who can afford the costs of an attorney. As the economy has worsened, the need for civil legal services has increased. Civil legal services are safety net services – civil legal services help preserve access to the low-income and disadvantaged in Hawai'i to basic necessities. In FY10, requests for services increased in the areas of mortgage foreclosures, supplemental social security income, divorces and taxes – all areas greatly impacted by the economic crisis. Because of losses in funding, on January 1, 2010, the Hawaii Immigrant Justice Center consolidated with Legal Aid, expanding Legal Aid's services to include immigration and language access assistance. The loss of a critical legal resource to Hawai'i cannot be understated – it is in the public's interest to ensure that basic legal services are available to the poor and disadvantaged. It is fundamental to justice - Legal Aid provides and can provide this civil legal assistance across the state and help increase access to justice for the poor.

In a 2007 report, Achieving Access to Justice for Hawai'i's People: The 2007 Assessment of Civil Legal Needs and Barriers of Low and Moderate-Income People in Hawai'i,³ key findings discovered that:

- Only 1 in 5 low and moderate-income Hawai'i residents have their legal needs met. Legal service providers are able to help only 1 in 3 of those who contact them for assistance.
- The areas with the greatest unmet civil legal needs are housing (24%), family (23%), domestic violence (8%), and consumer (7%).
- Significant barriers to obtaining legal assistance in addition to inability to afford an attorney include language and cultural barriers, lack of knowledge of one's legal rights, lack of knowledge of available legal services, and difficulty in accessing legal services programs.
- There is one legal service attorney for every 2,291 persons living below 125% of the federal poverty guideline.
- There is one legal service attorney for every 4,402 persons living below 200% of the federal poverty guideline.
- There is one private attorney for every 361 persons in the general population.

Since the 2007 Assessment, the number of people living below 200% of the federal poverty guidelines increased slightly. However, the number of people living below 125% of the federal poverty guidelines increased dramatically. For this group earning less than \$31,692 for a family of four per year, the numbers rose from 156,321 to 172,862; for those between 125-149% of the federal poverty guidelines, the numbers rose from 38,499 to 45,392; and for those between 150-199% of the federal poverty guidelines, the numbers decreased from 105,378 to 88,892.

The civil legal services provided by Legal Aid are part of the fabric of Hawai'i. For those who are most vulnerable in our society, legal advocacy from a trusted community resource can mean the difference between receiving food and shelter, being able to visit and ensure the safety of their children and be protected from fraud and predatory consumer practices. Legal services ensure that the safety net created by the government and the community is available for those most disenfranchised. It also helps to ensure access to justice for all.

4. Describe the target population to be served.

Legal Aid will provide free legal services to the low-income population with incomes less than 125% of the poverty level. Recently released American Community Survey data for 2009, places this population in Hawaii at 172,862 or 13.67% of the state's population (up from 11.73% in 2008). In FY10 Legal Aid closed over 9,500 cases impacting about 20,000 people almost 11.6% of the poverty population in Hawai'i.

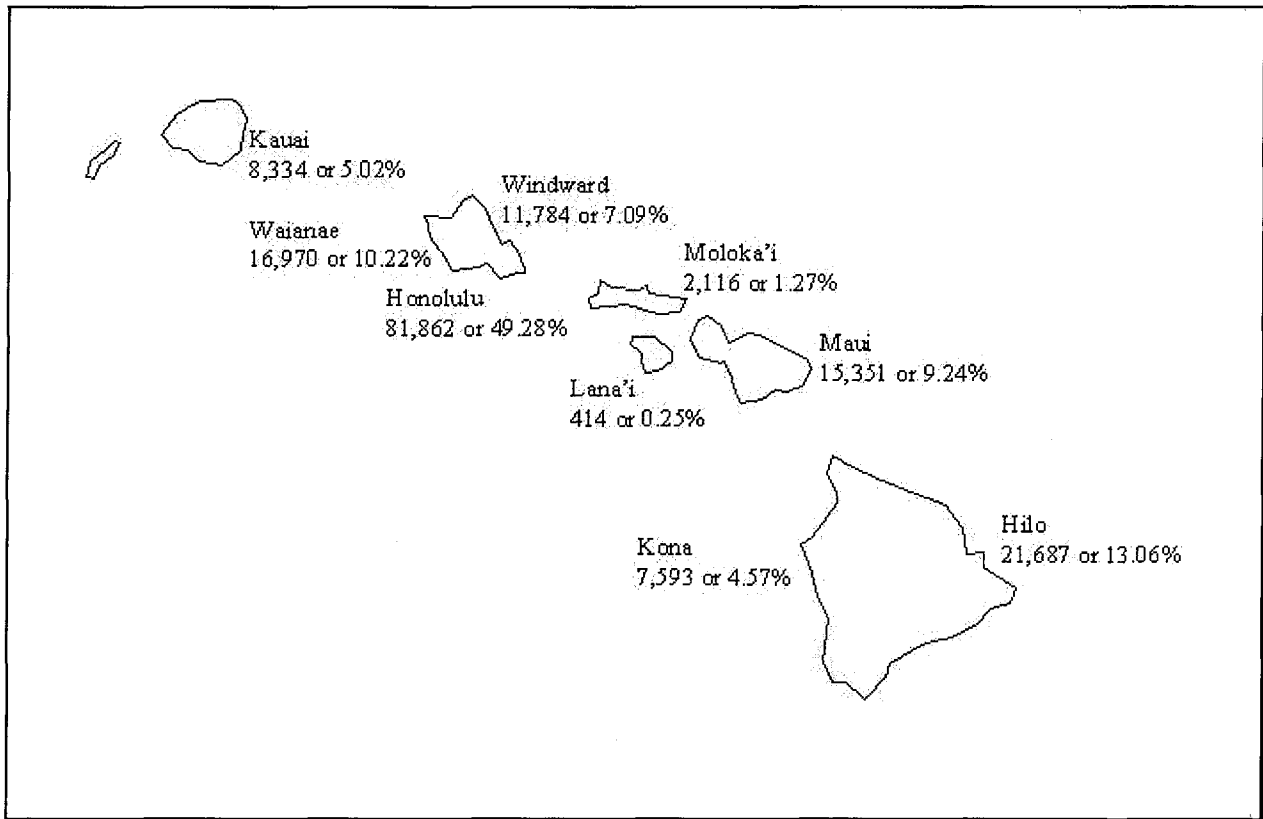
Legal Aid intends to provide civil legal services those in need of assistance in the areas of housing, family (including protective orders), consumer, and public benefit cases.

³ http://www.legalaidhawaii.org/HUI_Access_to_Justice.pdf.

In addition, there are thousands of underserved residents in special populations (geographically and culturally isolated, immigrants with limited English proficiency, the physically and mentally disabled, seniors) that Legal Aid intends to assist with this grant. The growing needs of these groups makes an efficient and effective delivery of legal services even more critical for the people of Hawaii living in poverty.

5. Describe the geographic coverage.

Legal Aid will provide services throughout the state. Legal Aid has offices in each of the major Hawaiian Islands (Oahu – Honolulu,⁴ Windward and Waianae; Maui; Big Island - Hilo, Kona; Kauai; Lana'i and Moloka'i). We also have outreach sites at the Waimanalo Health Center in Waimanalo, Haleiwa Resource Clinic, US Vets, Next Step Shelter in Kakaako, and regularly visit the homeless at an additional sixteen locations on Oahu, six on Maui and four on Kauai. Legal Aid continues to be dedicated to these communities. The map below illustrates the distribution of the state poverty population by the location of each Legal Aid office⁵:



In FY12, Legal Aid intends to re-allocated resources and open a Central Oahu office to serve those in Waipahu, Wahiawa, Mililani, Ewa Beach and Kapolei more easily. The poverty

⁴ In addition to its main branch at 924 Bethel Street, Legal Aid has an annex for its social security advocacy unit and also an office in Chinatown for the Hawai'i Immigrant Justice Center at the Legal Aid Society of Hawai'i.

⁵ Statistics are based on 2000 Census figures.

population in that area is currently served by our Leeward and Honolulu offices. The poverty population in that area is approximately 30,000 based on the 2000 Census.

II. Service Summary and Outcomes

1. Describe the scope of work, tasks and responsibilities.

Under this grant, in each island and branch office, Legal Aid staff is prepared to provide civil legal services in the following priority case areas:

- **Support for families:** This area includes child custody, child support, domestic violence, visitation, divorce, property division and in some cases ex-military spouse issues. A domestic violence victim may require assistance in obtaining temporary restraining order or establishing temporary custody, visitation, and support. Paternity cases are accepted to determine custody, visitation, and child support rights and obligations. This work is approximately 34% of the cases Legal Aid handles.
- **Keeping children safe and secure:** Provide guardians ad litem services for abused and neglected children; assist with guardianships and adoptions; and advise family members and others about their rights and responsibilities in caring for abused and neglected children. Services also include assistance in educational matters. Children's work represents 5% of the cases handled.
- **Preserving the home (non-foreclosure):** Issues include private landlord eviction defense or negotiation; housing discrimination; public housing applications, evictions, grievances, rent issues, and security deposits; and, habitability, repairs, illegal lockouts, or illegal utility shutoff. Thirteen (13%) percent of cases are in this area.
- **Foreclosure prevention:** This area includes foreclosure assistance and prevention; and mortgage predatory lending practices. Five (5%) of cases are handled in this area.
- **Maintaining economic stability:** Public benefits may be the only source of income for an individual or family. Assistance with denials, appeals and terminations of SSI, General Assistance, Temporary Assistance for Needy Families (TANF), SNAP (fka Food Stamps) and other public benefit programs. Unemployment and Veteran's benefits are also areas in which assistance is provided. Cases in this area represent 26% of the work.
- **Protecting consumers (not home related):** Consumer issues include predatory lending, debt collection, bankruptcy, consumer credit matters, repossession, and unfair or deceptive practices. Of the total number of cases, 6% of Legal Aid's work is in this area.
- **Promoting safety, stability and health:** These include program denials of services or eligibility as well as terminations from the health insurance programs, district court restraining orders, individual rights, powers of attorney and advance health care directives. Nine (9%) percent of the work is in this area.
- **Assisting culturally and linguistically isolated populations:** With the addition of the Hawai'i Immigrant Justice Center in 2010, Legal Aid expanded its services to culturally and linguistically isolated populations. These services include assistance to immigrant crime victims, family reunification, human trafficking cases, and language access. This

work is equal to approximately 2% of Legal Aid's total cases, but is expected to grow in the near future.

- **Assisting populations with special vulnerabilities:** Legal Aid focuses many of its services toward populations with special vulnerabilities, including the homeless, immigrants and seniors.

Under this grant, Legal Aid will provide screening; referrals; intake; legal assessment and legal advice; brief services; full representation; and outreach. Each of Legal Aid's offices is prepared to carryout these activities.

- **Screening** an applicant for a service begins with our streamlined hotline to provide accurate information and advice to the greatest number of clients possible. Legal Aid receives over 35 calls per day on the hotline impacting the lives of 80 men, women and children. The hotline, Legal Aid's primary entry point for clients, receives calls from applicants on Oahu, Maui, Kauai, and the Big Island.⁶ There are between 4-6 intake advocates on each of the two shifts per day (9 am to 11:30 am and 1 pm to 3:30pm). Screening occurs through a quick four-step process.
 - First, an intake worker checks for a legal conflict of interest. This means that if an opposing party was assisted by Legal Aid in the past, the applicant can be disqualified from services.
 - Second, the applicant is screened for income and asset eligibility. The applicant is asked for information about his/her household size and household income. If an applicant's income is either over 125% of the current federal poverty guideline⁷ or if their assets⁸ exceed Legal Aid guidelines, he/she is considered to be over income or to have excess assets and not qualify for free Legal Aid services.
 - Third, applicants are screened for their citizenship. Legal Aid can only provide services to citizens of the United States or legal resident aliens. If an applicant does not fall into either of these categories, they are disqualified from services.
 - Fourth, the applicant is screened by the type of legal issue. For example, if an applicant indicates the applicant is calling for a criminal or personal injury, they are informed that Legal Aid is not able to assist with criminal matters or personal injury. Other examples include an applicant calling about a legal issue in another state, or calling for another party which would prelude the intake advocate from rendering services.

In any of the above scenarios, if an applicant is not qualified for services, the intake worker attempts to find an appropriate referral for an organization or agency that can help the applicant further.

⁶ On Molokai and Lanai, Legal Aid offices continue to operate their own intake process. Applicants there apply for services directly at their local offices. This intake process differs from other islands because of cultural issues, the relatively small populations and the close association between the island population and our office staff.

⁷ For example, in 2010 monthly income must be under \$1,745 for a household of two, \$2,641 for a household of four, and \$3,537 for a household of six. Because of the economic downturn, income eligibility remained the same as in 2009.

⁸ Assets must be under \$8,000 for an individual with an additional \$3,000 added for each household member. Subject to some exclusions, for example one car and a home used as a primary residence are not counted as assets.

- **Referrals** are frequently made to applicants in order to assist them receive the necessary services from the most appropriate agency. In FY10, almost 1,700 referrals to other agencies were made. Common referrals include partner agencies on the hotline:
 - Domestic Violence Action Center
 - Volunteer Legal Services Hawai'i
 - UH Elder Law Project
 - Hawaii Disability Rights Center
 - Native Hawaiian Legal Corporation
 - Judiciary Ho'okele Project
 - Lawyers Referral Service

Applicants who receive services from Legal Aid may also be given referrals to other agencies if such additional assistance would benefit the applicants in seeking a solution to their legal or other problems.

- **Intake, Legal Assessment, and Legal Advice.** After screening an applicant for eligibility, the client and advocate discuss the legal issue in question (case assessment). The advocate uses questionnaires designed by Legal Aid staff in order to issue-spot about an applicant's legal issue and provides information about the options available to the applicant and the ramifications of choosing each option (legal advice).⁹ After appropriate legal advice is given, the intake advocate follows up by mailing legal brochures to the client. These brochures are selected based on the nature of the client's legal issue, and serve to reiterate the advice provided by the intake advocate. Over 150 legal brochures created by Legal Aid staff are available for distribution to clients. Last year, approximately 10,000 brochures were distributed to over 9,400 applicants. All information generated during this intake is documented in a computer "docket."
- **Limited Action** is extended to those clients who need some extra assistance in solving their legal problems. These services include, assisting in the preparation of documents and court forms, making telephone calls or writing letters on behalf of a client or conducting self-help clinics that teach clients how to file their own legal papers. Each Legal Aid office offers these brief services; in addition, the Center for Equal Justice (in Honolulu and Kauai) and the recently expanded Court Assistance Project at the Family Court of the First Circuit provide additional assistance to clients.
- **Extended Legal Representation.** Not everyone can be his or her own advocate. In these situations, Legal Aid provides one-on-one assistance for those low-income families and individuals who are unable to help themselves. Legal Aid targeted disadvantaged families and individuals, victims of domestic abuse, public housing tenants facing eviction, slumlord practices, welfare families, disabled individuals, families without

⁹ Over 61 sections on various legal issues are available to intake advocates along with checklists and a resource binder with referral information.

health care, and those subject to fraud and harassment. Legal Aid provides direct representation in family, consumer, housing, health, and income maintenance issues.

- **Outreach** efforts include a variety of activities. Each year, Legal Aid participates in over 200 outreach activities serving all the islands. Some examples include:
 - Community fairs
 - Outreach presentations
 - Trainings to Community
 - Brown Bags presentations held monthly at Legal Aid to which social service agencies are invited.
 - Semi-annual Public Benefits training, a 2-day overview of public benefits law, to which social service agencies are invited to attend.
 - Formalized information sharing through list serves

With the assistance of this grant, Legal Aid intends to provide critically-needed legal services to approximately 9,500 families and individuals and positively affect the lives of over 20,000 people. In FY10, we opened the following number of cases, listed by office and type of case and intend to serve this same population in FY12:

	Honolulu	Leeward	Windward	Kauai	Maui	Molokai	Lanai	Hilo	Kona	Total
Support for Families	1,823	144	171	248	403	80	4	256	129	3,258
Keeping Children Safe and Secure	276	7	6	12	42	31	0	17	50	441
Preserving the Home	922	57	41	51	71	6	0	34	28	1,210
Foreclosure Prevention	517	0	0	0	4	0	0	1	0	522
Maintaining Economic Security	1,347	192	193	118	109	42	2	322	131	2,456
Protecting Consumers	429	2	6	17	40	11	2	26	10	543
Promoting Safety, Stability and Health	247	15	16	31	203	132	8	132	42	826
Services to Culturally and Linguistically Isolated Populations	225	0	0	0	2	0	0	0	0	227
Miscellaneous	32	0	0	3	1	5	0	5	1	47
Total	5,818	417	433	480	875	307	16	793	391	9,530

2. **Timeline.**

Services shall be provided during the next fiscal year from July 1, 2010 to June 30, 2011.

3. **Quality Assurance and Evaluation**

Legal Aid is dedicated to providing high quality legal services. Its manuals and policies set forth the protocols for providing excellent service and evaluation procedures to assure that Legal Aid's high standards are met and problems are addressed and resolved as they arise. These documents present protocols and standards in compliance with all federal, state, and county requirements. They are:

- **The Legal Aid Case Management Manual.** Revised in December 2007 and most recently amended in December 2010, to ensure the most up-to-date compliance, this manual establishes the protocols for intake; case acceptance and handling protocols; closing cases; appeals; and timekeeping and reporting. This manual also presents established evaluation procedures that include:
 - Case review with the attorney's manager before a case is accepted,
 - Monthly reviews of open cases between the manager and attorney,
 - Periodic review of open cases at each office location by Legal Aid attorneys from outside that location,
 - Comprehensive annual reviews of each staff person's performance culminating in a dialog of the staff person's strengths and weaknesses and a written evaluation report,
 - Clear protocols on intake, case assessment, file maintenance, etc.
- **Client Grievance Process.** This procedure identifies how a client can have any grievance addressed regarding services by Legal Aid. The policy provides for the progressive review of any client grievance by the managing attorney of the office where the action took place, the executive director, and the Client Grievance Committee of the Board, if required, to resolve the grievance.
- **Employee Handbook** presents Legal Aid's expectations of its staff including all responsibilities to maintain continued employment and staff benefits and policies related to Legal Aid employment. This document also includes the procedure to be followed should an employee be disciplined. This was revised in May 2010.
- **The Legal Aid Accounting Manual** documents the established procedures for handling Legal Aid's finances in a prudent and fiscally sound matter that meets general accounting guidelines. This was revised in November 2010.

Copies of the above referenced manuals and polices are available for review upon request.

Evaluation. In addition to these manuals and protocols, Legal Aid has incorporated client feedback and evaluation of services into its structure and operations:

- Client representatives compose 1/3 of Legal Aid's Board of Directors. These grassroots directors are appointed by individual social service agencies, from across the state, which provide services to the low income community.
- The Board has a standing Client Grievance Committee that addresses client complaints.
- A sample of clients is surveyed each quarter seeking information about their experience with Legal Aid and suggestions for how Legal Aid may improve. On average, 80% or more of the clients surveyed consistently rate Legal Aid service as "good or excellent."
- The full board receives these quarterly client evaluations, discusses how Legal Aid can improve, adopts and monitors agreed upon course of action.
- The Legal Aid Board periodically conducts a complete periodic evaluation of the executive director and program performance. To complete its most recent comprehensive evaluation, the Committee aggressively sought feedback from many funders, staff, current and former directors, partner agencies, judges, and bar leaders.
- An annual financial audit by the accounting firm Choo, Osada & Lee, CPAs, Inc. that evaluates all financial aspects of Legal Aid operations. Legal Aid addresses any comments or observations raised by the audit as soon as it is completed. The full Legal Aid Board as well as its standing Audit and Finance Committee review this audit.
- Periodically, staff and managers are evaluated for their effectiveness, efficiency, case handling and overall job performance.
- Extensive monitoring by all primary funders including LSC, HUD, and IRS keeps Legal Aid programs in line with funder guidelines.

4. Measures of Effectiveness to be Reported to the State Agency Through Which Funds Are Appropriated

Legal Aid will report the number of cases opened and number of cases closed during FY12. Demographics for clients will also be reported. In addition, we will report the outcome of each case, utilizing closing case codes that we use for other funders, including the federal government.

It is the intention that services provided with the support of this grant will close over 9,500 cases in the following areas aimed to:

- Support for families (3,200 cases)
- Keep children safe and secure (400 cases)

- Preserve the home (non-foreclosure) (1,200 cases)
- Prevent foreclosure (500 cases)
- Maintain economic stability (2,500 cases)
- Protect consumers (not home related) (550 cases)
- Promote safety, stability and health (800 cases)
- Assist culturally and linguistically isolated populations (250 cases)
- Miscellaneous (100 cases)

III. FINANCIAL

Legal Aid is seeking \$800,000 from the legislature to support general civil legal services. General civil legal services funding has been provided by the state for over thirty years and is a critical need to ensure justice in our community. Legal Aid's funding will support not only the infrastructure of the organization, but will ensure that Legal Aid can continue its services on every island in the state.

1. Budget Forms

The budget detailing the cost of the request is attached as Attachment "A."

2. Quarterly Funding Requests

The anticipated quarter funding requirements are as follows:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$200,000	\$200,000	\$200,000	\$200,000	\$800,000

3. Funding Sought for Fiscal Year 2011-2012

Legal Aid receives funding from a variety of sources, including federal, state, county, foundations and through private fundraising. Various agencies and organizations specifically contract with Legal Aid to provide a particular type of legal service (social security advocacy, representation of families with children, mortgage foreclosure counseling, assisting the homeless population, etc.). Because of these limitations not all critical legal needs can be met without general funds provided under this grant and many of the grants listed below cannot be received without state funding for leverage.

Legal Aid has received funding notification for FY12 from the following sources:

Source	Amount	Period During FY12
Legal Services Corporation – General	\$743,054	07/11 – 12/11
Legal Services Corporation – Native American	\$122,393	07/11 – 12/11
Corporation for National and Community Service	\$ 70,846	07/11 – 09/11
Department of Housing and Urban Development – Continuum of Care	\$ 64,669	07/11 – 06/12

Department of Housing and Urban Development – Fair Housing Enforcement	\$183,333	07/11 – 02/12
Aloha United Way (Legal Intervention for Financial Stability & Independence)	\$ 23,452	07/11 – 12/11
Aloha United Way (Emergency & Crisis Services)	\$ 8,914	07/11 –12/11
Aloha United Way Homeless Impact Project	\$ 31,910	07/11 – 12/11
Maui Dept. of Housing & Human Concerns	\$ 80,000	07/11 – 06/12
DHS (Social Security Advocacy)	Fee for Service	07/11 – 2/12
Hawaii Justice Foundation IOLTA	\$ 39,500	07/11 – 12/11
City and County of Honolulu CDGB-R	\$ 47,044	07/11 – 12/11
Kauai, Maui, Big Island HPRP (Stimulus)	\$ 40,932	07/11 – 06/12
City and County of Honolulu HPRP (Stimulus)	\$ 27,000	07/11 – 09/11
Internal Revenue Service – Low Income Tax Payer Clinic	Amount TBD	1/11 – 12/11
FY10 Congressional Selected Awards	\$100,000	07/11 – 06/12
US Dept of Justice Office on Violence Against Women	\$244,000	07/11 – 06/12

Legal Aid will also be seeking funding from the following sources for FY12

Source	Amount	Period During FY12
Office of Community Services – Children’s Advocacy	\$ 282,000	07/11 – 06/12
NeighborWorks Foreclosure Mitigation Counseling	\$65,300	07/11 – 06/12
Kauai United Way Allocation	\$ Amount TBD	07/11 – 06/12
Big Island United Way Allocation	\$ Amount TBD	07/11 – 06/12
Hawaii Justice Foundation/Judiciary (IOLTA)	\$ 50,000	01/12 – 06/12
Hawaii Justice Foundation (ILAF)	\$170,000	07/11 – 06/12
Judiciary (Maui Special Counsel)	\$ 3,500	07/11 – 06/12
DHS (Domestic Violence TANF/TAONF)	\$110,000	07/11 – 06/12
Hawaii County office on Aging (Hilo Title III)	\$ 75,000	07/11 – 06/12
Maui County Title III	\$ 57,200	07/11 – 06/12
Judiciary (Maui GAL)	Fee for Service	07/11 – 06/12
Judiciary (Hilo GAL)	Fee for Service	07/11 – 06/12
Judiciary (Oahu GAL)	\$410,700	07/11 – 06/12
Kauai CDBG	\$ 48,000	10/11 – 06/12
DHS (Social Security Advocacy)	Fee for Service	02/12 – 06/12
DHS (Foster Kids SSI)	Fee for Service	07/11 – 06/12
Legal Services Corporation – General	\$743,054	01/12 – 06/12
Legal Services Corporation – Native American	\$122,393	01/12 – 06/12
Corporation for National and Community Service	\$159,420	10/11 – 06/12
Donations	\$250,000	07/11 – 06/12

IV. EXPERIENCE AND CAPABILITY

A. Necessary Skills and Experience

The Skill, Ability and Knowledge. Since its founding in 1950, the Legal Aid Society of Hawai'i has utilized its skill, ability and knowledge to bring high quality legal services to people

throughout the state. A community-based, non profit law firm, Legal Aid is known for its advocacy skills and its ability to empower low-income and disadvantaged people.

With eleven offices statewide, it is nationally recognized as an innovative, high quality legal services provider. Legal Aid brings its services to the aid of thousands of Hawai'i residents using its extensive network of partnerships, its dedicated staff, and the technology of listserves, and web pages to assist Hawaii's low income community with their critical legal needs. In addition, Legal Aid's statewide toll-free hotline makes its experience and assistance just a phone call away for residents in need of its services. The hotline allows callers to contact an attorney or paralegal by phone and obtain immediate legal advice.

Legal Aid continues to be guided by its original mission—to provide access to justice for all low-income citizens of Hawai'i. Annually, Legal Aid receives over 20,000 requests for services. Legal Aid provides legal advice and counsel, brief services, and full representation in approximately 9,500 cases, impacting over 20,000 adults, children and seniors in critical civil legal matters. Legal Aid is the only provider in the state with able to handle this significant volume of requests.

Legal Aid is able to provide quality legal services statewide, in an efficient and effective manner, for Hawaii's low-income individuals and families. Here are some examples of our special ability to deliver quality legal services:

- For over thirty years, Legal Aid was been the sole and continuing recipient of state funding to provide general civil legal services to Hawaii's low-income community. In 2010, it added immigration legal services as a result of its consolidation with the Hawaii Immigrant Justice Center.
- Legal Aid is the only legal services provider with a continuous presence on all six major islands through its ten offices statewide. These offices have been serving Hawaii's people from many of the same locations for over twenty-five years. As a result:
 - Most of our staff comes from and all live in the community that they serve. This community presence lends credibility and builds trust, making residents in need more receptive to using their local Legal Aid services.
 - Legal Aid's extensive network of partnerships with other agencies in local communities make it especially adept at handling the mix of legal and social issues that a client may face – e.g., a person on welfare may be dealing with divorce, child care, job preparation, and health issues or any other number of challenges at the same time.
- Legal Aid's staff is the most knowledgeable and experienced in addressing the broad range of civil law challenges that affect low-income residents including housing, public assistance, health, consumer transactions, taxes, family matters, immigration, and other civil matters.

- In the last decade, Legal Aid has been monitored and audited extensively by the State's Office of Community Services, the federal Housing and Urban Development department (HUD), the federal Internal Revenue Service (IRS), and the federal Legal Services Corporation (LSC) and has always met and often exceeded the standards set for its operation by these agencies and organizations.
- Through our advanced use of technology, our substantive law experts in each substantive area are available statewide, no matter where a client lives.
- In quarterly client satisfaction surveys, between 80% and 90% of clients consistently rate Legal Aid service as "good or excellent."

Verifiable Experience with Providing Advocacy Services. Legal Aid's long history, statewide presence, and reputation make it among the most well known organizations working toward achieving justice in Hawai'i. It was a key member of the Access to Justice Hui which resulted in the creation of the Access to Justice Commission aimed at improving Access to Justice in Hawai'i. A survey of O'ahu community leaders and statewide residents in August 2002 for the Hawai'i Justice Foundation noted, "Few organizations are known as addressing issues of justice. The only ones mentioned often were Office of Hawaiian Affairs (OHA), Institute for Human Services (IHS), and the Legal Aid Society."¹⁰

The services provided by Legal Aid are best measured in the words of Legal Aid's clients that in the last several months:

- Thank you very much for all your help. You always be in my prayers.
- Great Staff, wonderful attitudes, thanks to Hilo LASH branch and their staff.
- Thanks to Legal Aid Society. Your Staff are very cordial. They listen to our problem with sincerity. Hoping that your office will remain forever for the sake of the unfortunate. Mahalo.
- Very courteous and papers were already done and waiting for me to pick up. That's what you call fast service.
- I am legally blind. I was given the best care and feel so grateful for the Aloha and excellent service. Mahalo nui loa.
- Dear Connie---Thank you (soooo very much) for helping me. Aloha and mahalo for your kokua. I will always remember you and ask for you if I will need help in the future.
- Glenn was awesome. He helped me win my case and was very easy to talk to and he was patient to explain details. Thank you.
- Professional and with respect. Aloha e kahu e kai.
- Thanks for all your help. Gayle was very the best.
- Yukari is awesome with aloha. Thank you so much for helping me to settle my legal issue.

¹⁰ Ward Research, "Issues of Justice in Hawai'i", Research among O'ahu Community Leaders and Statewide Residents, prepared for the Hawai'i Justice Foundation, August 2002.

- We Clients are fortunate to have a warm, understanding and helpful representative from Legal Aid (Maui). I have an excellent agent.
- Legal Aid in the community is a big asset. Mahalo!
- Molokai Staff are very friendly and helpful.
- Kauai staff is all good. Donna Chu was great! I believe with more funding, they could do a whole lot more that is needed here.

Furthermore, Legal Aid has a history of success with the programs it delivers and seeks to provide the best representation to all those who apply and qualify for services. Its reputation for delivering high quality services and achieving measurable outcomes in our partnerships is well documented through its on-going receipt of over 35 grants from various federal, state, county and private sources on an annual basis. Attachment "B" contains a list of projects or contracts for the most recent three years that are pertinent to the proposed services.

B. Facilities

Legal Aid maintains a total of eleven branch offices, located in Honolulu,¹¹ Wai'anae, Kaneohe, Hilo, Kona, Kaunakakai, Lana'i City, Lihue, and Wailuku. Experienced attorneys and paralegals staff each branch. Given the natural isolation barriers presented by an island community, maintaining offices on all islands is the only effective way of responding comprehensively to client needs. Legal Aid has developed a three-pronged approach to reducing barriers to the greatest extent possible and to provide all clients with the opportunity to explore legal remedies to their problems and select the appropriate set of options to resolve those problems.

- All clients are given the opportunity of accessing counsel/advice services and some brief services through our statewide, toll-free telephone hotline system. The hotline uses trained, experienced and closely supervised staff. Clients requiring translation are providing with linguistic capabilities as well as the services of the bilingual access telephone line.
- Legal Aid offers, as a second means of initial assistance, a face-to-face interview and counseling session with staff at each local branch office. Most clients on Moloka'i and Lana'i prefer this method while clients on other islands generally prefer using the hotline in their initial inquiries.
- Finally, Legal Aid staff throughout the state "circuit ride" on a periodic basis to smaller population centers or to assist targeted members of the client community, such as the homeless, seniors, migrants, and victims of domestic violence.

All of our offices are either ADA compliant or provide reasonable accommodations in order to ensure services for those with disabilities.

¹¹ Legal Aid has three offices in Honolulu, however only two of these offices, the main branch at 924 Bethel Street and HIJC at Legal Aid are used for client meetings. The third office houses the social security advocacy project and staff meet with clients at the 924 Bethel Street office.

In FY12, Legal Aid intends to re-allocate resources and open an office in Central Oahu to serve those in Waipahu, Wahiawa, Mililani, Ewa Beach, and Kapolei more readily. The satellite office currently utilized for the social security advocacy project will be closed and services will be merged into the 924 Bethel Street office.

Legal Aid's eleven (11) offices also have access to an electronic legal library through Lexis-Nexis and a computer system, which is integrated statewide.

V. PERSONNEL: PROJECT ORGANIZATION AND STAFFING

A. Proposed Staffing, Staff Qualifications, Supervision and Training

Proposed Staffing and Proposed Service Capacity. This grant will allow Legal Aid to continue to bring its broad range of civil legal services to the people of Hawai'i on every major island in the state. In FY10, Legal Aid's attorneys and paralegals closed over 9,500 cases and served over 20,000 children, adults and seniors.

The state funding provided under this grant in aid will ensure the following staffing and services:

Office	Attys	Paras	Admin	Clerical	Total	Pop. Below 125% of Federal Poverty Guidelines	Cases Closed in FY10	Cases Opened in FY10
Honolulu	17	14.5	11	5.5	57	56,323	5818	5890
Leeward	2	2	0	0	4	13,327	417	376
Windward	2	2	0	0	4	12,293	433	391
Central	4	4	0	0	8	29,281	N/A	N/A
Kauai	2	1.5	0	0	4.5	8,334	480	515
Molokai	0	2	0	0	2	2,116	307	318
Lanai	0	0.5	0	0	0.5	414	16	20
Maui	4	3	0	1	8	15,351	875	883
Kona	2.5	2	0	0	4.5	7,593	391	355
Hilo	3	4	0	0	7	21,687	793	705
Total	37.5	36.5	11	6.5	91.5	166,111	9530	9453

Staff Qualifications and Experience. Legal Aid has an experienced and dedicated staff that is committed to serving the legal needs of Hawaii's disadvantaged:

- Legal Aid's staff is knowledgeable and experienced in addressing each and every area of civil law challenges that affect low-income residents, including housing, public assistance, health, consumer transactions, taxes, family matters, immigration, and other civil matters. This experience and knowledge comes from:
 - Sixty years of institutional experience including over thirty years of continuous financial support from the State of Hawai'i to provide legal services for Hawaii's low-income residents

- With eleven offices statewide, Legal Aid staff generally comes from and live in the communities that they serve. This community presence lends credibility and builds trust making residents in need more receptive to using their local Legal Aid services. It also makes our staff more attune to the unique needs of the area that they serve.

Job descriptions of proposed administrative and program staff, including minimum qualifications necessary for the positions, can be found in Attachment "C". Please note that the qualifications and minimum requirements noted in these job descriptions ensure that Legal Aid staff members are dedicated advocates, who are highly self-motivated and talented, with appropriate legal and paralegal training to meet the needs of low-income families and individuals in a timely and cost-effective manner.

Supervision and Training. Legal Aid has established a clear line of supervision throughout the program to ensure high quality of client services. The Executive Director directly supervises all managers of the local offices and, along with the program's Deputy Director, all special projects. The Managing Attorneys of each office are responsible for all supervision, case management, community outreach, and compliance with all contract requirements at their office locations. As required by the Hawai'i Rules of Professional Conduct, all paralegals are closely supervised by Legal Aid attorneys. The ratio of attorneys to paralegals throughout Legal Aid averages about one lawyer for each paralegal.

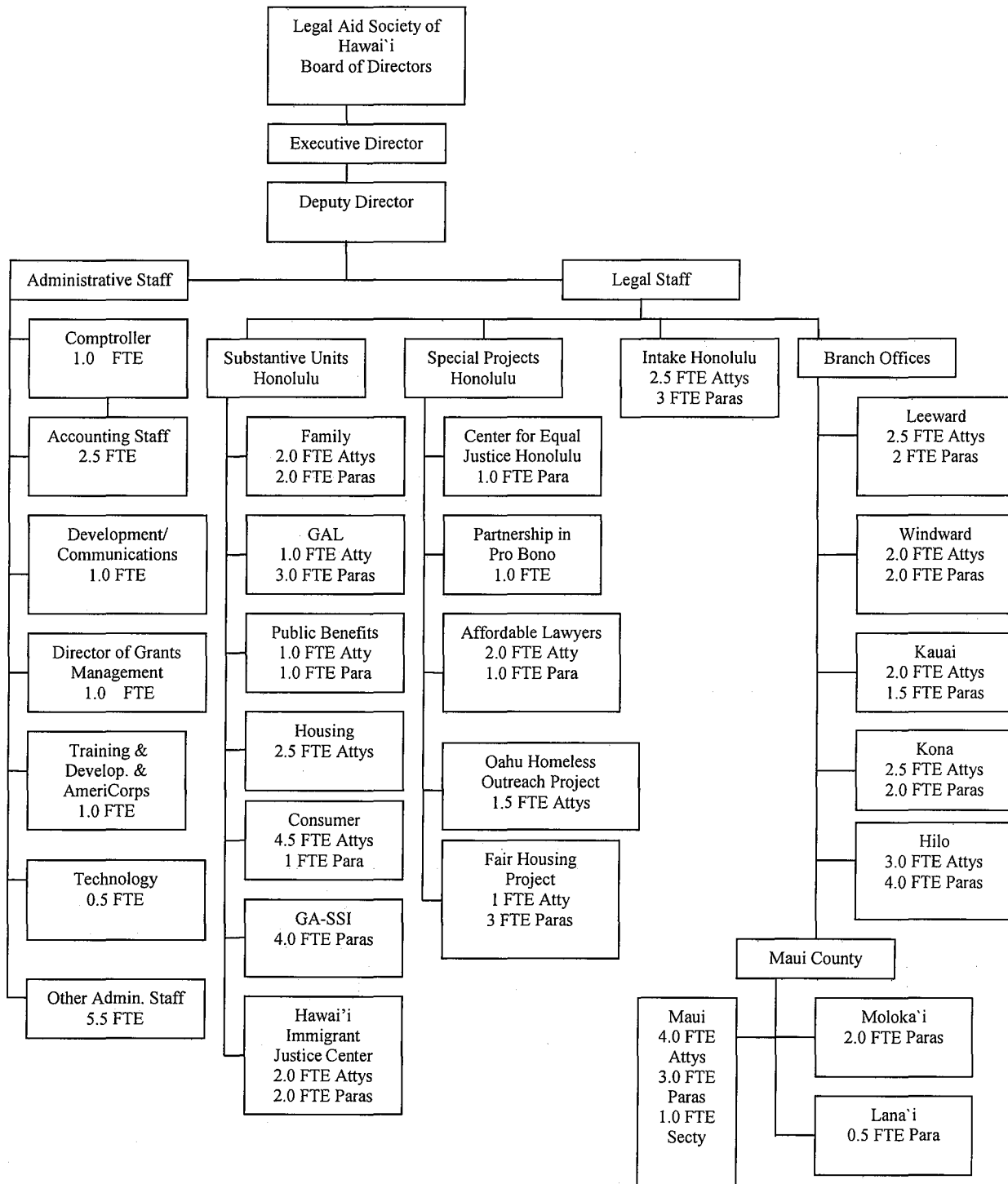
Legal Aid has an internal system of training staff on issues for which they must provide assistance. This system is a combination of internal training and retreats, external training opportunities within the State, participation in selected mainland events, and mentors:

- All advocates go through a comprehensive orientation process within the first week of employment. This orientation process includes a day-long orientation session in the Honolulu office as well as substantive law lectures and intake observation. Lectures are supplemented with extensive materials and address every area of poverty law.
- All new staff members are also provided with a supervising attorney to provide initial guidance on program etiquettes, policies and internal program back-up capabilities.
- On an annual basis, Legal Aid provides in-house training on all substantive priority areas including family law, consumer issues, administrative benefits, and housing. In addition, each year at least one additional significant event is presented in-house on an important substantive law topic.
- Legal Aid takes advantage of local training events by sending individual staff members to attend as appropriate. These include legal seminars offered by the Bar Association, the courts, private training providers, and others.
- Legal Aid uses national opportunities to train staff. Each year, an average of 12 to 14 individuals is sent to national training and conferences. Legal Aid also brings national

leaders to train staff on a variety of issues. In January 2009, Suzanne Harris, an experienced social security attorney, provided training to staff at Legal Aid's annual Public Benefits Overview Training and subsequent in-house staff training. In 2007, Maria Foscarinis, the Executive Director of the National Law Center on Homelessness & Poverty and a major architect of the McKinney-Vento Act, the first—and remains the only – comprehensive federal legislative response to homelessness, helped train the staff on homeless legal issues. Finally, each year staff attends external local training and almost all Legal Aid staff attends internal training and conferences such as public benefits training, internal task force training, management training, etc.

- Monthly “brown bag” workshops are offered in the Honolulu Office to keep staff from Legal Aid and partner social service agencies abreast of developing legal issues. Each month, 15 to 30 staff participates in these training events. These training workshops are available throughout the state using Legal Aid's videoconferencing capabilities.
- On a regular basis, Legal Aid holds a statewide staff training to bring the staff together in one place and to provide opportunities for training and networking. In 2010, training tracks included: litigation, substantive law, and client services. Volunteer attorney trainers from around the community assist with this annual training.
- Monthly case reviews are on going learning opportunities for Legal Aid staff. The periodic review of each offices open cases also gives staff an opportunity to learn from peers in other offices.
- In addition to training related directly to service delivery, Legal Aid offers its staff safety training to enhance their personal health and on-the-job safety.

B. Organizational Chart (Present)



VI. OTHER

A. Litigation

There is no pending litigation against Legal Aid.

B. Licensure or Accreditation

Any attorneys providing services under this contract shall be licensed to practice law in the State of Hawaii. Specific licensure or accreditation for the agency is not required to provide services.

**DECLARATION STATEMENT
APPLICANTS FOR GRANTS AND SUBSIDIES
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawai'i Revised Statutes:

- (1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
- (2) Comply with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Legal Aid Society of Hawaii

(Typed Name of Individual or Organization)



(Signature)

1-26-11

(Date)

M. Nalani Fujimori Kaina

(Typed Name)

Executive Director

(Title)

ATTACHMENT
“A”

BUDGET REQUEST BY SOURCE OF FUNDS
(Period: July 1, 2011 to June 30, 2012)

App LEGAL AID SOCIETY OF HAWAII

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	553,675			
2. Payroll Taxes & Assessments	143,955			
3. Fringe Benefits				
TOTAL PERSONNEL COST	697,630			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	20,000			
3. Lease/Rental of Equipment	15,000			
4. Lease/Rental of Space	24,000			
5. Staff Training	12,000			
6. Supplies	12,000			
7. Telecommunication	16,000			
8. Utilities				
9. Dues & Subscriptions	3,370			
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	102,370			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	800,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	800,000	WAYNE KEAWE	808-527-8060	
(b)		Name (Please type or print)	Phone	
(c)			01/24/2011	
(d)		Signature of Authorized Official	Date	
TOTAL BUDGET	800,000	Name and Title (Please type or print)		

Applicant: LEGAL AID SOCIETY OF HAWAII

BUDGET JUSTIFICATION
PERSONNEL - SALARIES AND WAGES
 Period: July 1, 2011 to June 30, 2012

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
1 EXECUTIVE DIRECTOR	1	\$95,000.00	25.00%	\$ 23,750.00
2 DEPUTY DIRECTOR	1	\$82,500.00	25.00%	\$ 20,625.00
3 COMPTROLLER	1	\$71,000.00	10.00%	\$ 7,100.00
4 BOOKKEEPER	1	\$49,600.00	40.00%	\$ 19,840.00
5 ADMIN. AID	1	\$51,000.00	30.00%	\$ 15,300.00
6 AMERICORPS	16	\$288,000.00	50.00%	\$ 144,000.00
7 ATTORNEYS (ALL OFFICES)	6	\$312,000.00	15.00%	\$ 46,800.00
8 PARALEGALS (ALL OFFICES)	8	\$238,000.00	25.00%	\$ 59,500.00
9 SECRETARY (ALL OFFICES)	2	\$54,400.00	40.00%	\$ 21,760.00
10 CLERKS	2	\$78,000.00	30.00%	\$ 23,400.00
11 INTAKE STAFF	10	\$100,000.00	40.00%	\$ 40,000.00
12 CENTRAL ATTORNEYS (NEW OFFICE)	2	\$50,000.00	40.00%	\$ 20,000.00
13 CENTRAL PARALEGALS (NEW OFFICE)	1	\$28,000.00	40.00%	\$ 11,200.00
14 HIJC STAFF	4	\$190,000.00	20.00%	\$ 38,000.00
15 LEEWARD ATTORNEY	1	\$50,000.00	40.00%	\$ 20,000.00
16 HILO ATTORNEY	1	\$50,000.00	40.00%	\$ 20,000.00
17 KONA PARALEGALS	1	\$28,000.00	40.00%	\$ 11,200.00
18 MAUI PARALEGALS	1	\$28,000.00	40.00%	\$ 11,200.00
TOTAL:				553,675.00

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: LEGAL AID SOCIETY OF HAWAII

Period: July 1, 2011 to June 30, 2012

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

**BUDGET JUSTIFICATION
CAPITAL PROJECT DETAILS**

Applicant: LEGAL AID SOCIETY OF HAWAII

Period: July 1, 2011 to June 30, 2012

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2009-2010	FY: 2010-2011	FY:2011-2012	FY:2011-2012	FY:2012-2013	FY:2013-2014
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

ATTACHMENT
“B”

Legal Aid Society of Hawaii
List of Contracts and Contacts

Grant Title	Sub-Grant Title	Administering Agency	Period	Amount (FY 2010)	Contact	Telephone	E-Mail
Statewide							
Americorps, Project Lailima		Research Corporation at UH	10/01/2009 - 9/30/2011	\$283,408.00	Gerry Yahata	808-956-7071	gyahata@hawaii.edu
Community Stablization Initiative - HCF		Hawaii Community Foundation	1/1/2010 - 12/31/2010	\$125,000.00	Kilikina Mahi	808-566-5528	kmahi@hcf-hawaii.org
DHS - DV Grant	Domestic Violence Legal Services for TANF Recipients	DHS-BESSD	7/1/2010 - 6/30/2011	\$110,000.00	U'ilani Hayes	808-586-7088	GHayes@dhs.hawaii.gov
DHS - GA-SSI	Social Security Advocacy Project Services	Department of Human Services	2/14/2010 - 2/28/2012	\$1,500,000.00	Sandy Morishige	808-586-5729	smorishige@dhs.hawaii.gov
DHS - Kids SSI		Department of Human Services	6/30/2010 - 6/30/2011	Fee for Service	Rex Shilo	808-586-5733	RShilo@dhs.hawaii.gov
Grants In Aid/Rainy Day		Judiciary	7/1/2010 - 6/30/2011	\$720,000.00	Karen Takahashi	808-539-4896	Karen.T.Takahashi@courts.state.hi.us
Hawaii Women's Legal Foundation		HWLF	8/6/2009	\$1,000.00	Zale Okazaki	808-537-6119 x215	zale.okazaki@hawadvocate.com
Hawaii Women's Legal Foundation - Korean Services		Hawaii Women's Legal Foundation	12/8/2010	\$1,000.00	Zale Okazaki	808-537-6119 x215	zale.okazaki@hawadvocate.com
Home Preservation II		Community Development Block Grant	01/01/11-12/31/11	\$94,088.00	Charles McClure and Mike Shiroma	808-768-7751	mshiroma1@honolulu.gov , cmclure@honolulu.gov
Homeless Prevention and Rapid Re-Housing - (NI)	Homeless Prevention and Rapid Re-Housing	Hawaii Public Housing Authority	9/25/2009 - 7/30/2012	\$112,800.00	Sandi Miyoshi	808-586-7072	smiyoshi@dhs.hawaii.gov
HUD - Fair Housing Enforcement Program	Fair Housing Enforcement Program	Department of Housing and Urban Development	2/1/2009 - 1/31/2012	\$275,000.00	Jelani Madaraka	808-521-8082 x269	jelani.m.madaraka@hud.gov

Legal Aid Society of Hawaii
List of Contracts and Contacts

Grant Title	Sub-Grant Title	Administering Agency	Period	Amount (FY 2010)	Contact	Telephone	E-Mail
HUD - Homeless Assistance Program	Continuum of Care	Department of Housing and Urban Development	6/2010 - 7/2011	\$64,669.00	Rebecca Borja	808-522-8180 x265	Rebecca.C.Borja@hud.gov
HUD - Housing Counseling		Department of Housing and Urban Development	1/31/2010 - 12/31/2010	\$37,480.00	Rhonda Rivera	714-796-1200 x3210	Rhonda.J.Rivera@hud.gov
Human Rights Alliance Initiative		Department of Justice	10/01/2010 - 09/30/2012	\$200,000.00	Dean Iwasaki	202-514-5278	Dean.Iwasaki@usdoj.gov
ILAF	ILAF	Hawaii Justice Foundation	2010	\$300,000.00	Bob LeClair	808-537-3886	hjff@hawaii.rr.com
IOLTA	IOLTA	Hawaii Justice Foundation	07/01/2010 - 06/30/2011	\$35,000.00	Bob LeClair	808-537-3886	hjff@hawaii.rr.com
Legal Assistance to Victims	Legal Assistance to Victims	Department of Justice	10/01/2010 - 9/30/2012	\$488,000.00	Neelam Patel	202.353.4338	Neelam.J.Patel@usdoj.gov
Legal Services - HI-1	HI-1	Legal Services Corporation	1/1/2011 - 12/31/2011	\$1,486,107.00	John Meyer	202-295-1505	meyerj@lsc.gov
Legal Services - NH-1	Native Hawaiian	Legal Services Corporation	1/1/2011 - 12/31/2011	\$244,785.00	John Meyer	202-295-1505	meyerj@lsc.gov
Loan Scam Alert Campaign		Hawaii HomeOwnership Center	10/21/2010	\$13,500.00	Reina Miyamoto	808-523-9500	reina@hihomeownership.org
Low-Income Taxpayer Clinic	Low-Income Taxpayer Clinic	Internal Revenue Service	1/1/2010 - 12/31/2012	unknown currently	Jan Alexander	503-415-7025	Jan.Alexander@irs.gov
National Foreclosure Mitigation Counseling	National Foreclosure Mitigation Counseling Program	Hawaii Housing Finance & Development Corporation	6/30/2010 - 6/30/2012	\$13,860.00	Janice Takahashi	808-587-0639	Janice.N.Takahashi@hawaii.gov
OCS Child and Family	Legal Advocacy, Outreach, & Referral Services to Protect the Rights of Children &	Office of Community Services	7/1/2010 - 6/30/2011	\$282,000.00	Keith Yabusaki & Charen Ching	808-586-8975	Charen.L.Ching@hawaii.gov

Legal Aid Society of Hawaii
List of Contracts and Contacts

Grant Title	Sub-Grant Title	Administering Agency	Period	Amount (FY 2010)	Contact	Telephone	E-Mail
SOH - STOP VAWA	Victim Services for Adult Female Victims of Domestic Violence	Department of the Attorney General	05/01/2010 - 03/31/2011	\$155,867.00	Helena Manzano	808-586-1164	Helena.Y.Manzano@hawaii.gov
Teamsters Legal Services Project		Hawaii Teamsters & Allied Workers Local 996	ongoing	varies	Lisa Otsuka	808-672-2010	Lisa.Otsuka@brmsonline.com
Oahu							
AUW Donor Choice		Aloha United Way	2010	varies	Norm Baker	808-543-2202	norm@auw.org
AUW Homeless Impact		Aloha United Way	7/1/2010 - 12/1/2011	\$61,501.00	Norm Baker	808-543-2202	norm@auw.org
AUW Legal Intervention for Financial Stability and Independence		Aloha United Way	01/01/2010 - 12/31/2011	\$154,427.00	Norm Baker	808-543-2202	norm@auw.org
Catholic Charities (MOA)		Catholic Charities of Hawai'i	7/1/2010 - 7/1/2011	\$53,241.00	Rona Fukumoto	808-527-4704	rfukumoto@catholiccharitieshawaii.org
Community Development Building Grant (CDBG) (R)		CDBG-R	9/22/2009-12/22/2010	\$100,000.00	Charles McClure and Mike Shiroma	808-768-7751	mshiroma1@honolulu.gov ; cmclure@honolulu.gov
Homeless Prevention and Rapid Re-Housing	Homeless Prevention and Rapid Re-Housing	City & County of Honolulu	2009 - 2011	\$149,850.00	Gabe Naeole	808-768-3930	gnaeole@honolulu.gov
JUD - GAL	Guardian ad Litem/Legal Counsel Services		07/01/2010 - 06/30/2011	\$410,700.00	Sandra Kato	808-539-4429	Sandic.H.Kato@courts.state.hi.us
Kauai County							
Neighborhood Legal Clinic Project (NLCP) Kauai	CDBG	Community Development Building Grant	12/8/10-12/7/11	\$18,340.00	Kerri Villa	808-241-4435	kvilla@kauai.gov

Legal Aid Society of Hawaii
List of Contracts and Contacts

Grant Title	Sub-Grant Title	Administering Agency	Period	Amount (FY 2010)	Contact	Telephone	E-Mail
United Way, Kauai	Private	United Way	07/01/10 - 06/30/11	\$6,932.00	Carol Furtado	808-245-2043	info@kauaiunitedway.org
Maui County							
Contract Fee for Services	State	Family Court, Second Circuit	7/1/2010 - 6/30/2011	\$4,500.00	Kim Cuadro	808-244-2779	Kim.S.Cuadro@courts.state.hi.us
GAL and Legal Counsel Services, Maui	Guardian ad Litem/Legal Counsel Services		7/1/2010 - 6/30/2011	varies depending on services	Kim Cuadro	808-244-2779	Kim.S.Cuadro@courts.state.hi.us
Holistic Legal Services for Maui County's Most Vulnerable		Department of Housing and Human Concerns	7/2010 - 6/2012	\$160,000.00	Sue Fukushima	808-270-7178	sue.fukushima@co.maui.hi.us
Title III, Maui	Supportive Services for Older Adults	Department of Finance	7/1/2009 - 6/30/2011	\$57,200.00	Norma Circle	808-270-7774	norma.circle@co.maui.hi.us
Voices of Micronesia		Department of Finance	6/01/2010 - 10/30/2010	\$10,000.00	Kevin Block	808-270-7791	Kevin.Block@co.maui.hi.us
Hawaii County							
Domestic Violence Program	Private	Hawai'i Island United Way	07/01/2009 - 06/30/11	\$18,000.00	Darla DeVille	808-935-6393 x222	hiuwdarla@hawaiiantel.net
GAL and Legal Counsel Services, Big Island	Guardian ad Litem/Legal Counsel Services	Circuit Court of the Third Circuit	7/1/2010 - 6/30/2011	varies depending on services	Christine Kefford	808-961-7624	Christine.M.Kefford@courts.state.hi.us
Title III-E, Big Island	The Hawaii County Senior Citizen Program (SCP)	Hawaii County Office of Aging	7/01/2009 - 6/30/2011	\$72,315.00	Vicki Belluomini	808-961-8597	vicki.hcoa@hawaiiantel.net

ATTACHMENT
“C”

Job Title: Executive Director

Department: Administration
Reports to: Board of Directors

1. General Responsibilities

The Executive Director will act as the chief executive of the Corporation and will be appointed by and be accountable to the Board of Directors, Legal Aid Society of Hawaii. The Executive Director will be specifically responsible for ensuring the economical and effective delivery of legal services and the maintenance of the highest quality of services and professional standards.

2. Duties

- a. Supervision and direction of the day-to-day affairs of the Corporation.
- b. Hiring and firing of all staff attorneys and all personnel consistent with the personnel procedures to be established by the Board of Directors. Responsible for coordinating evaluation of all employees
- c. Responsibility for the efficient management of the local offices, divisions and other components of the Corporation. This responsibility includes, but is not limited to, coordination of staff work product, training, fundraising, technical assistance, fiscal management, including but not limited to the cash receipt log unless otherwise delegated, compliance with applicable regulations of funding sources, and expansion of services, program budget and resource allocations.
- d. Responsible for maintenance of data and issuance of authorizations to payroll to effect changes to payroll.
- e. Oversees management and accounting for fiscal matters including: approval of all purchases over \$100.00; bank statements, bank reconciliation and general journal entries. These duties may be delegated when in writing.
- f. Perform and coordinate Private Bar Attorney Involvement work and assignments as appropriate.

3. Qualifications

- a. Admitted to the practice of law before the court of any state for a period of five years.

Executive Director (cont'd.)

- b. Admitted to the practice of law in the State of Hawaii or willingness to take the next bar examination.
- c. At least two years of experience as a managing attorney or director of a legal services program or similar experience.

4. Salary

Commensurate with experience and approval of the Board of Directors

Job Title: Deputy Director

Department: Administration
Reports to: Executive Director

1. General Responsibilities

The Deputy Director will act as the delegate of the Chief Executive of the Corporation and will be appointed by and accountable to him/her. The Deputy Director will be specifically responsible for insuring the smooth delivery of quality services. The Deputy Director as the delegate of the Executive Director will be responsible for the overall litigation and management oversight of the Program.

2. Duties

Working in close coordination and under the supervision of with the Executive Director, the Deputy Director shall:

- a. Supervise the five substantive units of the Honolulu office including family, consumer, housing, administrative benefits and SSI.
- b. Assist in various aspects of fundraising including drafting proposals, developing supportive relationships, and reporting results.
- c. Supervise program projects as assigned.
- d. Assist in assuring the high quality of program legal work including training and supervision, performance reviews, issue spotting, facilitating systemic and complex advocacy, etc.
- e. Assist in the development and nurturing of strong and supportive external relationships between Legal Aid and other selected stakeholders and in interfacing with funding partners including but not limited to the state, the courts, LSC, HUD and AUW.
- f. Oversee all program activities in the absence of the Executive Director.
- g. Assist in management and/or supervision of staff as assigned.
- h. Take primary responsibility for implementing a program-wide effort to inform the public and stakeholders of the various activities of Legal Aid and their positive impact on Hawaii and the low-income community.

Deputy Director (cont'd)

- i. Take primary responsibility for developing and/or implementing a priority setting process and outcomes determination process for Legal Aid, and strategic planning.
- j. Represent the Executive Director and Legal Aid in local and national forums.
- k. Assist in maintaining compliance with various legal (ADA, LSC, IRS, etc.) and grant requirements of funding partners as assigned.
- l. Perform other duties as assigned by the Executive Director.

3. Qualifications

- a. Admitted to the practice of law in the State of Hawaii or the willingness to take the next bar examination.
- b. At least one year experience in any one of the specific detailed duties described above.

4. Relationship

Reports to the Executive Director.

5. Salary

Commensurate with experience and coordinated with the Board of Directors.

Job Title: Comptroller

Department: Finance
Reports to: Executive Director

1. General Responsibilities

Under the direction of the Director, the Comptroller is responsible for the fiscal and budgetary management of the program.

2. Duties

- a. Receives and opens mail for accounting department.
- b. Reviews cash disbursements input, codings and allocations into the computer; double checks all compilations; verifies receipt of purchases.
- c. Reconciles all checking accounts such as but not limited to:
 - i. General Fund
 - ii. Payroll Account
 - iii. Clients' Trust Accounts for all offices
 - iv. Litigation Accounts for all offices
 - v. Petty Cash Accounts for all offices
 - vi. Seniors Donation Account
- d. Reviews General Ledger input into computer on a monthly basis.
- e. Prepares annual budget for entire program and compares monthly actual expenditures to budgeted amount to avoid deficit spending.
- f. Prepares schedules and assists auditors for independent annual audit.
- g. Prepares monthly or quarterly reports as required.
- h. Prepares annual budget for various funding sources for funding:
 - i. State of Hawaii
 - ii. Legal Services Corporation
 - iii. Hawaii Island United Way, Aloha United Way, Kauai United Way
 - iv. Other sources

C. Comptroller (continued)

- i. Highlights cash-flow status to Executive Director.
- j. Prepares monthly invoices and billings to all parties indebted to the Corporation.
- k. Performs and coordinates Private Bar Attorney Involvement work and assignments as appropriate.
- l. Voluntarily accepts additional fiscal and management responsibilities as experience grows.
- m. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - i. Initiative, organization, cooperation, and creativity;
 - ii. Leadership and setting good examples for other staff to follow;
 - iii. Sensitivity to resource limitations.
- n. Performs all other duties as delegated.

3. Specifications

- a. Minimum qualification: accounting degree, CPA or MBA preferred, but not necessary.

4. Relationships

- a. Works closely with Executive Director.
- b. Maintains close working relationship with Accounting Department staff.

5. Salary

Salary is based upon experience.

Job Title: Bookkeeper

Department: Finance
Reports to: Comptroller

1. General Responsibilities

Under the supervision of the Comptroller, the Bookkeeper is responsible for assisting with the fiscal management of the Corporation.

2. Duties

- a. Prepares all general fund checks and maintains the receipts and disbursements journal for its account, including posting and summarizing.
- b. Prepares payroll and any payroll related functions, payroll taxes, personnel files, etc.
- c. Maintains individual vendor account records on all Corporation vendors and other service agencies and prepares statements and invoices for approval by Director or his/her designees
- d. Maintains all health insurance, dental pension and other fringe benefit records for individual employees.
- e. Performs any other duties as required by the program Comptroller.
- f. Prepares computer input for monthly general ledger and general journal entries for financial statement; codes expenditures to proper account, office, fund and function.
- g. Assists in audit preparation.
- h. Maintains travel log and arranges travel reservations for staff members as required.
- I. Performs and coordinates Private Bar Attorney Involvement work and assignments as appropriate.
- j. Voluntarily accepts additional responsibilities as experience grows.
- k. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - (1) Initiative, organization, cooperation, and creativity;

Bookkeeper (continued)

- (2) Leadership and the setting of good examples for other staff to follow;
- (3) Sensitivity to resource limitations.

3. Relationships

- a. The Bookkeeper maintains a close working relationship with the Comptroller.

4. Salary

Salary is based upon experience.

Job Title: Accounting Clerk

Department: Finance
Reports to: Comptroller

1. General Responsibilities

Under the supervision of the Comptroller, the Accounting Clerk is responsible for assisting with the fiscal and bookkeeping duties of the Corporation.

2. Duties

- a. Prepares all general fund checks and maintains the receipts and disbursements journal for this account.
- b. Assist the Bookkeeper in preparing payroll and any payroll related functions, payroll taxes, and maintaining personnel files, etc.
- c. Maintains and files individual vendor account records on all the Corporation vendors and other service agencies.
- d. Assist the Bookkeeper in maintaining and filing all fringe benefit records.
- e. Maintains vacation and sick leave accrual schedule for each individual employee.
- f. Assists in computer input for semi-monthly payroll and job costing entries.
- g. Assists in audit preparation.
- h. Maintains travel log, training and travel subsidiary ledgers for staff members as required.
- i. Perform and coordinate Private Bar Attorney Involvement work and assignments as appropriate.
- j. Performs any other duties as required by the program Comptroller.
- k. Voluntarily accepts additional responsibilities as experience grows.
- l. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - Initiative, organization, cooperation, and creativity;
 - Leadership and the setting of good examples for other staff to follow;
 - Sensitivity to resource limitations.

Accounting Clerk (cont'd)

3. Relationships

The Accounting Clerk maintains a close working relationship with the Comptroller and the Bookkeeper.

4. Salary

Salary is based upon experience and the Corporation's schedule.

Job Title: Office Manager

Department: Administration
Reports to: Executive Director

1. General Responsibilities

Generally coordinates the operations of the various offices, manages the purchase and inventory of all equipment and supplies, and oversees the duties and responsibilities of support personnel.

2. Duties

Honolulu Office

- a. Coordinates and contracts services for cleaning, vending machines, electrical and plumbing needs
- b. Provide oversight for the Clerical/General Office Clerks/Reception/Legal secretary staff
- c. Provide switchboard coverage (breaks, sick and vacation)
- d. Order office and lavatory supplies, keeping an appropriate stock of supplies for staff to utilize in their day-to-day tasks
- e. Create and assign Purchase Orders
- f. Check vendor invoices and statement to ensure accuracy
- g. Ensure outgoing daily mail is stamped and mailed
- h. Supervises training of all support staff
- i. Provide Notary Public Services
- j. Oversee storage needs

Statewide Duties

- k. Coordinates maintenance service, supplies, office equipment (other than computers), office furniture, facility maintenance and various other administrative matters
- l. Point of contact for any and all issues involving the phone system
- m. File and maintain Legal Aid lobbyist paperwork including organization applications and quarterly reports to the Hawaii State Ethics Commission
- n. Assist Director of Technology in maintaining daily data back-ups of the entire network system and storage of back-ups in a safety deposit box.
- o. Ensure new staff is provided with basic supplies, long-distance phone code, email service and an intake account as needed.
- p. Voluntarily accepts additional management responsibilities as experience grows.
- q. Demonstrates attitudes and behavior which benefit the Corporation, such as:

Office Manager (cont'd.)

- Initiative, organization, cooperation, and creativity;
- Leadership and setting good examples for other staff to follow;
- Sensitivity to resource limitations.

r. Performs other duties as delegated.

3. Specifications

Experience in purchasing or other equivalent office management experience.

4. Relationships

Maintains close relationship with Comptroller, Bookkeeper, Executive Director, Program Manager and Supervising Attorneys.

5. Salary

Salary is based upon past experience

Job Title: Managing Attorney

Department: Windward, Waianae, Kauai, Hilo, Kona, Maui Satellite Offices
Reports to: Executive Director

1. General Responsibilities

Subject to assigned supervision of the Executive Director and Deputy Director, the Managing Attorney renders civil legal services to eligible persons and groups as well as provides supervision for staff, oversight and manpower for projects, provides oversight for office operations to which he/she is responsible. The Managing Attorney also participates as a member of the Corporation's management team.

2. General Policy

It is the mission of the Corporation to provide quality civil legal services to the poverty community through committed and motivated attorneys and paralegals despite limited resources. Managing Attorneys shall provide services consistent with a lawyer's obligation to maintain the highest standards of ethical conduct. To accomplish this purpose Managing Attorneys are expected to increase their skill levels and responsibility commensurate with their years of experience.

3. Duties

The Corporation recognizes that each geographic area assigned to a Managing Attorney is unique and demographics as well as staff size will require different levels of responsibility between Managing Attorneys. The duties listed below provide guidance to Managing Attorneys as to their responsibilities and it is expected that Managing Attorneys with less responsibility in particular areas will take on more responsibility and leadership in statewide efforts.

a. Legal Practice:

1. Carry a caseload and conduct competent and effective practice of law in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, and all court policies, rules and procedures.
2. Has general knowledge in all areas of law with specialty in at least one field of law within the Corporation priorities.
3. Participate with other staff and litigation supervisors in conducting complex litigation and appeals when opportunities exist;

4. Identify practices and/or laws that adversely affect the rights and diminish the benefits of the poor in Hawaii and devise creative strategies for addressing these problems;
5. Work with substantive unit heads, if and when appropriate to acquire and disseminate to Corporation staff, through research, specialized knowledge in at least one field of poverty law. Delivery of such specialized knowledge should include leading a substantive law task force in the specialized field, as well as preparation of memoranda, handbooks, manuals, checklists, briefs, and other legal documents in the specialty area(s).

b. Staff Supervision:

1. Supervise the legal work of attorneys and paralegals in geographic area of responsibility to ensure high quality and effective representation of clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, and all court policies, rules and procedures;
2. Routinely hold office case conferences to discuss legal issues and emerging legal issues;
3. Ensures staff participation in statewide training opportunities and routine subject matter case conferences;
4. Review and recommend substantive law training for staff as necessary for skill development;
5. Conduct annual evaluations of attorneys and paralegals aimed at providing constructive feedback, to set skill development goals and discuss working relationships;
6. Recommend personnel changes, including promotions, demotions, hiring, discipline, and firing.

c. Grant Management:

1. Have primary responsibility for developing, writing, management and reporting of locally-based grants, including, but not limited to grants from local counties and foundations;
2. Have implementation and reporting responsibility for statewide grants in geographic area of responsibility.

d. Community Outreach:

1. Communicate with and establish on-going contacts and relationships with community organizations and low-income groups;
2. Conduct or cause to be conducted community outreach and education to client community in geographic area of

responsibility.

- e. Administrative Compliance:
 - 1. Ensure that all reports or referrals required by law, LSC regulations, and Corporation policies and procedures are timely submitted by staff in geographic area of responsibility, including, but not limited to semi-annual legislative and administrative representation reports required to LSC; potential class actions, appeals and significant litigation; and bar registration statements;
 - 2. Review closed cases to ensure compliance with LSC regulations and Corporation policies.

- f. Office Fiscal Management:
 - 1. Primary responsibility for management of client trust fund;
 - 2. Ensure timely transfer of funds received to Honolulu office or for deposit;
 - 3. Approval of reimbursement requests for staff;
 - 4. Approval of office expenditures.

- g. Office Management:
 - 1. Ensure upkeep and maintenance of physical office;
 - 2. Maintain primary conduct with landlord, if rented space, on any problems that arise with notification to Executive Director and Deputy Director.

- h. Corporation Program Management:
 - 1. Participate actively in overall program management and assist in charting program direction;
 - 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports;
 - 3. Attend monthly management team meetings;
 - 4. Participate in management retreats.

- i. Accepts additional litigation and management responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when the Executive and/or Deputy Director deem it necessary.

4. Supervision

Executive and Deputy Directors shall provide Managing Attorneys guidance and supervision. On an annual basis, Managing Attorneys shall be evaluated to provide constructive feedback, set personal development goals, set office goals and discuss working relationships.

5. Specifications

- a. Be a member of the Bar of the State of Hawaii in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- b. Demonstrate attitudes and behavior which benefit the Corporation, such as:
 - 1. Initiative, organization, cooperation, and creativity;
 - 2. Leadership and setting good examples for other staff to follow;
 - 3. Sensitivity to resource limitations;
 - 4. Demonstrates maturity and is able to troubleshoot and resolve problems;
- c. Understands demographics, politics and culture of geographic area to which he/she is responsible;
- d. Have access to an automobile or other means of transportation.

6. Salary

Based upon the Corporation salary schedule with an additional annual Managing Attorney stipend of \$4,000.

Job Description: Program Manager

Department: Administration
Reports to: Executive Director

1. General Responsibilities

Under the supervision of the Executive Director, the Program Manager is responsible for providing assistance to, and support for, the Executive Director, Deputy Director, and the Board of Directors in the overall, state-wide management of the firm.

2. Duties

- a. Grant writing and reporting
 - Prepare peripheral information (Board lists, grant lists, resumes, etc.) as required by the RFP
 - Prepare initial application forms
 - Update case and demographic numbers
 - Ensure timelines are met
 - Ensure application packets and copies are put together as required by the RFP
 - Collect necessary signatures
 - Ensure Legal Aid is up to date on registration for Grants.gov
 - Submit grants by deadline
 - Ensure LSC regulations are followed and met
 - Perform various grant reporting
 - LSC yearly grant activity reports
 - LSC quarterly and semi-annual reports
 - IOLTA, ILAF and GIA quarterly and end of year reports
 - Ensure timelines are met
- b. Development
 - Develop Safety plan
 - Update/write job descriptions for all staff
- c. Responsible for logistics for receptions, Holiday Party and the Annual Staff Retreat. Also assist with the annual PBOT.
- d. Place ads for open positions with newspapers and on-line
 - Reconcile billings for advertisements with bookkeeping
 - Collect resumes, keep database of same
 - Scheduling of interviews with appropriate staff and applicants
- e. Board of Directors
 - Take minutes and attendance at Board meetings
 - Transcribe minutes
 - Keep Board Manual, Board list, Committee list, etc. up to date
 - Make packets of agenda, previous meeting minutes, ED's report and other pertinent peripheral information for meetings.
- f. Assist Bookkeeping
 - Annual audit
 - Annual confirmation letters
 - Meeting LSC regulations
 - Updating Accounting Manual

Program Manager (Cont'd)

- o Other requested/required information and assistance
 - g. Attend various meetings/training as requested/required
 - h. Aloha United Way Campaign coordinator (O'ahu)
 - i. Register and coordinate for Foodland's annual Give Aloha program (Statewide)
 - j. Answer requests from staff, Board and customers/clients on various issues (problems, request for speakers, materials, etc)
 - k. Front desk relief as necessary
 - l. Disseminate incoming mail for the 2nd floor staff
 - m. Keep grant and Administration files up to date
 - n. Fill in for Office Manager during vacation
 - o. Respond to emergency situations in the lobby such as angry, rude, or potentially violent clients, and clients who may be under the influence of drugs and/or alcohol.
 - p. Keep database of employee flex schedules, furloughs as necessary
 - q. Choose and order Christmas Cards and gifts for staff and Board
 - r. Notary Public
 - s. Operate copy, fax and other office machines
 - t. Ability to use Microsoft Office applications
 - u. Accepts additional administrative and management responsibilities as experience grows
 - v. Demonstrates attitudes and behavior which benefit the firm such as:
 - o Initiative, organization, cooperation and creativity;
 - o Leadership and setting good examples for other staff to follow;
 - o Sensitivity to resource limitations.
3. Relationship
- a. Reports to the Executive Director and Deputy Director
 - b. Maintains a close relationship with the President of the Board of Directors.
4. Specifications
- a. Ability to type a minimum of 60 words per minute and successfully pass an administrative skills test
 - b. Familiarity and knowledge of Microsoft Office applications
 - c. Demonstrated ability to learn quickly, be organized and act independently
5. Salary
Based upon experience

Job Description: Staff Attorney

Department: All
Reports to: Managing/Supervising Attorney

1. General Responsibilities

Subject to assigned supervision, the staff attorney renders legal services in the civil field to eligible persons and groups. The staff attorney’s duties are expected to grow in magnitude continually over time. Thus, the duties listed herein are divided into two categories, 1) Basic Duties which all attorneys are expected to fulfill, and 2) Advanced Duties which attorneys are expected to strive or as they gain more experience, and which they are expected to fulfill in any event with five years’ experience or more.

2. General Policy

It is the mission of the Corporation to provide quality civil legal services to the poverty community through committed and motivated staff attorneys despite limited resources. Staff attorneys shall provide services consistent with a lawyer’s obligation to maintain the highest standards of ethical conduct. To accomplish this purpose staff attorneys are expected to increase their skill levels and responsibility commensurate with their years of experience.

a. Skill Development

Regardless of position or location, every Corporation attorney is expected to demonstrate a level of professional skill that accurately reflects his/her years of experience as an attorney. This expectation can be expressed as follows:

Professional Skills											
Beginner											Expert
1	2	3	4	5	6	7	8	9	10		
Years of Experience											

As shown above, the greatest rate of increase in professional skills is expected during the first five years of experience. Beyond five years’ experience an attorney should reflect a skill level which is competent but always increasing. “Professional skills” are defined in detail in the following attorney job descriptions under “duties”.

b. Supervision

As the attorney’s experience and skill increase, the supervision s/he

responsibilities as experience grows.

- h. Demonstrates attitudes and behavior which benefit the corporation, such as:
 - Initiative, organization, cooperation, and creativity;
 - Leadership and setting good examples for other staff to follow;
 - Sensitivity to resource limitations.
- i. Performs all other duties as delegated.

4. Advanced Duties: Practice of Law

- a. Maintain a caseload with less supervision;
- b. Participate with other staff and litigation supervisors in conducting complex litigation and appeals;
 - Identify practices and/or laws which adversely affect the rights and diminish the benefits of poor people in Hawaii and devise creative strategies for addressing these problems;
 - Acquire and disseminate to Corporation staff, through intensive research, specialized knowledge in at least one field of poverty law, including the preparation of memoranda, handbooks, manuals, checklists, briefs, and other legal documents in the specialty area(s); and
 - Consult and advise other staff attorneys on such specialized knowledge of fields of law including organizing and/or presenting task forces or training sessions for attorneys and/or paralegals as requested.
- c. Personnel Management: Upon assignment by the Executive Director or his/her delegate:
 - Supervise other staff in accordance with Corporation standards and personnel policies;
 - Recommend personnel changes, including promotions, demotions, hiring, discipline, and firing;
 - Administer all assigned Corporation systems.

5. Relationships

- a. Reports to his/her assigned supervisor(s) for guidance and for periodic case review at least once every two months during the first year of employment and thereafter at his/her supervisor's discretion consistent with the Corporation policies.

Staff Attorney (cont'd)

- b. Maintains a close working relationship with his/her assigned supervisor(s) and other staff.

6. Specifications

- a. A member of the Bar of the State of Hawaii or admission within a reasonable length of time after employment.
- b. Ready access to an automobile or other means of transportation.

7. Salary

Based upon the Corporation salary schedule.

Job Title: Honolulu Unit Supervisor (“Unit Head”)

Department: Public Benefits, Housing, Consumer or Family

Reports to: Executive Director, Deputy Director

1. General Responsibilities

Staff Attorneys based in the Honolulu office serve as experts in the areas of Public Benefits, Housing, Consumer, or Family Law. Under exceptional circumstances, unit heads may be placed in offices other than Honolulu. Duties include representing individual clients, supervising delivery of brief services, managing attorneys and advocates in the Honolulu office, and serving as area of practice resources/experts of all Legal Aid staff and offices.

2. Duties

a. Litigation/Case Work

- Maintain between 20 and 45 open and active cases depending on the complexity and nature of the cases
- Maintain at least two (2) significant activities/cases with broad impact
- Participate in litigation working group as applicable
- Identify potential areas of impact litigation via communication with intake manager and review of intake dockets, and community outreach
- Ensure that Unit Attorneys have the opportunity to observe and/or co-counsel Unit Supervisor’s litigation

b. Supervision

- Formal Supervision of AmeriCorps and Unit Attorneys and advocates in the Honolulu Office
- Orient new staff
- Arrange for mentoring opportunities when appropriate
- Co-counsel with advocates
- Review all unit closed cases
- Conduct periodic evaluations
- Monitor case loads
- Define job duties/responsibilities
- Administrative training (vacation requests, timesheets, LSC requirements, case/file management)
- Supervise CEJ and Intake Staff on issues within subject matter including: making self available for questions, review of documents, issue spotting, and closing cases/docket.

c. Subject Matter Leadership – Ensure that all advocates working in area of practice have access to information and support necessary to effectively assist clients

- Case support for all staff litigating in area of unit supervisor’s area of practice
- Monitor legislation in area of practice.
- Maintain listserv for all statewide advocates working in area of practice

Job Title: General Office Clerk

Department: Administration

Reports to: Office Manager

1. General Responsibilities

Management of Corporation files, delivery of court documents, general coordination of support operations such as photocopying and postage, delivery and stocking of office supplies to all Corporation offices, switchboard operations and receptionist.

2. Duties

- a. Picks up and delivers material to and from courts, agencies, attorneys' offices.
- b. Receives the Corporation's office supplies - verifies order, codes and signs invoices/packing slips provided by supplier and maintains a file in chronological order which is submitted monthly to the Office Manager.
- c. Does copying for all the program offices when appropriate; maintains equipment and meter readings on copiers in Honolulu.
- d. Posts the Honolulu Corporation office out-going mail for mailing; maintains equipment and meter readings of postage machine and is responsible for all postal changes in fees and regulations.
- e. Acts as Switchboard Operator answering telephones, record messages, placement and recording of long-distance telephone calls for employees;
- f. Greets walk-ins and advises appropriate staff.
- g. Performs any other appropriate duties as assigned.
- h. Perform and coordinate Private Bar Attorney Involvement work and assignments as appropriate.
- i. Responsible for inputting statistics from all program offices.
- j. Responsible for establishing a good working relationship with entire staff.
- k. Voluntarily accepts additional responsibilities as experience grows.

General Office Clerk (continued)

1. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - a. Initiative, organization, cooperation, and creativity;
 - b. Leadership and the setting of good examples for other staff to follow;
 - c. Sensitivity to resource limitations.

3. Qualifications

High School Diploma or equivalent; familiarity with copy machines, fax machines, telephone switchboards, postage machines, computers, printers and related software such as Outlook, Word, Excel; ability to greet public in a professional manner.

4. Relationships

The General Office Clerk is under the supervision of the Office Manager in Honolulu or the Supervising Attorney or delegate in satellite or outer island offices.

5. Salary

Salary is based upon experience.

Job Description Law Clerk

Department: All
Reports to: Supervising Attorney

1. General Responsibilities

Under the direction of his/her assigned supervising attorney, the law clerk renders legal services in the civil field.

2. Duties

- a. Performs legal research and prepares memoranda in connection with case preparation for the Corporation attorneys as directed by his/her supervising attorney.
- b. Handles such other assignments as are delegated to him/her by the supervising attorney.
- c. Handles such other assignments as are delegated to him/her by the supervising attorney.
- d. Avoids the unauthorized practice of law. All cases are the ultimate responsibility of the supervising attorney. The law clerk has the duty to report to and seek supervision from his/her supervising attorney for all aspects of the assignee cases in order to avoid even the appearance of the unauthorized practice of law.
- e. Voluntarily accepts additional responsibilities as experience grows.
- f. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - o Initiative, organization, cooperation, and creativity;
 - o Leadership and the setting of good examples for other staff to follow;
 - o Sensitivity to resource limitations.
- g. Performs all other duties as delegated.

3. Specifications

A student at an institution of higher education or student at an accredited law school. A resume is required for the Corporation personnel records.

Law Clerk (cont'd)

4. Relationships

Reports to his/her supervising attorney.

5. Salary

Salary is based upon education and/or available resources from institutional work-study programs.

Job Description: Paralegal/Advocate

Department: All
Reports to: Supervising Attorney

1. General Responsibilities

Under the direct supervision of his/her assigned supervising attorney, the paralegal renders legal services in the civil field to eligible clients.

2. Duties

- a. Perform duties assigned by his or her supervising attorney in accordance with all applicable laws and the Corporation policies and procedures.
- b. Avoid the unauthorized practice of law. All cases are the ultimate responsibility of the supervising attorney. The paralegal has the duty to report to and seek supervision from his or her supervising attorney for all aspects of the assigned cases in order to avoid even the appearance of the unauthorized practice of law.
- c. After consultation and direction from an attorney, advise, and represent clients on civil matters where the paralegal has special knowledge of expertise.
- d. Maintain a reasonable caseload commensurate with experience.
- e. Conduct intake in accordance with the office's intake manual and the Corporation intake policies and procedures.
- f. Assist groups, utilizing legal knowledge and expertise as well as assistance of other staff to aid community organizations and groups in planning goals, tactics and strategies for self-advocacy.
- g. Develop an education program directed to the client community regarding rights and responsibilities in his/her special area of expertise.
- h. Perform and coordinate private Bar Attorney Involvement work and assignments as appropriate.
- i. Assist and/or conduct program-wide training as trainers upon request.
- j. Voluntarily accepts additional responsibilities as experience grows.

Paralegal (continued)

- k. Demonstrates attitudes and behavior which benefit the Corporation, such as:
 - Initiative, organization, cooperation, and creativity;
 - Leadership and the setting of good examples for other staff to follow;
 - Sensitivity to resource limitations.
- l. Performs all other duties as delegated.

3. Relationships

- a. Reports to his/her supervising attorney of the office unless specifically assigned to work with other attorneys.
- b. Participate in case review sessions with the office supervisor and/or his/hr supervising attorney.
- c. Maintains a close working relationship with all staff in a local office.

4. Specifications

- a. Ability to relate to professionals as well as to community groups and individuals.
- b. Demonstrate a capacity to analyze and apply legal principles to practical problems.
- c. Ready access to an automobile or other means of transportation.

5. Salary

Per the Corporation salary schedule, depending upon past experience and education.