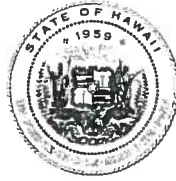


DAVID Y. IGE
GOVERNOR



DEPT. COMM. NO. 196

CLARE E. CONNORS
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STATE OF HAWAII
DEPARTMENT OF THE ATTORNEY GENERAL
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DANA O. VIOLA
FIRST DEPUTY ATTORNEY GENERAL

December 26, 2019

The Honorable Ronald D. Kouchi
President of the Senate
and Members of the Senate
Thirtieth State Legislature
State Capitol, Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki
Speaker and Members of the House of
Representatives
Thirtieth State Legislature
State Capitol, Room 431
Honolulu, Hawaii 96813

Dear President Kouchi and Speaker Saiki:

For your information and consideration, I am transmitting a copy of the Department of the Attorney General's Annual Report on the Goals and Objectives, as required by Act 100, Session Laws of Hawaii 1999, as Amended by Act 154, Session Laws of Hawaii 2005. In accordance with Section 93-16, HRS, I am also informing you that the report may be viewed electronically at <http://ag.hawaii.gov/publications/reports/reports-to-the-legislature/>.

If you have any questions or concerns, please feel free to call me at 586-1282.

Sincerely,

Clare E. Connors
Attorney General

Enclosure

DAVID Y. IGE
GOVERNOR



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GOALS AND OBJECTIVES OF THE DEPARTMENT OF THE ATTORNEY GENERAL

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

Fiscal Year 2020 – 2021

Submitted to the Thirtieth State Legislature
Regular Session of 2020

SECTION 1: INTRODUCTION

The Attorney General is the chief legal officer of the State of Hawai'i. By law, the Attorney General and her deputies represent the State and its agencies and officers for all three branches of government. This representation includes litigation in both state and federal court, in both civil and criminal matters and in both defensive and affirmative capacities. In addition, the Department does transactional work and assists the State's many agencies with the performance of their duties. The Department of the Attorney General reviews bills and testifies on legislation, drafts and reviews regulations, advises boards and commissions, and prepares legal documents in many forms. The Department provides a constant stream of informal and often daily advice to its client agencies. It also handles all child support enforcement actions, which this year alone resulted in the collection of \$115 million in child support, and also administers federal grants to our county and local counterparts, which this year totaled over \$47 million. Experience and institutional awareness, alongside productive collaboration with our local and federal counterparts, are key components of the Department's success.

The Department has 207 deputy attorneys general. These professionals range from new hires to career deputies who have been with the Department more than 30 years. Experienced deputies are critical to the successful transition between

administrations. The work of the deputies' is integral to every project of importance in which any state agency is involved. In providing both legal and institutional knowledge, the deputies serve a vital, irreplaceable function in state government, one that only an experienced, licensed professional can perform.

This past year, the executive office of the Attorney General established a new unit tasked with investigating fraud, initiating civil and criminal litigation, providing audit services to both the litigation and non-litigation divisions of the Department, and establishing procedures to ensure compliance with legal and ethical obligations. This unit, called the Complex Litigation, Fraud, and Compliance Unit, will provide services not just to the Department's divisions but to other state entities. It is housed within the executive office of the Department to ensure maximum flexibility between administrative, civil, and criminal approaches to identified areas of concern. In addition, and at the close of the 2019 Legislative Regular Session, the Department created a number of working groups to better analyze issues such as marijuana, hemp, vaping, and clergy abuse. The intent was to ensure all appropriate subject matter deputies were involved in evaluating the respective issues and to make use of resources available nationally so that the Department could obtain and share insights with its clients prior to the next legislative session.

SECTION 2: DEPARTMENT GOALS AND OBJECTIVES

The Department of the Attorney General

The Attorney General is the chief legal and law enforcement officer of the State of Hawai'i. Accordingly, and as discussed above, the mission of the Department of the Attorney General is to provide excellent legal services to the State of Hawaii by offering advice and counsel to its client agencies, assisting in the implementation of policy decisions, aiding the core activities of its client agencies, and representing the State and its agencies in litigation. The scope of the practice is wide and varied. The Department represents the executive officers of the State of Hawaii, the Governor, the Legislature, public officers of the State, and under certain circumstances, employees of the State of Hawai'i. In addition, the Attorney General administers the Child Support Enforcement Agency, plans and implements crime prevention programs, administers federal grants to law enforcement programs, tracks and works with counterparts to locate missing children, gathers information and records to support law enforcement, and administers the State's sex offender registration program.

GOAL 1: **Enhance operations, functionality, and professionalism within the department.**

Objective 1: Continue to improve and enhance the operations and functionality of the department.

Objective 2: Continue to enhance the professionalism of the department.

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

The target date for this action plan is ongoing.

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

Action Plan 2: Facilitate better interaction between the department and special deputies and utilize funds set aside for special deputies for complex litigation.

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

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

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

Action Plan 3: Continue to improve cooperation with members of the Legislature.

Both during and outside of the legislative session the department has reached out to legislators offering to assist them as they deem necessary to ensure that any legal or constitutional infirmities are resolved with respect to legislative proposals. This helps ensure that bills can be amended earlier in the session and reflect the intent of the sponsoring legislator.

The measure of success will be increased integration between deputies and legislators and feedback from legislators that the assistance is helpful.

Action Plan 4: Continue to improve control and handling of litigation.

A Litigation Management Committee has been functioning to track existing litigation, and provide critical review and analysis to secure optimal results, especially with respect to major litigation.

The Attorney General needs to be regularly informed of the status of important litigation (both large financial stakes and important policy issues). In addition to monthly supervisors' meetings, litigation supervisors meet with the Attorney General on at least a quarterly basis to discuss litigation matters in-depth.

The measures of success for this action plan are that the Attorney General is sufficiently informed about litigation matters, important cases are regularly reviewed and discussed, litigation matters are properly calendared to ensure timely completion and filing, and the individual divisions are getting the support they need to handle their litigation case load.

Action Plan 5: Continue to improve client relations and protocols for responding to queries and requests. Continue to improve client service, quality of advice, and representation.

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

The target date for this action plan is ongoing.

The measure of success for this action plan is that clients are more satisfied with the department's services, and the department receives fewer complaints regarding issues like untimely responses. Another measure is whether the department succeeds in reducing litigation by solving problems before they occur.

Action Plan 6: Continue to improve the technological capabilities of the department.

Replace aging 400+ computers. Offer a laptop instead of a desktop for those Attorneys who do mobile computing. Target completion date of January 2020.

Migrate computers to Hawaii.local Active Directory (AD); for seamless integration with ETS shared resources. Target completion is February 2020.

Migrate documents in the current iManage system to SharePoint online. SharePoint is included with the Office 365 suite and this should save the department money for document management in the long run, while also providing users remote access to documents in SharePoint. Target completion date is June 2020.

Upgrade Prolaw case management application to the latest version. Target completion date is June 2021.

Action Plan 7: Continue to improve departmental cohesion.

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

Provide access to management and leadership training so that supervisors and up-and-coming managers can play a role in continuing to build a cohesive department, using tried-and-approved management techniques.

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

Encourage participation in departmental committees: Training Committee, Contracts Committee, Ethics and Conflicts Committee, Appellate/Opinion Review Committee, Management Committee, and the Innovation Committee.

The target date for this action plan is ongoing.

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

Action Plan 8: Provide Continuing Legal Education (CLE) training and regular employee evaluations.

The Training Committee provides and coordinates training for all department employees, both attorneys and staff.

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

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

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

The target date for this action plan is ongoing.

The measure of success for this action plan is that more valuable training is occurring. This has been ongoing and continuing over the past four years, including brown bag trainings that are organized by the Training Committee and which occur at least once a month, and various seminars that provide CLE credit and brought in national trainers on topics such as ethics, trial advocacy, jury selection, and

leadership. The additional measure of success is that employee evaluations become routine and show tangible benefits through improved performance.

Action Plan 9: Continue to maintain and improve employee morale.

Increase morale through a combination of initiatives like providing developmental training, department-wide breakfasts, engaging award ceremonies, personal acknowledgment and recognition of success, sales of ATG Logo items (i.e. shirts, mugs, caps, etc.) to encourage department-wide pride, collaborative department-wide vision meetings to obtain meaningful employee feedback.

Provide an annual list of departmental accomplishments.

The target date for this action plan is ongoing.

The measure of success for this action plan may be gauged in part through objective measures such as whether more morale boosting events are held, formal and informal feedback from department employees, retention, and more.

Action Plan 10: Continue to provide quality and timely fiscal services to meet the needs of the Department's personnel and to maintain accurate records thereby continuing to attain clean audit records.

Utilize available and new resources and computer technology to enhance the ability of the Fiscal Office staff to provide quality and timely services.

The measure of success will be increased satisfaction of the Department's personnel and attaining clean independent audit records.

Action Plan 12: Encourage Health and Wellness of all employees.

Increase awareness of employee wellness by coordinating informational Health Fairs and educational training sessions on physical and emotional well-being with EUTF for all department-wide employees.

The target date for this action ongoing; offer sessions at least on to two times per year.

The measurement of success for this action plan may be gauged in part through the participation of employers at these scheduled sessions and review of leave of absences.

SECTION 3: LEGAL SERVICES DIVISIONS

Administration Division

The Administration Division differs from other legal divisions in the number and diversity of client agencies it represents and advises, and the wide variety of substantive areas of law that the advice encompasses. The Division provides quality advice and counsel to, and representation of, policy-making executive branch agencies (i.e., Governor, Lieutenant Governor, the Department of Accounting and General Services, and the Department of Budget and Finance); assists in implementing policy decisions (e.g., through Executive Orders, legislation, and rules); and assists in the implementation of the core activities of the above entities, their attached agencies, and other agencies (i.e., Employees' Retirement System, Hawaii Employer-Union Health Benefits Trust Fund, Public Utilities Commission, Office of Enterprise Technology Services; State Procurement Office, Aloha Stadium Authority, E911 Board, Building Code Council, State Foundation on Culture and the Arts, Office of Elections, Campaign Spending Commission, Land Use Commission, Office of Information Practices, and Ethics Commission). The Division also provides advice and counsel to, and representation of, the Judiciary and the Legislature and their agencies.

GOAL 1: **Continue to improve the Division's ability to provide quality legal services in a timely manner.**

Objective: Broaden deputies' areas of knowledge beyond what's currently practiced to avoid subject area silos, to facilitate flexibility in making assignments, and to avoid disruption in the provision of legal services.

Action Plan: Expose deputies to some variety of substantive issues and encourage deputies to jointly take on different assignments and work together on less familiar projects.

The measure of success for this goal is whether an increase in the depth of the bench will result in deputies being able to spot more issues in different areas and provide meaningful feedback to each other.

The target date for this goal is ongoing.

GOAL 2: **Hire more legal staff.**

Objective: Improve the salaries of legal staff to be better able to select, hire, and retain quality individuals.

Action Plan: Explore and develop the means to increase the salaries of legal staff. Staff represents an important part of the legal team, and the legal work cannot be done without them. The Department is fortunate in having dedicated and hard working staff, but the Department needs more such personnel.

Hiring has been difficult given the high unemployment rate. What used to be an attractive aspect of government work, health benefits, has steadily eroded while vesting requirements have steadily increased. More pay may attract more qualified candidates to the Department. It doesn't make sense from a statewide perspective that the Judiciary, Legislature, and UH are able to pay their staff more for comparable work.

The target date for this goal is ongoing.

GOAL 3: **Realign duties within the Division to existing areas of expertise and increase ability to provide consistent advice and to increase efficiency.**

Objective: Continue to better prioritize the Division's function and work.

Action Plan: Notwithstanding Goal 1, to re-examine within and without the Division whether and where specific types of work could best be primarily assigned. Basis for discussions would be where the relevant expertise lies in each deputy and division, without analysis being prevented by "this is how we've always done it" reasoning.

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

The target date for this goal is ongoing.

GOAL 4: **Reduce the time attorneys spend on non-legal tasks for clients.**

Action Plan: Continue to train clients in tasks such as preparing agendas and minutes, maintaining records, creating records and indices of records for administrative appeals, and compiling records on appeal.

The measures of success for this goal are savings in deputy time currently spent reviewing and re-writing agendas and minutes; ensuring records that are available to the public do not contain confidential information or attorney-client privileged information; and ensuring agency records for administrative appeals are in good order. Expect massive savings in staff time currently spent putting together records on appeal for client agencies.

The target date for this goal is ongoing.

GOAL 5: **To continue the Administration Division's service as a resource for other divisions seeking guidance on substantive legal issues, including in the areas of procurement and contracts, sunshine law, UIPA, and fiscal/appropriation issues.**

Objective: To integrate the work being done in the Administration Division with the Department as a whole to benefit the Department.

Action Plan: Encourage deputies in other divisions to contact the Administration Division to brainstorm issues in the areas of procurement and contracts, sunshine law, UIPA, and fiscal and appropriation.

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

The target date for this goal is ongoing.

Goal 6: **Obtain assistance with litigation, administrative appeals.**

Objective 1: Continue to improve prioritization of the Division's work.

Objective 2: Effectively use the amount of time Division deputies have to spend on litigation so that they can focus more on the Division's core advice and counsel function. Expect division deputies to participate in litigation, providing the substantive knowledge of the litigated issues and work with an experienced litigation deputy.

Action Plan 1: Short-term – Work closely with other legal divisions to coordinate services/assistance of experienced litigation deputies and support staff.

Action Plan 2: Continue to train current clerical staff to provide services to attorneys. Essential to fill vacant positions to better serve and reduce wait time for assistance for deputies.

Action Plan 3: Create more standardized procedures for paralegals.

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

The target date for this goal is ongoing.

GOAL 7: **Continue efforts to reduce or eliminate the number of trips Oahu-based deputies must take to neighbor island courts for matters such as status conferences, hearings on unopposed motions, and hearings relating to subpoenas for confidential records.**

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

Action Plan 1: Work with the Judiciary to have Judiciary employees who are the custodians of the subpoenaed records to represent themselves at routine subpoena returns statewide. Work with the Judiciary to create uniform policy to allow deputies to appear by phone.

Action Plan 2: Continue to work with the Family Law Division on handling these motions on neighbor islands in Family Court and other

courts on the neighbor islands. The Administration Division has generated a training binder of top low-level motions and sample pleadings and will update these samples as necessary.

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

The target date for this goal is ongoing.

GOAL 8: **Manage open and closed files.**

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

Objective 2: Continue to clean up the Administration Division’s physical space.

Action Plan: Review and move old files to storage or destroy as warranted. Identify and digitize pleadings and advice and make them accessible. Develop a plan and tickler system for regularly reviewing, archiving, and destroying old files.

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

The target date for this goal is ongoing.

Appellate Division

The primary mission of the Appellate Division is to provide quality appellate representation to all of the department’s clients, and to provide constructive and quality legal advice to deputies throughout the department on all legal matters. The Appellate Division’s attorneys directly handle many of the appeals in the department, including briefs filed and oral arguments presented on behalf of the State, its agencies and officials in the state and federal appellate courts. The Division also drafts amicus briefs in appeals involving issues of importance to the State and makes recommendations to the Attorney General on whether the State should join multi-state amicus briefs filed in the United States Supreme Court in cases of national interest and importance.

GOAL 1: **To develop and maintain the highest quality appellate writing and advocacy skills of deputies.**

Objective: Provide guidance to deputies handling appeals to assist them in developing and maintaining high quality appellate writing and advocacy skills.

Action Plan 1: Encourage deputies with appeals to contact the Appellate Division: (1) to discuss ideas and arguments supporting the State’s positions, or rebutting troubling opposing arguments; and (2) to review and comment on draft appellate briefs as appropriate.

Action Plan 2: Provide periodic training sessions regarding appellate writing, appellate rules, and persuading an appellate court.

The target date for this goal is ongoing.

The measure of success for this action plan is improved quality of appellate briefs and advocacy in the department.

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

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

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

Action Plan 1: Have appellate deputies work cooperatively on a diverse array of appeals and other legal matters involving a wide variety of substantive legal issues.

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

Action Plan 2: Have senior appellate deputies (and eventually newer deputies) periodically attend the Appellate Opinion Review Committee meetings.

Action Plan 3: The measure of success for this action plan is Appellate Division deputies providing constructive and insightful assistance to the Appellate Opinion Review Committee. Have Appellate Division deputies review and comment on other Appellate Division deputies' briefs or memoranda as appropriate.

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

Action Plan 4: Assist department paralegals with administrative, procedural, and general appellate matters. Share the knowledge of individual appellate paralegals (who have expertise in electronic filing and other administrative matters) with each other and with deputies within the Appellate Division and Department-wide.

The target date for this goal is ongoing.

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

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

Action Plan: Encourage deputies with appeals to contact the Appellate Division anytime they have questions regarding appellate procedure or, more generally, to discuss with the Appellate Division ideas and arguments supporting the State's positions or rebutting troubling opposing arguments.

The target date for this goal is ongoing.

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

GOAL 4: **Periodically author or coauthor multi-state amicus briefs and provide the highest quality advice to the Attorney General regarding amicus joinder requests.**

Objective: Ensure that Hawai'i: (1) periodically authors or coauthors multi-state amicus briefs addressing issues of importance to

the State; and (2) makes amicus joinder decisions based on the soundest advice.

Action Plan 1: Look for opportunities to author or coauthor multi-state amicus briefs addressing issues of importance to the State.

Action Plan 2: Have the Solicitor General review and edit all amicus joinder recommendations before they are given to the Attorney General.

The target date for this goal is ongoing.

The measures of success for these goals are: (1) the Appellate Division's periodic authorship or coauthorship of multi-state amicus briefs; and (2) consistency in the quality of the Appellate Division's recommendations and the Attorney General's satisfaction with those recommendations.

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

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

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

The target date for this goal is on hold pending the Department's transition to Share Point.

The measure of success for this goal is the creation of a brief bank that can be appropriately accessed.

GOAL 6: **The division will develop and improve efficiency of case management through the use of existing case management technology in the office (ProLaw, and other software in the division) to assist with case assignment and management within the division.**

Objective: Create an easily accessible and manageable division case list to promote maximum efficiency, and to facilitate the even distribution of assignments to individual attorneys.

Action Plan: Work within the Appellate Division to ensure we establish our own matter numbers, and/or get approval from the originating divisions to take over their matter numbers.

The target date for this goal is ongoing.

The measure of success for this goal will be ability to generate an accurate and comprehensive case management lists.

Civil Recoveries Division

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

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

Objective: To create a climate of constant improvement.

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

This action plan is ongoing.

The measure of success for this action plan is regularly scheduled meetings, a consistently positive work environment, and measureable professional development of the team members.

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

This action plan is ongoing.

The measure of success for this action plan is meaningful documentation reflecting discussions between the supervisor and team members.

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

Objective 1: To move towards a paperless environment.

Objective 2: To better organize the division using electronic case file archive.

The target date for this goal is ongoing.

GOAL 3: **The division will significantly improve efficiency of case management, tracking, and litigation through the use of existing case management technology in the office (iManage, ProLaw, and software in the division) and identification of future flexibility.**

Objective 1: To work faster and smarter.

Action Plan 1: Continue training all staff on existing technology.

This action plan is ongoing.

Action Plan 2: Implement all existing technology in operations.

This action plan is ongoing.

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

GOAL 4: **The division will identify and develop a system to reduce and/or eliminate paper files through the use of technology for simple debt collection of accounts.**

Objective: To move towards a paperless environment.

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

This action plan is ongoing. The division continues to reduce its paper files and rely on electronic storage.

Civil Rights Litigation Division

The Civil Rights Litigation Division (CRLD) provides legal defense to the State, its departments and agencies, and certain state employees in lawsuits or other claims that primarily involve allegations of civil rights or constitutional violations. The division litigates cases in state and federal courts, including appellate courts. The litigation this division undertakes includes, but is not limited to, answering legal complaints filed in court, investigating claims, conducting discovery, drafting and filing motions, memorandums, and briefs as appropriate, and representing state interests at administrative hearings, court hearings, arbitrations, mediations, trials, and appeals.

GOAL 1: **Maintain institutional knowledge.**

Objective: Better organize the division's information for use and retrieval.

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

The target date is ongoing.

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

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

The target date is ongoing.

The measure of success for this action plan is that the appropriate information is available to the department in our document management system to assist deputies in finding experts for the State, or in defending against opposing counsel's experts.

Action Plan 3: Ensure all case related documents and materials are scanned into the office case management system.

The target date is ongoing.

The measure of success for this action plan is having attorneys and staff being able to locate documents online and reducing the need to retrieve boxes to obtain information from closed cases.

Action Plan 4: Create uniform and consistent entries in case and document management systems.

The target date depends on coordination with administration and other divisions in the department.

The measure of success for this action plan is it will be easier to conduct conflict searches and to locate other information in the case management and the document management system.

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

The target date is ongoing.

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

GOAL 2: **Increase efficiency.**

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

The target date for this action plan is ongoing. Some departments have designated litigation liaisons. We will continue coordination with other appropriate departments.

The measure of success for this action plan is quicker responses by the department on questions, discovery and other information requests. Those departments that have designated litigation liaisons have been helpful in streamlining efforts to defend the State in litigation.

Action Plan 2: Develop a process to better share information between divisions and creating uniformity in procedures for different divisions that perform similar assignments, such as responding to discovery requests and the manner in which we document and identify the materials turned over to other parties.

The target date for this action plan is ongoing. Training was conducted this year by Tort Litigation Division (TLD) and CRLD supervisors on uniform procedures for discovery responses and the training is expected to be repeated on a periodic basis.

The measure of success of this action plan is to prevent other parties or judges from challenging our responses or procedures because one division's response was inconsistent with another.

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

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

The target date is ongoing. The documents contained in the packet are continually being updated as necessary.

The measure of success for this goal is that new deputies will have an immediate form bank for important and frequently used documents and reduces the need for deputies to have to search or ask for the forms.

Action Plan 2: Create standard training for every new employee on case management and document management systems as well

as other office systems and providing information on critical office policies and procedures soon after they start.

The target date for this action plan is pending further discussions with the Office of Enterprise Technology Services and the Information Technology unit within the Department. Although periodic training does occur, there is no program in place directed toward new employees at the time of starting their employment.

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

Action Plan 3: Establish a mentoring program to pair new or inexperienced deputies with more experienced deputies on a variety of different cases, including complex or high values cases. This will allow deputies to get training and experience more quickly because new deputies ordinarily would handle only smaller, lower value cases.

The target date is ongoing.

The measure of success for this goal is that new deputies will gain confidence and learn and develop litigation skills more quickly.

GOAL 4: **Help clients better understand the litigation process.**

Action Plan 1: Provide training to departments to explain the litigation process from beginning to end so the departments understand what is expected of them and what their roles may be through each stage of the litigation.

The target date is ongoing. In conjunction with TLD, we are in the process of setting up training dates for the departments.

The measure of success for this goal is that the departments affected by litigation will be in a better position to assist the

department and increase the likelihood of favorable outcomes.

Action Plan 2: Have each department designate at least two individuals to accept service of process and provide training on all aspects relating to how to accept service and what to do once service is effected.

The target date is ongoing. In conjunction with TLD, we are in the process of setting up training dates for the persons designated by the departments to accept service of process.

The measure of success for this goal is that the departments and individuals affected by litigation will understand the importance of getting the department of attorney general involved as soon as possible so that it has the maximum amount of time to respond to the complaint or tort claim and determine what form the response should take. It will also reduce the instances where default can be taken.

Commerce and Economic Development Division

The mission of the Commerce and Economic Development Division is to provide high quality and timely legal services to the Department of Agriculture, the Department of Business, Economic Development, and Tourism, and the Department of Commerce and Consumer Affairs. The division also enforces the antitrust laws, participates in multi-state consumer protection matters and cases, and advises the Legislature, the Governor, and other affected agencies on legal issues arising from the subject matter of the division.

GOAL 1: **Succession planning, leadership opportunities, and professional growth.**

Action Plan 1: Provide opportunities for other deputies to be acting supervisor and expand the list as new deputies develop.

The target date for this action plan is ongoing.

Action Plan 2: Delegate responsibilities for quarterly team meetings to members of those teams.

The target date for this action plan is ongoing.

GOAL 2: **Cross-training (for better services, workload balance, and professional growth).**

Action Plan 1: Deputies who represent clients with similar programs meet with each other and the division supervisor quarterly to discuss complicated or unusual legal issues. Continue having these team meetings, with more substantive discussions planned in advance.

The target date for this action plan is ongoing.

Action Plan 2: Rebalance workload assignments to include both an equal division of work as well as a variety of assignments allowing experience in different fields of law.

The target date for this action plan is ongoing.

Action Plan 3: Hold monthly division meetings.

The target date for this action plan is ongoing.

GOAL 3: **Expand capabilities in consumer protection matters where appropriate and as resources permit.**

Action Plan 1: Send deputies to consumer protection conferences and training, if scholarships are available.

The target date for this action plan is ongoing.

Action Plan 2: Identify cases and matters in which involvement by the office is appropriate and include multiple deputies to allow for peer to peer training.

The target date for this action plan is ongoing.

Criminal Justice Division

The mission of the Criminal Justice Division (CJD) is to serve as the statewide prosecutorial arm of the Department of the Attorney General, to enforce the laws of the State of Hawaii, to ensure public safety through the just, efficient, and effective administration of justice, and to advocate for the passage of laws that protect the people of Hawaii. CJD includes the Internet Crimes Against Children Unit, Medicaid Fraud Control Unit, and the Tobacco Enforcement Unit.

GOAL 1: **Collaborate with Investigations Division during investigations.**

Objective: Improve the quality of cases received for prosecution and close down investigations that will not lead to prosecution.

Action Plan: Assign a deputy attorney general to more complex investigations at the outset. Deputy attorney general and investigator(s) will develop an investigative strategy, including coordinating parallel proceedings, obtaining evidence via search warrant versus subpoena, witness interview schedules and possible charges.

GOAL 2: **Investigate and prosecute internet sex trafficking of juveniles.**

Objective: Reduce the demand for juveniles for sex over the internet.

Action Plan: Continue undercover operations targeting suspects seeking juveniles for sex on the internet in other jurisdictions. Train other law enforcement officers and prosecutors to conduct these operations and prosecute the cases.

GOAL 3: **Maintain compliance with the 12 performance standards set by the U.S. Department of Health and Human Services, Office of Inspector General in operating the Medicaid Fraud Control Unit (MFCU).**

Objective: Maintain compliance with the 12 performance standards set by the U.S. Department of Health and Human Service, Office of Inspector General (DHHS-OIG).

Action Plan: Work with DHHS-OIG to maintain compliance with the 12 performance standards. Update policy and procedure manual annually to ensure changes are made to track any updates to the 12 performance standards. Ensure that staff is in compliance with 12 performance standards by having training whenever updates are made.

The measure of success for this goal is for DHHS-OIG to approve renewal of funding for fiscal year 2019-2020.

GOAL 4: **To ensure that State laws are followed with regard to the taxation, importation, and sale of tobacco products, and that the State receives a full measure of all present and future tobacco settlement payments and taxes to which it is entitled.**

Objective: Investigate and enforce when appropriate suspected violations of the Master Settlement Agreement (MSA) and the Tobacco Liability Act.

Action Plan: Seek out Non-Participating Manufacturers (those who do not participate in the MSA) who have a presence in Hawaii. Vigorously police the local tobacco industry for compliance with the MSA, the Tobacco Liability Act, and related statutes.

Objective: To establish a proactive regulatory environment designed to provide a means to assess, collect, and enforce the tax requirements of the Cigarette Tax and Tobacco Tax Law. Investigate and as necessary prosecute violations of the State Tax Stamp Law and other related statutes.

Action plan: Vigorously enforce the State Tax Stamp Law and ensure compliance with tax stamping requirements at all levels of sale. Additionally, ensure compliance with cigarette contraband statutes at all levels of sale.

Objective: Develop Electronic Smoking Device Retailer Registration Unit protocols and procedures in furtherance of treating electronic smoking devices in a manner consistent with the way tobacco products are regulated under Chapter 245, Hawaii Revised Statutes.

Action plan: Establish proactive regulatory environment to deal with the retail sale of electronic smoking devices and related products.

Education Division

The mission of the Education Division is to provide quality services to all of the division's clients, which include the Department of Education with all of its schools, the Board of Education, the Hawaii State Public Library System, the Hawaii Teacher Standards Board, the Charter School Commission, the individual

Charter Schools and their Governing Boards, the Executive Office on Early Learning, and the Early Learning Board.

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

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

The target date for this action plan is ongoing.

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

Action Plan 2: Have deputies who have attended trainings share the knowledge that they've gained and train the other deputies.

The target date for this action plan is ongoing.

The measure of success for this action plan is to determine whether deputies are learning new information from each other.

Action Plan 3: Continue to meet at least monthly with the division to discuss specific cases and analyze specific issues.

The target date for this action plan is ongoing.

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

Action Plan 4: Work on a division manual to document various processes and procedures.

No current end date is scheduled.

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

Action Plan 5: Create a brief and decision bank of United States District Court cases with a listing of issues contained in the briefs and decisions.

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

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

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

Objective: Improve customer service.

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

The target date for this action plan is ongoing.

The measure of success of this action plan is to send weekly emails to deputies, legal assistants, and secretaries with upcoming deadlines for the following two weeks and requiring responses to determine whether the calendar is being kept up to date or a significant amount of changes are required.

Action Plan 2: Continue working on developing a system to track compliance with court orders and settlement agreements.

The target date to have a working system in place is ongoing.

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

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

The target date for this action plan is ongoing.

The measure of success for this action plan is to have due dates for assignments calendared on the division calendar so everyone knows the due dates and have multiple people monitoring whether the due date was met, and a reduction in

the number of client calls seeking a status on matters sent to our office.

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

The target date for this action plan is ongoing.

The measure of success of this action plan is a reduction in the number of repeat calls or second emails from the client seeking a response.

Goal 3: **File Management System**

Objective: Have a file management system that all division personnel are able to access, resulting in the reduction of hard copies.

Action Plan 1: Ensure all personnel are using a consistent method to manage files within our ProLaw system.

The target date for this action plan is ongoing.

The measure of success of this action plan is monitoring whether personnel at all levels are able to find documents for a particular matter within our ProLaw system.

Action Plan 2: Scan all documents into the ProLaw system as they come in.

The target date for this action plan is ongoing.

The measure of success of this action plan is monitoring the number of files we are able to close with no documents needing to be scanned into the system.

Action Plan 3: Teaching all personnel how to access documents in the ProLaw system.

The target date for this action plan is within this fiscal year.

The measure of success of this action plan is a reduction in the number of times deputies ask staff persons for a copy of a document or how to access a document in ProLaw

because the deputies are able to access the document themselves.

Goal 4: **Succession planning and leadership opportunities**

Objective: Provide opportunities for deputies to obtain leadership skills.

Action Plan 1: Assign deputies to be acting supervisor when the supervisor is on vacation.

The target date for this action plan is ongoing

Action Plan 2: Create units with lead deputies for specialized areas.

The target date for this action plan is completed. The Education Division has two units with deputies who are lead for the units and supervise other deputies within the units.

Employment Law Division

The mission of the Employment Law Division is to provide high quality and timely legal representation to the State, its departments, attached agencies and senior managers in personnel/labor disputes with their own employees or prospective employees. We have made a point of making ourselves available to clients for meetings in advance of taking action or making decisions. We have met or had telephone contact with the directors or deputies of B&F, DOE, DOH, DHS, DHHL, DLIR, DLNR, DHRD, PSD, DOT, DOTAX, DOD and RCUH.

The division has continued to cross train deputies both by assigning a wide variety of cases to each deputy but also teaming up experienced counsel in certain areas as back up or second chair to less experienced deputies. E-filing in federal court and State Appellate court is now well established and all support staff are capable of e-filing. We are completing our ninth year of standardized procedures with the Department of Education, especially in Workers Compensation

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

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

Objective 2: Ensure effective communication with clients.

- Action Plan 1:** Provide training, training seminars, videotapes, brown bag lunches and in-house training (department and division wide).
- Action Plan 2:** Provide cross-training within the division utilizing attorneys and legal assistants with specialties in certain areas.
- Action Plan 3:** Establish a uniform procedure for addressing employment law claims.
- Action Plan 4:** Establish a small litigation resource committee within the division to assist lead counsel.
- Action Plan 5:** Improve communications with clientele by timely responding to requests for assistance or by providing a time frame for a response.
- Action Plan 6:** Encourage clientele to confer with Employment Law staff prior to making certain significant or unusual management and personnel decisions.
- Action Plan 7:** Establish regular meetings with clientele to discuss concerns in general.
- GOAL 2:** **Initiate preventive and proactive measures to help reduce the need for litigation.**
- Objective 1:** Reduce employment law claims.
- Action Plan 1:** Identify State clientele that demands the most time and attention.
- Action Plan 2:** Provide preventive training to State clientele in subject areas that dominate litigation and administrative hearings.
- Action Plan 3:** Coordinate training for clientele with other divisions within the Department and other state agencies.
- Action Plan 4:** Develop a system of categorizing and inventorying court and administrative decisions for use by legal staff and clientele.

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

Family Law Division

The mission of the Family Law Division is to represent state agencies in all Family Court proceedings. The Family Law Division handles all state litigation under the jurisdiction of the Family Court, such as child and adult protection, guardianship, involuntary hospitalization, truancy, and adolescent law violation cases where services are provided by our client agencies to one or more of the parties. Clients include the Department of Education (DOE), the Department of Health (DOH), the Department of Human Services (DHS), the Department of Public Safety (DPS), and the Office of the Public Guardian (OPG).

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

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

The target date for this action plan is ongoing.

The measure of success for this action plan is to review court performance through regular observation and soliciting client feedback.

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

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

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

Action Plan 3: Maintain a memo bank.

The target date for this action plan is ongoing.

The measure of success for this action plan is that deputies on all islands will contribute and have access to the memo bank.

Action Plan 4: Cross-train all deputies and staff. This has been ongoing for several years. The deputies on Oahu rotate between the Division's two main areas: child welfare cases and all other matters collectively referred to as specialty cases. The neighbor island deputies do not rotate, but rather they handle all these matters.

The target date for this action plan is ongoing.

The measure of success for this action plan is to have the Division's lead deputies review petitions for consistency and to mentor the newer deputies as they move through the various areas. Legal assistants have been trained to do petitions for the various types of cases that the Division handles, and they routinely rotate through all the areas.

Action Plan 5: Meet regularly with the Family Court judges in each circuit to work on practical, systemic problems.

The target date for this action plan is ongoing.

The measure of success for this action plan is that meetings will yield solutions to problems as they arise.

GOAL 2: **Operate more efficiently.**

Action Plan 1: Standardize office operations statewide to increase efficiency in the Kapolei, Hilo, Kona, Wailuku, and Lihue offices.

The target date for this action plan is Fall 2020.

The measure of success for this action plan is that office operations will be uniform and the Division's knowledge base will increase, resulting in better representation for our clients.

Action Plan 2: Neighbor islands will assist the department in filing routine pleadings as necessary. Deputies and staff have routinely helped with minor hearings and filings and provided space and equipment for other divisions during long trials.

The target date for this action plan is ongoing.

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

Action Plan 3: Maintain rapport with the other divisions that provide advice and counsel to the same client agencies. Although the Family Law Division litigates in Family Courts across the State on behalf of various client agencies, the general advice and counsel responsibilities are assigned to other divisions within the department, including the Education Division, the Health Division, the Human Services Division, the Public Safety, Hawaiian Homelands, and Housing Division, and the Administration Division. It is important that these divisions communicate regularly regarding the rules and policies of their mutual clients which might affect their representation. The respective division supervisors meet monthly.

The target date for this action plan is ongoing.

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

Action Plan 4: Fill vacancies as they arise. This would further improve the Division's work product. The volume of the Division's work is high.

The target date for this action plan is ongoing.

The measure of success for this action will be to remain fully-staffed.

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

Action Plan 1: Meet with clients on a regular basis. The Family Law Division already meets monthly with its largest client, Child Welfare Services. The Division will also meet regularly with the DOH, the DOE, the DPS and the OPG on a regular basis.

The target date for this action plan is January 2020.

The measure of success for this action plan is that regular meetings will foster better client relations.

Action Plan 2: Continue training clients on petition referrals to the Division, and on Family Court procedures on a regular basis.

The target date for this action plan is ongoing.

The measure of success for this action will be timely filing of court petitions and increased client confidence in the court process.

Action Plan 3: Communicate regularly with all clients in-person, by phone, and through email.

The target date for this action plan is ongoing.

The measure of success for this action plan is better preparation and readiness for trials and other hearings that happen daily.

Health Division

The mission of the Health Division is to provide excellent and timely legal services to support the work of the Department of Health (DOH), including its various attached entities, boards and committees. The division provides to all DOH programs, its advice and counsel and representation in various court and administrative proceedings, including various multi-state litigation efforts and some appellate work. The division also advises members of the Hawai'i Legislature when questions arise involving Health related issues.

GOAL 1: Sustain quality and timely legal services.

Objective 1: Meet the legal needs of our clients with high level and timely work product.

Objective 2: Provide division personnel with the resources necessary to support quality and timely work product.

Action Plan: Partner attorneys (both within and among divisions) to provide needed support, expertise and backup.

Continuous training, including in-house training must be ongoing and relevant. The division's goal in this regard is to have each person attend some form of continuing legal education at least four times per year. This is not a difficult task given our department's ongoing commitment to in-house training and the ability to attend subject matter training frequently funded or partially funded by our client agency or other sources (i.e., the National Attorneys General Training & Research Institute (NAGTRI), the National Governor's Association, among others). Training is also offered from time to time by other departments or agencies. Attorneys and support staff are encouraged to attend these sessions as well.

Cross training of personnel to enhance and expand areas of knowledge and capability to facilitate flexibility, support more efficient problem solving, and minimize disruptions.

Teamwork--Continue to promote teamwork among all members of the division and the department, through assignments, meetings, not only among Health division members, but across the various divisions of the Department.

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

Consider reassignments to balance workload among attorneys and staff.

Establish and maintain electronic data base of forms, instructional guides and client/matter files.

Develop and maintain an improved calendaring system.

Increase skill level in use of existing information technology and resources which include iManage, ProLaw, Word, Excel, PowerPoint, AdobeAcrobat, Office 365 and SharePoint. Many of us now work with laptops which will increase our capacity to work from remote locations and improve our capabilities.

The measure of success will be this division's ability to be responsive, and timely with appropriate legal advice and representation.

GOAL 2: **Address legal matters in the most efficient way possible.**

Objective 1: Meet clients' legal needs through optimal use of available resources.

Objective 2: Maintain strong lines of communication with client individuals.

Objective 3: Enhance the ability of the client to prevent legal concerns from arising and to proactively respond when problems do arise, so that problems are minimized before our involvement.

Action Plan: Maintain good and consistent communication with client on a regular basis.

Work with the client in prioritizing legal work.

Conduct training to enable the client to issue spot, take preventative action, and proactively respond when an issue arises.

Assist client in standardizing procedures, where possible. and conduct training to encourage consistency of client work product.

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

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

Develop and maintain a better division calendaring system to improve planning for anticipated workload of the division as a whole.

Utilize updated information technology to its fullest potential. Continuous training to ensure that each member of the division is proficient in the use of available technology to increase efficiency and information sharing.

The measure of success will be client satisfaction with the timeliness and quality of legal services rendered, determined through periodic meetings with DOH leadership.

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

Objective 1: Maintain not only client confidence, but also public confidence.

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

Continual ethics training.

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

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

The measure of success will be the rate of success in the courts and administrative proceedings, the ability to settle issues before they result in lawsuits or administrative claims, the rate of involvement in training as trainers or leaders in discussion, client relations and relationships with others in the communities within which we work; and client satisfaction determined through periodic meetings with DOH leadership.

Timeline and

Progress to date: While all of the foregoing items are already in place to some degree, the status and effectiveness of each action item and potential improvements are assessed on a continuing basis.

Human Services Division

The mission of the Human Services Division is to provide excellent legal services and support in a timely manner to our assigned client agency, the Department of Human Services. The Division provides advice and counsel to all Department of Human Services programs, and represents client programs in court and administrative hearings, including appeals from decisions in those forums. We also advise the Office of the Governor, and the Legislature on a broad range of Human Services issues.

GOAL: **Maintain high quality and timely legal services to meet the needs of our clients.**

Objective 1: Provide Deputies and Division staff with the support and resources they need to do high quality work in a timely manner.

Action Plan: Deputies are encouraged to pursue subject matter and practice-relevant training, in addition to annual Continuing Legal Education requirements. They also refer to and collaborate with Deputies within the Division and in other Divisions who have expertise and resources to assure appropriate and consistent department-wide advice and representation. Deputies and staff are encouraged to communicate freely with each other and the Division supervisor to make sure that case loads and workflow are managed efficiently, and no one feels underutilized or, conversely, overwhelmed. Division meetings include professional and personal development exercises to build interpersonal communication, self-awareness, and individual health.

This is a continuing action plan.

The measure of success for this action plan is the Division's continued ability to be responsive to the client's needs in a timely manner and maintain a healthy work environment.

Objective 2: Cross-train Deputies to increase depth of knowledge about the client agency for better coordination of legal services, to maintain workload balance, and to support professional growth.

Action Plan: Deputies have primary assignments of programs or issues for which they gain expertise, but they collaborate with each other on matters to share their knowledge across their assigned areas, and they cover matters for each other when necessary. Deputies are encouraged, but not required, to become involved in Department-wide or community-based activities outside of their assigned area to network and expand their skill sets.

This is a continuing action plan.

The measure of success for this action plan is the demonstrated ability to cover areas not within a Deputy's primary assigned programs and to work at a high level of competency and skill, both within and outside their primary assigned areas, and do so with a high level of job satisfaction.

Objective 3: Use technology to improve efficiency.

Action Plan: Increase proficiency with existing technology solutions such as iManage, ProLaw, Word, Excel, Office 365, PowerPoint, Adobe Acrobat, SharePoint, and OneDrive, and become adept in new technology solutions that are introduced in the future. In addition to in-house training, Deputies are encouraged to utilize other State-sponsored training and available web-based courses.

This is a continuing action plan.

The measure of success for this action plan is the increased use of these programs with greater proficiency to achieve more efficiency with fewer resources.

Objective 4: Improve the Division's filing systems.

Action Plan: Continue to improve methods to make current information and documents available to all (e.g., e-files in ProLaw, iManage, Share-point, One Drive, intranet). Continue conversion of current hard copy matter files to electronic storage and minimize use of paper files for new matters.

This is a continuing action plan.

The measure of success for this action plan is our ability to find and use current information easily and quickly in electronic formats, along with diminishing use of paper files.

Labor Division

The mission of the Labor Division is to provide excellent and timely legal services and litigation support, including agency appeals, to the Department of Labor and Industrial Relations and boards and agencies administratively attached to that department. These agencies include, but are not limited to, the State Fire Council, Office of Community Services, and Workforce Development Council. In connection with its enforcement of the various labor laws, the division collects penalties, fines, and reimbursements. The division also provides legal advice and representation to the Employees' Retirement System's Medical Board.

GOAL 1: **Sustain quality and timely legal services to client department and agencies.**

Objective 1: Continue to improve the skills and efficiency of the division.

Objective 2: Continue to meet internal deadlines for responses to requests for legal services.

Action Plan: Provide and make available relevant training for the division. Review and update all division training manuals as necessary. Continue in-house division training, utilizing discussions on current cases.

Identify training programs outside of the department and seek funding to attend such programs. Create or update forms as necessary. Maintain the legislative history binder.

This is an ongoing and continuous process.

The measure of success is for deputies to attend and participate in training and the division's continued ability to respond to the clients' needs in a timely manner.

GOAL 2: **Assist client department and agencies in their efforts to diligently administer or enforce the state's labor laws on a fair and consistent basis and in an efficient manner based on integrity.**

Objective 1: Provide legal advice and counsel on impact of decisions resulting from cases in which we defend or prosecute on behalf of the department and make recommendations when appropriate.

Objective 2: Provide legal advice and counsel on proposed legislation and rule proposals. Whenever possible, make recommendations for legislative or rule proposals to help the client administer the laws fairly and more efficiently.

Objective 3: Proactively provide legal advice and counsel on administrative actions that the department could implement.

Action Plan: Continue to apprise clients about court decisions and make appropriate recommendations.

Keep a log of issues that arise throughout the year that can be corrected by legislation or the adoption of rules.

This is an ongoing and continuous process.

The measure of success is that the clients are well-informed, and through our advice, changes and improvements are made to the programs.

GOAL 3: **Anticipate potential problems facing the client department and agencies and work together to formulate a plan for resolution.**

Objective 1: Nurture and encourage early consultation by the clients to avoid or minimize future problems.

Objective 2: Assist clients with the development of processes or forms to help address recurring legal issues.

Action Plan: Be accessible to meet with clients. Foster open communication with the clients. Identify recurring questions and evaluate possibility of establishing a procedure to systematically address such issues.

The measure of success is for the clients to continue to be comfortable in seeking advice on a regular basis and for there to be a reduction in recurring issues/problems.

GOAL 4: **Utilize the technology in the department (ProLaw, iManage, Office 365, departmental intranet, internet) to the fullest potential.**

Objective 1: Ensure that each member of the division is proficient in the use of technology to increase efficiency and sharing of information.

Objective 2: Continue to use the calendaring and reminder systems.

Objective 3: Identify information to post on the departmental intranet in order to share knowledge within the division and department.

Action Plan: Train each member of the division on an ongoing basis, taking advantage of training offered in-house, as well as by sharing knowledge on an informal basis.
This is an ongoing and continuous process.

The measure of success is greater efficiency and utilization.

GOAL 5: **Succession Planning; Maintaining Institutional Knowledge.**

Objective 1: Ensure that the division can continue providing quality services if employees leave the division.

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

Action Plan 2: Memorializing institutional knowledge in a data bank and form bank.

Action Plan 3: Update and create manuals and form banks as needed.

This is an ongoing and continuous process.

The measure of success for this action plan is to assist deputies and staff to maintain a consistent work product.

Land/Transportation Division

The Land/Transportation Division provides legal services to both the Department of Land and Natural Resources (DLNR) and the Department of Transportation (DOT).

These assignments include serving all divisions of the DLNR (Aquatic Resources, Boating and Ocean Recreation, Bureau of Conveyances, Conservation and Coastal Lands, Conservation and Resources Enforcement, Engineering, Forestry and Wildlife, Land, Historic Preservation, Parks, and the Commission on Water Resource Management) and the DOT (Airports, Harbors, and Highways).

The division also provides services to numerous attached commissions, boards, and agencies including the Kaho'olawe Island Reserve Commission, Public Land Development Corporation, Natural Area Reserves System Commission, the Island Burial Councils, Hawaii Historic Places Review Board, Hawaii Invasive Species Council, Medical Advisory Board, Oahu Metropolitan Planning Organization, and State Highway Safety Council.

Most tort litigation involving the DLNR or the DOT is handled by another division, but the Land/Transportation Division handles a number of cases involving the State as a landlord and as a source of permits or as regulator. The division is responsible for all quiet title actions involving the State and virtually all state eminent domain actions, the bulk of which are done on behalf of the state highways program.

The division prepares or reviews land disposition documents for the DLNR and the DOT and prepares office leases for the Department of Accounting and General Services when state agencies rent private property as tenants. The division reviews for legality its clients' contracts and administrative rules. The division also reviews proposed legislation related to its client agencies. The division handles administrative enforcement actions for violations of the State Historic Preservation law and the law governing land use in conservation districts and actions for damage to natural resources of the State.

GOAL 1: **Maintain institutional knowledge.**

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

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

With the assistance of the Office of Enterprise Technology Services we have scanned in the documents and are now working on confirming the images and indexing.

Action Plan 2: Routinely circulate advice letters in-house. We now do this.

Action Plan 3: Utilize iManage on a consistent basis to allow for searching of

court documents previously prepared by the division.
Efforts will be ongoing.

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

Target date for Action Plans 2 through 4 is ongoing.

GOAL 2: **Improve deputy knowledge, skills and experience.**

Objective 1: Increase knowledge in emerging areas.

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

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

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

Target date for this action plan is ongoing.

Objective 2: Cross-train within the division.

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

Target date for this action plan is ongoing.

GOAL 3: **Improve skills and efficiency by utilizing existing technology.**

Objective: Continue to provide the necessary support to improve skill levels and increase efficiency in producing quality work product.

Action plan Continuous training in iManage, Prolaw, Word, Excel and Office 365, including all updates relevant to the programs.

In-house training is offered periodically by the department. Promote education and training by encouraging attendance by

the deputies and staff.

This action plan is on going.

Legislative Division

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

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

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

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

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

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

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

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

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

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

Establish revised procedures to conform to the Governor's Office's tracking systems for the Executive Branch agencies.

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

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

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

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

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

General for approval; and continue to review, edit, and transmit suggested veto documents to the Governor in electronic form.

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

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

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

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

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

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

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

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

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

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

Public Safety, Hawaiian Home Lands and Housing Division

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

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

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

Action Plan: Maintain a sense of ownership over the team's work by division personnel.

Partner attorneys to provide needed support, expertise and backup. This is to develop and expand attorneys' areas of expertise to enhance coverage of client matters. Members of the division will need to continue their sense of teamwork and ownership to succeed.

Continuing Legal Education, including in-house training, must be ongoing and relevant. Brief, in-house training will be

given to the division's attorneys after every division meeting. Attorneys are also encouraged to engage in self-study to broaden their knowledge base.

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

Provide training to staff in information technology and other resources.

Conduct regular, one-on-one reviews of each attorney and their active cases.

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

GOAL 2: **Render legal services in a more efficient way.**

Objective: Meet clients' legal needs even when there is not optimal access to resources.

Action Plan: Maintain a sense of ownership over the team's work by division personnel.

Improve and reinforce standard operating procedures across the division, including litigation workflow, litigation staffing, file maintenance, and protocols regarding advice letters and other work-product. Task division personnel with identifying areas for standardization and improvement, formulate standardized procedures, and conduct regular drills to reinforce the procedures.

Client Training/Outreach: Conduct client training to encourage consistency of client work product and compliance with legal requirements. Maintain good and consistent communication with client on a regular basis.

Emphasize proactive action planning, involving more people, for bigger projects.

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

Utilize newly updated information technology to the fullest potential. Conduct in-house training on SharePoint.

Continue to promote teamwork among all members of the division.

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

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

Objective: Maintain a respected reputation.

Action Plan: Maintain a sense of ownership over the team's work by division personnel.

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

Continual ethics training.

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

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

Timeline and

Progress to date: Implementation of these improvements is ongoing and is expected to continue into the future.

Tax and Charities Division

The Tax and Charities Division provides legal representation and advice to the Department of Taxation (“DOTAX”) and other state departments and agencies, primarily in the areas of tax litigation, legislation, rules, investigations, opinions and advice. The Division oversees and enforces laws pertaining to charitable trusts, public charities, public benefit corporations, and private foundations, and is responsible for the oversight and enforcement of Hawai‘i’s charitable solicitation laws under HRS chapter 467B, including the State’s online registration system for charitable organizations, professional solicitors and professional fundraising counsels that solicit contributions in Hawaii.

GOAL 1: **Provide legal advice and representation to DOTAX and assist DOTAX in its administration and enforcement of the State’s tax laws.**

Objective 1: Prosecute and defend the State’s tax claims in tax appeal, bankruptcy, foreclosure, and other actions involving taxes administered by DOTAX with appropriate consideration of the issue, amount, collectability, and other relevant factors.

Action Plan: Supervise and monitor litigation, including:

- Supervise and monitor cases handled by division deputies and participate in resolving cases as appropriate.
- Seek guidance from the Appellate Opinion Review (“AOR”) Committee or Complex Litigation Committee whenever necessary or appropriate.
- Periodic reports to client on case developments and status.

Process: Review annually how the Tax and Charities Division has met this objective. Provide feedback to deputies on the handling of their cases.

Objective 2: Advise DOTAX on proposed legislation, regulations, and interpretations, including recommendations to DOTAX on

possible legislation to close unintended loopholes or to improve tax administration, and assist DOTAX in its efforts to identify taxpayers that are not paying taxes.

Action Plan: Supervise and review legislation, regulations, cases, and other information that may affect DOTAX.

Process: Review annually how the Tax and Charities Division has met its objectives.

Objective 3: Advise and protect DOTAX regarding privacy issues related to taxpayer tax returns and return information made confidential by section 235-116 and 237-34 of the Hawaii Revised Statutes.

Action Plan: Advise and represent DOTAX in connection with subpoenas and other requests for confidential taxpayer information.

Process: Review annually how the Tax and Charities Division has met this objective.

GOAL 2: **Provide efficient and quality legal services to DOTAX.**

Objective 1: Continue providing DOTAX with quality and timely legal services.

Action Plan: Supervise and monitor division deputies and provide continuing training opportunities whenever possible or resources permit. Seek guidance from AOR or the Complex Litigation Committee whenever necessary or appropriate.

Process: Provide appropriate feedback and evaluation of legal work performed by deputy attorneys general. Review annually how the Tax and Charities Division has met this objective.

Objective 2: Foster our division's communication with DOTAX at all levels.

Action Plan: Encourage and foster open and timely communication with DOTAX.

- i. Meet frequently, formally, and informally with the Director, Deputy Director, Rules Officer, auditors, and other personnel as needed.

- ii. Ensure that all Tax and Charities Division deputy attorneys general keep DOTAX informed of developments in major cases or issues affecting other taxpayers.
- iii. Provide status reports to the client.

Process: Review annually how the Tax and Charities Division has met this objective.

GOAL 3: Continued professional development of Deputy Attorneys General

Objective 1: Provide for the professional development and growth of all Tax and Charities Division deputy attorneys general through training and work assignments.

Action Plan: Provide deputies with a variety of cases and assignments in different practice areas to expand knowledge and experience in all areas handled by the division. Encourage cross-training among deputies and staff and provide deputies with increasingly challenging cases and assignments to foster development and professional growth. Encourage roundtable discussions as necessary for problem solving and to allow deputies to learn from one another.

Process: Review annually how the Tax and Charities Division has met this objective.

Objective 2: Encourage and foster education and training by third-parties and among each other.

Action Plan: Promote education and training by outsourcing, for example, attending seminars, and by in-house training sessions, for example, brown bags.

Process: Review annually how the Tax and Charities Division has met this objective.

GOAL 4: Regulate charitable trusts, public charities, and nonprofit entities, including private foundations, to ensure that such organizations are properly fulfilling their charitable purposes and acting in a manner consistent with their governing documents.

Objective 1: The Tax and Charities Division shall continue to monitor and represent the Attorney General in her capacity as *parens patriae* in proceedings relating to charitable trusts, provide ongoing oversight of charitable trusts and public charities, and, if warranted, commence an investigation or take appropriate action related to such charitable trusts and nonprofit entities.

Action Plan: Continue to maintain, and improve as necessary, the Tax and Charities Division's Internet-based registration system for charities that must register with the Attorney General and continue providing relevant information to the public via the Department's website. Continue to evaluate Hawaii's participation in the multistate Single Portal Pilot Project to create a unified internet site for multi-jurisdictional charity registrations and submissions.

Process: Review annually how the Tax and Charities Division has met this objective.

Objective 2: Professionally administer and enforce chapter 467B, and section 431:1-204 of the Hawaii Revised Statutes, requiring the registration and bonding of professional solicitors and professional fundraising counsel, and annual certification by charities issuing charitable gift annuities and continued enforcement of registration requirements.

Action Plan: Continue implementing the Division's (1) Internet based registration system for charities that must register with the Attorney General and provide relevant information to the public via the Department's website; and (2) The online registration and financial system for professional fundraising counsels and professional solicitors and the online exemption application processing module.

Process: Monitor organizations for compliance with the State's charities registration requirements.

Objective 3: Educate the public about charitable trusts and nonprofit entities.

Action Plan: Monitor and maintain the Department's internet site to provide current public information about Hawaii charities

laws and regulations, registration data, and provide resources to nonprofits, and conduct outreach through presentations and interaction with the professional community and the public.

Process: Review annually how the Tax and Charities Division has met this objective.

GOAL 5: **Enforce Hawaii’s charitable solicitation laws.**

Objective 1: The Tax and Charities Division will enforce Hawaii’s charitable solicitation laws, including investigation and, when warranted, pursuit of all available legal remedies, including injunctive relief and monetary fines and penalties.

Action Plan: The Division will continue to review complaints and utilize regulatory contacts operating in other jurisdictions to identify and prosecute organizations which are known violators. We will also apply enhanced review of any red flags contained in the information collected as part of the normal registration and reporting process, and pursuant to complaints and other tips received from the public.

Process: Review annually how the Tax and Charities Division has met this objective.

Tort Litigation Division

The Tort Litigation Division provides legal defense for personal injury lawsuits and claims made against the State and its departments and agencies, and some state employees, for allegations of injuries or damages arising from various torts. The division litigates cases primarily in the state courts, and occasionally in the federal courts, including appellate courts. The litigation this division undertakes includes, but is not limited to, answering legal complaints filed in court, investigating claims, conducting discovery, drafting and filing motions determined to be necessary, drafting other memoranda and briefs as appropriate, and representing state interests at administrative hearings, court hearings, arbitrations, mediations, trials and appeals.

GOAL 1: **Gain and maintain the respect of the Judiciary and our clients**

Objective: Continually work hard to ensure that our work is thorough, well-reasoned, and effective.

Action Plan 1: Monitor and review each attorney's workload, written court submissions, and court presentations.

The target date is ongoing.

The measure of success for this action plan is a favorable outcome of each case.

Action Plan 2: Meet individually with attorneys on a periodic basis to review cases, issues, and legal strategies.

The target date is ongoing.

The measure of success for this action plan is a favorable outcome of each case.

Action Plan 3: Improve communications with our clients by keeping them informed of the status of the litigation, and other important case matters and issues.

The target date is ongoing.

GOAL 2: **Maintain institutional knowledge.**

Objective 1: Better organize the division's information for use and retrieval.

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

The target date is ongoing.

The measure of success for this action plan is that the briefs and memoranda are available to the department in our document management system (iManage).

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

The target date is ongoing.

The measure of success for this action plan is that the appropriate information is available to the department in our document management system to assist deputies in finding experts for the State, or in defending against opposing counsel's experts.

Action Plan 3: Ensure all case related documents and materials are scanned into the office case management system (ProLaw).

The target date is ongoing, but as part of this action plan, the Division has recently instituted a new mandatory organizational structure for naming and filing of all stored documents to make it uniform across the Division for better access and retrieval of information.

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

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

This action plan was met by the Division in July 2019, when the Division's mandatory ProLaw restructuring project was implemented. The target date for uniformity within the Department depends on coordination with other divisions.

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

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

The target date is ongoing.

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

GOAL 3: **Increase efficiency.**

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

The target date for this action plan depends on coordination with the appropriate departments.

The measure of success for this action plan is quicker responses by the department on questions, discovery and other information requests. A few departments have created litigation liaison positions and it has been helpful in streamlining efforts to defend the State in litigation.

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

The target date for this action plan is pending further discussion with administration.

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

Action Plan 3: Develop a process to better share information between divisions and to create uniformity in procedures for different divisions that perform similar assignments, such as responding to discovery requests and the manner in which we document and identify the materials turned over to other parties.

The target date for this action plan is pending further discussion with administration and supervisors, as well as continued training within the Department.

The measure of success of this action plan is to prevent other parties or judges from challenging our responses or procedures because one division's response was inconsistent with another.

GOAL 4: **Help new deputies get up to speed as quickly as possible.**

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

The target date is ongoing, because the “New Deputy Packet” for the Division is continually updated as needed.

The measure of success for this goal is that new deputies will have an immediate form bank for important and frequently used documents, as well as important division/departmental information and eliminates the need for deputies to have to search or ask for the forms.

Action Plan 2: Create standard training for every new employee on iManage, ProLaw and other office systems as well as providing information on critical office policies and procedures soon after they start.

The target date for this action plan is pending further discussions with ETS and the Information Technology (IT) unit. Although periodic training does occur, there is no program in place directed toward new employees at the time of starting their employment.

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

Action Plan 3: Establish a mentoring program to pair new or inexperienced deputies with more experienced deputies on a variety of different cases, including complex or high values cases. This will allow deputies to get training and experience more quickly because new deputies ordinarily would handle only smaller, lower value cases.

The target date is ongoing.

The measure of success for this goal is that new deputies will gain confidence and learn and develop litigation skills more quickly.

SECTION 4: PUBLIC SERVICES DIVISIONS

Child Support Enforcement Agency Division –

The Child Support Enforcement Agency (CSEA) provides assistance to children by locating parents, establishing paternity and support obligations (both financial and medical), and enforcing those obligations. It collects and disburses support payments owed to custodial parents, the Department of Human Services (DHS), and other state and international child support agencies. CSEA's mission is to promote the well-being of children and the self-sufficiency of families, through the timely and accurate establishment and enforcement of child support, while providing excellence in customer service.

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

Objective 1: To locate all non-custodial parents in cases where a child's paternity is at issue and the non-custodial parent's address is unknown.

The measure of success is the extent to which non-custodial parents are found and paternity actions are completed.

Action Plan 1: Create a report of cases where paternity establishment is necessary and where CSEA does not have an address for the non-custodial parent.

Action Plan 2: Have CSEA branch offices statewide assign staff to search various databases including social media websites to identify possible addresses for the non-custodial parent.

Objective 2: To identify all cases where paternity establishment has not been completed.

The measure of success is the number of paternity actions completed.

Action Plan 1: Create a report of cases where custodial parent and non-custodial parent address is known, and paternity establishment has not been completed.

Action Plan 2: Have CSEA branch offices review the report and follow-up with completing the paternity action as appropriate.

Objective 3: To identify the children for whom paternity was established through adoption.

The measure of success is the number of children born out-of-wedlock who were adopted.

Action Plan 1: Maintain and review an annual report matching the children born out-of-wedlock with the children in the DHS child welfare system to obtain a count of the children who were adopted.

Action Plan 2: Work together with the Family Courts statewide to obtain information on children born out-of-wedlock who were adopted.

Objective 4: To establish paternity for children in cases where the non-custodial parent is unknown.

The measure of success is the number of unknown non-custodial parents identified and the number of children for whom paternity is established.

Action Plan 1: Create a report listing all the cases where paternity is at issue for a child and the non-custodial parent is unknown.

Action Plan 2: Establish procedures on how to process the cases in a timely manner to identify and locate the non-custodial parent and establish paternity if appropriate.

Action Plan 3: Have CSEA branch offices review the report and the procedures and take all necessary action to complete the establishment of paternity.

Objective 5: To engage in outreach activities to familiarize community groups with the importance of parents voluntarily establishing paternity.

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

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

Objective 6: To engage key partners in the community in activities designed to improve referrals and dissemination of key information that can enhance paternity establishment. These partners include but are not limited to:

- Department of Health (DOH), Office of Vital Statistics;
- DOH, Public Health Nurses;
- DHS, Income Maintenance Units;
- DHS, Child Welfare Program; and
- Family Court

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

Action Plan 1: Prepare and distribute to community groups and key partners, paternity information, including but not limited to:

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

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

Action Plan 2: Hold training sessions to establish a good working relationship with birthing hospital records staff, midwives, and DOH staff, and to exchange valuable information related to paternity.

GOAL 2: **Increase the number of orders established for non-custodial parents to provide financial and medical support for their children.**

Objective 1: To locate all non-custodial parents in cases without orders established.

The measure of success is the extent to which non-custodial parents are found and order establishment actions are completed.

Action Plan 1: Create a report of cases where order establishment is necessary and where CSEA does not have an address for the non-custodial parent.

Action Plan 2: Have CSEA branch offices statewide assign staff to search various databases including social media websites to identify possible addresses for the non-custodial parent.

Objective 2: To identify all cases where order establishment has not been completed in a timely manner and complete the processing or close the case if order establishment is no longer appropriate.

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

Action Plan 1: Create a report of cases where custodial parent and non-custodial parent address is known, and order establishment has not been completed.

Action Plan 2: Review the report, determine if there are any recurring factors preventing the timely completion of the action, and establish procedures on how to complete the processing of the case.

Action Plan 3: Review the workload of staff to determine if more uncontested orders can be established.

GOAL 3: **Increase the collection of regular and timely child support so that children receive the support in the month when it is due.**

Objective 1: To maximize the number of initial and revised Orders for Income Withholding implemented each month.

The measure of success is the number of initial and revised Orders for Income Withholding implemented each month.

Action Plan 1: Create a report of all the cases where the employer has not been served with all required Orders for Income Withholding or with the appropriate Order for Income Withholding.

Action Plan 2: Create a report of all cases where the payment received from an employer does not match the income withholding order.

Action Plan 3: Have CSEA branch offices statewide assign staff to review the reports and send out a new or revised Order for Income Withholding to the employer or contact the employer to determine the reason why the payment amount is different from the ordered amount or no payment is being received.

Objective 2: To locate employers for non-custodial parents in cases where a child support order has been issued and payments are not being received.

The measure of success is the extent to which employers are found for non-custodial parents and income withholding implemented.

Action Plan 1: Create a report of cases where payments are not being received and where CSEA does not have employer information for the non-custodial parent.

Action Plan 2: Have CSEA branch offices statewide assign staff to search various databases including social media websites to identify possible employers for the non-custodial parent and send out an Order for Income Withholding to the employer.

GOAL 4: **Increase the collection of past due child support.**

Objective 1: To identify all cases where arrears establishment has not been completed in a timely manner.

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

Action Plan 1: Create a report of cases where action has been initiated to establish the amount of arrears owed with a liquidation amount, but has not been completed.

Action Plan 2: Review the report, determine if there are any recurring factors preventing the timely completion of the action, and establish, if necessary, procedures on how to complete the processing of the case.

Action Plan 3: Review the workload of staff to determine if more arrears establishment actions can be completed.

Objective 2: To determine additional enforcement actions that could be taken to collect on past due support.

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

Action Plan 1: Create a report on a recurring basis of the cases having past due amounts owed that specifies whether payments are being received to reduce the past due amounts and the status of all enforcement actions that can/have been taken.

Action Plan 2: Identify and process cases that have assets meeting the threshold for lien/seizure actions based on information received from sources such as the Child Support Lien Network (CSLN) and Financial Institution Data Match program (FIDM).

Action Plan 3: Identify and process cases that meets the criteria for license suspension.

Action Plan 4: Identify and refer cases to the Deadbeat Parent Unit (DPU) for judicial enforcement actions.

GOAL 5: **Increase customer satisfaction.**

Objective 1: To provide custodial and non-custodial parents more convenient access to CSEA information.

Action Plan 1: Improve CSEA’s obsolete interactive voice response telephone system.

Action Plan 2: Enhance CSEA’s website to provide for more interactive features.

Action Plan 3: Explore options to increase the methods by which non-custodial parents can make payments. Develop a process for neighbor islands to accept payments

Objective 2: To deliver better customer service to the public.

Action Plan 1: Enhance the training program and standardize the training materials for staff statewide.

Action Plan 2: Provide new training and refresher training for staff statewide using the standardized training materials.

Action Plan 3: Provide continuing training for customer service staff that focus on the client and being positive.

Action Plan 4: Develop a review process of staff work to ensure accuracy and minimize errors

Objective 3: To provide pro-se parties with increased access to legal services through family court relating to child support issues

Action Plan 1: Partner with Family Court to expand the access to justice program. Currently, legal services are limited to a couple of hours a week.

Action Plan 2: Utilize IV-D matching funds to hire a full-time attorney dedicated to help pro-se parties navigate through the judicial process regarding paternity, custody, and child/medical support orders.

GOAL 6: **Ensure the continued future operation of CSEA’s statewide computer system as a federally certified system.**

Objective: To upgrade or replace CSEA’s certified statewide computer system (KEIKI) implemented in 1998 in order to meet all federal requirements and prevent unanticipated system disruptions and failure due to outdated and unsupported technology.

Action Plan 1: Explore emerging alternatives to system modernization. Determine if another state’s approach to modernization can be leveraged and transferred to Hawaii at a lower cost.

Action Plan 2: Reopen the feasibility study to consider other modernization alternatives. Conduct a cost benefit analysis comparison between a transfer approach and emerging alternative approaches. The goal is to find an approach that is affordable yet will meet federal certification requirements.

Action Plan 3: Conduct a business process re-engineering study to evaluate best practices and incorporate policy and procedural changes into the customization of the new computer system.

Action Plan 4: Internally prepare the agency for a system modernization. Develop a more detailed needs assessment, identify existing staff resources to dedicate to the modernization effort, prepare requests for the creation of special project positions.

Crime Prevention and Justice Assistance Division

CPJAD serves as the central agency to provide the Attorney General with the information and resources needed to address crime and crime prevention. CPJAD accomplishes this by:

- Researching crime issues and reporting comprehensive crime statistics for the state;
- Utilizing federal and state funds and non-financial resources to address crime problems and criminal justice system issues;
- Planning, developing, and implementing education and crime prevention programs to promote community involvement in crime prevention efforts;

- Developing and maintaining a computerized juvenile offender information system;
- Assisting in locating, recovering, and reuniting missing children and runaways with their families; and
- Supporting the Hawaii Sexual Assault Response and Training program and the statewide standards related to the sexual assault evidence collection kit.

This enables the Attorney General to facilitate and coordinate efforts to improve the criminal justice system and to encourage community partnerships in addressing crime.

CPJAD's mission is to assist the criminal justice system agencies to improve service delivery and to promote the involvement of communities in the prevention of crime.

GOAL 1: **Improve the criminal justice system's response to crime.**

Objective 1: Leverage resources to address crime-related issues.

Action Plan 1: Grants and Planning
Maintain information on federal and state resources that may be available to assist in improving the criminal and juvenile justice systems.

Seek, apply for, and administer federal and state funding to improve criminal justice response to crime.

Provide workshops on grant administration and reporting for new recipients and basic grant writing for interested applicants.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of grants administered and tangible benefits from the grant-funded projects. This includes the number of victims served and actual improvements to the criminal justice system.

Action Plan 2: Administration, Grants and Planning, Community and Crime Prevention

Participate in multi-disciplinary multi-jurisdictional working groups to leverage resources to address statewide issues that include victim services, sexual assault, domestic

violence fatalities, offender recidivism, substance abuse, and forensic laboratories.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of sustained coordinated efforts implementing system changes that includes a minimum of five state, county, federal, private, and/or non-profit agencies.

Action Plan 3: Missing Child Center-Hawaii

Seek and apply for technical assistance from the National Center for Missing and Exploited Children (NCMEC) and work with the non-profit Friends of Missing Child Center Hawaii (FMCCH) to improve the law enforcement and criminal justice system response to child abduction, custodial interference, and missing children.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of technical assistance requests approved by NCMEC and FMCCH.

Action Plan 4: Administration, Grants and Planning, Community and Crime Prevention

Participate in multi-disciplinary multi-jurisdictional working groups to address public safety and public health issues related to illicit and prescription drugs.

The target date for this action plan is ongoing.

The measures of success for this action plan are: 1) the number of sustained coordinated efforts implementing system changes that includes a minimum of five state, county, federal, private, and/or non-profit organizations; 2) the amount of prescription drugs collected and properly destroyed because of the working groups; and 3) the number of community presentations conducted on preventing misuse and abuse of prescription drugs.

Objective 2: Increase coordinated community response to reduce risk to vulnerable populations.

Action Plan 1: Community and Crime Prevention
Participate in partnerships with the Department of Public Safety- Narcotics Enforcement Division, the police departments, schools (public, private and charter) to educate youth about the danger and problems with using alcohol and illegal drugs at a young age.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of trainings, projects, activities conducted in partnership and/or collaboration with other groups.

Action Plan 2: Community and Crime Prevention
Expand outreach to elderly population by conducting presentations and distributing educational materials related to financial fraud and the misuse of prescription medication.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of presentations, number of educational materials distributed to elderly population, and number of prescription drug take backs conducted.

Objective 3: Collaborate with communities, government agencies, and service providers to address crime-related issues with trainings, conferences, and meetings.

Action Plan 1: Missing Child Center-Hawaii
Improve coordination among local, state, and federal law enforcement, courts, social services, victim service providers, and national organizations involved with missing children who are highly vulnerable to assault, sexual exploitation, substance abuse, or death while missing.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of referrals from law enforcement and Child Welfare Services

to NCMEC for missing foster children per federal law and to MCCH for any missing children.

Action Plan 2: Missing Child Center-Hawaii
Improve statewide coordination of the MAILE AMBER Alert program.

The target date for this action plan is December 2020.

The measure of success for this action plan is for the county and state MAILE AMBER Alert coordinators to understand each organization's roles and responsibilities.

Action Plan 3: Community and Crime Prevention
Increase public awareness, through partnerships with government, non-profit, and private organizations, on the prevention of identity theft and sex assault; crime prevention for visitors and community members; Internet safety; and community mobilization.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of trainings, projects, activities conducted in partnership and/or collaboration with other groups.

Action Plan 3: Administration
Collaborate with the Judiciary, the Department of Human Services, and the Department of Health on statewide domestic violence training for state and county workers. Funding to be provided by each agency. In its third year, training is for state and county workers that respond to cases involving domestic violence. This includes managers and line-staff, first responders (police, fire, and ambulance), child welfare workers, adult protective workers, probation/parole officers, health care workers, and prosecutors.

The target date for this action plan is June 2020.

The measure of success for this action plan is the number of trainings conducted and the number of attendees that participate in the training.

Action Plan 4: Grants and Planning

Continue the advisory Hawaii State Training Committee that will guide the development and implementation of a state victim assistance academy to improve or enhance victim services related to, but not limited to, domestic violence, child abuse, intimate partner violence, sex abuse, and sex trafficking. The training audience includes new victim advocates, victim advocates that had minimum training, project staff that receive funding from the Victims of Crime Act (VOCA) Victim Assistance grant, and, if space is available, other police, prosecutors, court personnel, and victim service providers.

The target date for this action plan is March 2020.

The measure of success for this action plan is the number of trainings conducted and the number of attendees that participate in the training.

Objective 4: Expand communication methods.

Action Plan 1: Community and Crime Prevention

Promote the branch website during community events and presentations, and in informational brochures so the public has information on tips and information to avoid becoming a victim of identity theft, frauds and scams; how to keep safe when surfing the web; and on tips and strategies to prevent alcohol and drug abuse.

The target date for this action plan is ongoing.

The measure of success for this action plan is the number of visits to the website.

Action Plan 2: Research and Statistics

Provide advanced research support to track and inform the multi-agency Interagency Council on Intermediate Sanctions' (ICIS) efforts to reduce criminal recidivism in Hawaii through the comprehensive institution of evidence-based policies and practices relating to the community supervision of parolees and felony probationers.

The target date for this action plan is ongoing and is based upon the ICIS Strategic Plan activities and timeline.

The measure of success for this action plan is the documentation of objective research findings and evidence-based recommendations to ICIS agencies (principally the Hawaii State Judiciary, Department of Public Safety, and Hawaii Paroling Authority).

Objective 5: Reform the Use, Management, and Testing of Sexual Assault Kits.

Action Plan 1: Administration

Support the continued transition of the federally-funded Hawaii Sexual Assault Kit Initiative (SAKI) to the state-funded Act 113 (SLH 2018) Hawaii Sexual Assault Response and Training (HSART) Program. Both initiatives include a multi-disciplinary team of police, prosecutors, sexual assault service providers, crime lab staff, and victim assistance staff while HSART also includes sexual assault nurse/forensic examiners. HSART is responsible for setting criteria for the testing of sexual assault kits, tracking the status of the kits and ensuring that the kits are tested, and providing victim notification and services.

The target date for this action plan is September 30, 2020 when the SAKI grant ends.

The measures of success for this action plan are: 1) sustained DNA testing of evidence collected from current sexual assault evidence collection kits. DNA results that are Combined DNA Index System (CODIS) eligible are uploaded to the FBI's CODIS; 2) low number of untested sexual assault evidence kits in police custody; and 3) an effective tracking system to monitor the status of the sexual assault evidence collection kits at the police departments.

Action Plan 2: Administration

Operate the state-funded Hawaii Sexual Assault Response and Training (HSART) Program as required in Act 113 (SLH 2018). Similar to SAKI, HSART includes the SAKI members and sexual assault forensic/nurse examiners.

Act 113 requires an annual statewide inventory and report of sexual assault evidence collection kits; provides for storage options of unreported sexual assault evidence collection kits; establishes mandatory submission and testing requirements

for sexual assault evidence collection kits; requires a tracking system for sexual assault evidence collection kits; and provides guidelines for a victim's right to notification and other information.

HSART will also focus on providing training and resources for member agency personnel on timely, efficient, and victim-centered responses and investigations of sexual assaults.

The target date(s) for this action plan follow(s) Act 113's various deadlines.

The measures of success for this action plan include the measures for SAKI and: 1) number of trainings provided to HSART agencies; 2) distribution of resources to HSART agencies for sexual assault response and investigations; 3) completion of an annual statewide inventory and report of sexual assault evidence collection kits; and 4) identified storage options for unreported sexual assault evidence collection kits.

GOAL 2: **Provide timely and complete information to criminal justice practitioners and policy makers.**

Objective 1: Improve the Juvenile Justice Information System (JJIS).

Action Plan 1: Juvenile Justice Information System
Expand the capability of the automated interface to the FBI National Crime Information Center (NCIC) to allow for case information updates for missing child and runaway juvenile cases. Expand the update capacity to include Amber Alert notification, caution codes and aliases.

The target date for this action plan is March 2020.

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

Action Plan 2: Juvenile Justice Information System
Provision for a disaster recovery site for the Next Generation JJIS.

The target date for this action plan is December 2020.

The measure of success for this action plan is that a disaster recovery site is secured. This is dependent upon what ETS provides for State agencies utilizing ETS facilities.

Objective 2: Enhance efforts to objectively and transparently provide research-driven information on crime and justice in Hawaii.

Action Plan 1: Research and Statistics
Focus on the provision of research services to criminal justice stakeholders and utilize available resources to enhance data-driven/evidence-based research capacity and policy-relevant recommendations throughout the system and with the public in an objective and transparent manner.

The target date for this action plan is ongoing.

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

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

The target date for this action plan is ongoing.

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

Action Plan 3: Juvenile Justice Information System
Update the Data Book covering ten years from 2009 to 2019. The Data Book includes juvenile delinquency trends in Hawaii.

The target date for this action plan is June 2020.

The measure of success for this action plan is that a Data Book 2009-2019 is produced.

Objective 3: Create a state repository program for the National Incident Based Reporting System (NIBRS) that will expand the crime reporting data provided by the county police departments.

Action Plan 1: Research and Statistics
Move from the FBI's Summary Reporting System (SRS) version of the Uniform Crime Reporting Program to the National Incident Based Reporting System (NIBRS) version, which provides substantially more and richer data on the nature and extent of crime. Hawaii's SRS is currently an Excel-based reporting program. NIBRS data from the county police will be submitted to a new web-based data repository.

The target date for this action plan is early 2021.

The measures of success for this action plan are the launch and FBI certification of the State's NIBRS data repository, and the certification of the county police departments.

Hawaii Criminal Justice Data Center

The Hawaii Criminal Justice Data Center is responsible for the statewide criminal justice information system (CJIS-Hawaii); the statewide Automated Biometric Identification System (ABIS), which includes the statewide Automated Fingerprint Identification System (AFIS); the statewide mug photo and facial recognition systems; and the statewide sex offender registry. It also serves as Hawaii's point of contact for the FBI's National Crime Information Center (NCIC) program.

GOAL 1: **Deliver useful capabilities to Hawaii Criminal Justice and Public Safety agencies through the Hawaii Integrated Justice Information Sharing (HIJIS) program.**

Objective 1: Complete Firearms Registrations for the remaining police departments.

Action Plan 1: Kauai County replaced their record management systems (RMS), but was waiting on Hawaii County to replace their RMS. KPD committed to implement.

Action Plan 2: Hawaii County replaced their RMS in late 2018. Will work with them to connect their firearms information.

The measure of success for this objective is a complete statewide firearms registration.

Objective 2: Connection of HIJIS agencies systems and users.

Action Plan 1: Connect agency systems to the HIJIS broker. Targeting police and prosecutors' systems.

Action Plan 2: Connect agency users via federated identity or HIJIS 3rd party access.

The measure of success for this objective is to have all HIJIS-identified agency systems and users interconnected via the HIJIS Portal.

Objective 3: Implement Criminal Case Disposition Reporting.

Action Plan 1: Make disposition information from prosecutors' systems available via the HIJIS Query.

Action Plan 2: Exchange disposition information from the Honolulu Prosecutor to CJIS-Hawaii through HIJIS.

The measure of success for this objective is successfully sharing disposition information from Honolulu Prosecutor to CJIS-Hawaii and to have disposition information available via the HIJIS Portal.

Objective 4: Implement Incident Reporting.

Action Plan 1: Make incident information from county police records management systems available via the HIJIS Query.

The measure of success for this objective is successfully making incident information from the four county police departments available via the HIJIS Portal.

Objective 5: Implement the Electronic Case Filing Pilot.

Action Plan 1: Work on this project will continue upon the availability of Open Justice Broker Consortium (OJBC), the Prosecutors, and Judiciary staffing/resources. Judiciary has stated that they have no capacity to participate on this project until 2020.

The measure of success for this objective is the prosecutor's ability to submit charging information to the Judiciary and to CJIS-Hawaii, through the HIJIS broker, while reducing or eliminating duplicate data entry.

GOAL 2: **Complete a Disaster Recovery Plan and Facility for
HCJDC’s mission critical systems – CJIS-Hawaii and
ABIS, HIJIS, LOTC and Green Box.**

Objective 1: Complete Disaster Recovery (DR) site at the University of Hawaii at Manoa for HCJDC systems to recover to via the Office of Enterprise Technology Services (ETS).

Action Plan 1: Validate the site(s) and abide by the Federal Bureau of Investigation’s (FBI) Criminal Justice Information Services (CJIS) Security Policy.

Action Plan 2: Sign service level Agreements (SLA) with ETS and/or DR site management.

Action Plan 3: Procure DR site equipment or contract an infrastructure as a service with DR site.

Action Plan 4: Migrate DR servers/data to DR site.

Action Plan 5: Perform annual disaster recovery test between DR and production sites.

The measure of success for this objective is a fully functional DR site that can take over transactions and support each HCJDC system in the event of a production outage at the primary site.

Objective 2: Determine cloud option(s) for HCJDC systems and DR.

Action Plan 1: Research feasibility of HCJDC systems to migrate and operate via cloud service provider(s).

Action Plan 2: Procure service level agreements (SLA) with supporting cloud providers.

Action Plan 3: Migrate production to cloud and DR to on-premise DR site.

Action Plan 4: Perform annual disaster recovery test between DR and production sites.

The measure of success for this objective is a fully functional cloud site that can support an HCJDC system and a built-in

DR infrastructure that can be fully functional and replace the production system in the event of a primary systems outage.

Objective 3: HCJDC Contingency Plan.

Action Plan 1: Update preparedness plan to mitigate any potential issue.

Action Plan 2: Annually, revisit the Business Continuity Plans (BCP) for HCJDC for completeness and currency, including inventory of hardware, software, warranty, vendors, site information, recovery team staff, and stakeholders.

Action Plan 3: Finalize Contingency plan after DR site is determined, requirements are provided, and Service Level Agreements (SLA) are signed.

The measure of success for this objective is a fully functional capability of staff to keep providing critical services.

GOAL 3: **Reduce the Backlog of Pending Expungements applications submitted by the public.**

Objective 1: Evaluate current work flow and processing of expungement application to determine what is causing the delay in the approval/denial process that is causing a backlog of 400 plus applications awaiting final disposition.

Action Plan 1: Work with expunger to develop a flow chart outlining current work flow and processes.

Action Plan 2: Research and understand legal requirements of §831-3.2 as it applies to work flow and processing of applications for expungement.

Objective 2: Implement a new work flow and processing of expungement applications.

Action Plan 1: Design and implement required automation changes in current CJIS Expungement Maintenance application to reduce need for manual task.

Action Plan 2: Change work flow and process to address issues that cause the approval/denial work flow and processing to stop and in turn create a backlog.

- Action Plan 3:** Implement a new work flow and process that ensures the processing of an application does not stop during different phases of the processing.
- Action Plan 4:** Develop and implement updates to the CJIS Expungement Maintenance application to ensure maximization of automation within the application process. Including but not limited to the creation of documents, notices sent to other sections within HCJDC and tracking of the expungement process in a single database.
- Objective 3:** Implement an Expungement Backlog Reduction Project to reduce current backlog by 75%.
- Action Plan 1:** Providing training to HCJDC staff on expungement work flow and processing.
- Action Plan 2:** Assign expungement applications to staff other than expunger to assist in the processing of application before and after a decision is made by the expunger to deny or grant an expungement. Get approval for overtime using Special Funds to allow staff to work on expungement after hours.
- GOAL 4:** **Complete Formal Re-organization of the Hawaii Criminal Justice Data Center.**
- Objective 1:** Submit completed reorganization plan and obtain approval for reorganization to more accurately reflect HCJDC's operation responsibilities and improve use of staff resources within the division.
- Action Plan 1:** Identify all divisional responsibilities and positions within the Hawaii Criminal Justice Data Center that requires updating, deletion or reassignment to more accurately reflect HCJDC's operational responsibilities and staffing requirements.
- Action Plan 2:** Update the current organizational chart and position descriptions to reflect the requested reorganization. Complete a justification memo to explain the need for the reorganization and justify changes to division structure, positions and assignments.

The measure of success for this objective is to have an up to date organizational plan that properly reflects the operational needs of the division.

Investigations Division

Pursuant to section 28-11, HRS, the Investigations Division's agents are vested with statewide police powers. These police powers are used to perform criminal, civil, and administrative investigations, to serve arrest warrants, penal summons complaints, and subpoenas. The division also performs additional tasks as directed by the Attorney General.

The duties generally include analyzing complaints and allegations; identifying issues; developing investigative plans; gathering facts and evidence through interviews, examination of records and the collection of evidence through interviews; examination of records and the collection of physical evidence; working with the attorney assigned to the case; writing reports and testifying in court.

The Investigations Division of the Department of the Attorney General is committed to protecting all citizens of the State of Hawaii. We are dedicated to conducting fair and impartial investigations while protecting the rights of the public through law enforcement services; protecting all citizens in the State of Hawaii.

GOAL 1: Complex Fraud Crimes

Objective 1: There has been an increase in complex fraud, organized crime and government corruption cases which the county police departments are having difficulty in addressing due to lack of resources, training and experience. We will continue to work with our County, State and Federal law enforcement colleagues to ensure a united effort in making Hawaii a safe place in which to live and work.

Action Plan 1: Assisting the affected law enforcement agency with training and guidance. If the crime needs to be addressed immediately, the Investigations Division will take the lead in conducting the investigation.

Action Plan 2: Pooling resources and teamwork - financial and personnel resources are limited for all law enforcement agencies. We will combine our resources efficiently in order to accomplish

our goals of addressing all criminal conduct and serving our community.

Action Plan 3: Attitude - as professionals, we strive to provide our best efforts to serve our community. We will take immediate action against egregious criminal conduct and we will make investigative arrests to stop any ongoing and continuous conduct that jeopardizes the integrity of government and threatens the well being of the citizens of the State of Hawaii.

Action Plan 4: Respect - we respect the people we service and empathize with the victims. We treat all those accused of violations with dignity and respect.

Action Plan 5: Technology - we embrace technology and will identify and evaluate technologies that will improve our efficiency and enhance our investigative capabilities to solve complex crimes and government corruption.

GOAL 2: Succession Planning & Parity of Pay

Objective 1: Seek and hire competent criminal investigators and managers. Our current staff is aging and certain managers and staff are reaching the end of their law enforcement careers. To replace these highly trained and dedicated professionals will be a task.

Action Plan 1: In order for the Investigations Division to be efficient, we will seek out the most dedicated, competent, and professional criminal investigators versed in conducting complex financial crimes investigations.

Action Plan 2: Create lower level special agent training positions, competitive to that of county police department police recruits, so that younger people can have a career path as complex crimes criminal investigators.

Action Plan 3: Continue to pursue parity in pay for all special agents in the Investigations Division to that offered by county police departments. The justification is based upon the variety of issues the Investigations Division special agents have to address; the expertise of these agents; being first responder law enforcement officers and also the agents having the

capacity, unlike other state or county law enforcement agencies, to investigate complex corruption crimes, many of which involve government employees or agencies.

GOAL 3: **Pursuing Professionalism in State Law Enforcement**

Objective 1: Assist in starting a primary training academy for all State of Hawaii law enforcement officers.

Action Plan 1: Enroll into the non-Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) agency program to review the requirements of becoming a CALEA® law training academy.

Action Plan 2: Continue to establish memoranda of agreement with other State agencies in order for the Investigations Division to do their administrative or criminal investigations.

Action Plan 3: Continue to conduct a quality control program comprised of monthly interviews with our client agencies.

Action Plan 4: Continue to do monthly evaluation of assignments given to Special Agents to ensure that investigations are being addressed efficiently and expeditiously.

GOAL 4: **Support and Efficiency of Internal Operations**

Objective 1: Serving the community by addressing complex crimes.

Action Plan 1: Continuing the advancement of the division's manual of operations (MOP) to memorialize investigative techniques for each operating unit.

Action Plan 2: Reorganize the operational units of the division to optimize workflow and work activity, using the most efficient use of personnel and resources to adapt to increasing and changing demands for investigative services.

Action Plan 3: Continue to develop the High Tech Crimes/Complex Financial Crimes Unit to focus on the increasing number of crimes that involve sophisticated technology and the increasing prevalence of computers and other digital devices both as instruments of the crime and sources of evidence. This unit will support the investigation of white collar crimes,

frauds, thefts, computer crimes, money laundering, political corruption, and other crimes.

Action Plan 4: Due to the increase in computer related crimes and digitally stored evidence, it is necessary to develop forensic digital and smart phone evidence examiners. These examiners will be given on-going training to maintain skills in this rapidly evolving, continually changing field. Their capabilities will be shared with other law enforcement agencies, particularly at the State level where this capability is lacking or insufficient.

Office of Child Support Hearings

The mission: The mission of the Office of Child Support Hearings (OCSH) is to resolve child support disputes fairly, impartially, and expeditiously. This is accomplished by child support hearings officers through an administrative hearings process. Orders issued by hearings officers establish, modify, terminate, and enforce child support obligations statewide. Orders may also include child support arrears, debt owed to the State for periods when the child and/or children received benefits from the State or medical insurance coverage, and in certain cases, spousal support arrears. Hearings officers may also confirm, modify, and enforce orders brought under the Uniform Interstate Family Support Act. Orders are filed with the family court without further review, and have the same force and effect as orders issued by family court judges.

The administrative process: All cases handled by OCSH are processed through the Child Support Enforcement Agency (CSEA), which is a separate division of the department. If there is a request for hearing in an action processed by CSEA, the case is set for an administrative hearing with OCSH. Hearings are conducted pursuant to Hawaii Revised Statutes Chapters 91 and 576E; Hawaii Administrative Rules, Title 5, Subtitle 3, Chapter 34; and the Hawaii Child Support Guidelines.

To accomplish the mission of OCSH on a daily basis and also to plan for the future, the following goals and objectives are specified below.

- Please note that “working days” exclude holidays.
- Exemptions to these goals and objectives are expected and will be handled on a case by case basis as they arise.

GOAL 1: **TRAINING**

Action Plan 1: Hearings Officers attend regular OCSH in-house training to:

- Discuss and resolve various office issues;
- Discuss and resolve various hearing related issues,
- Improve decision making process,
- Improve written orders, and
- Improve case processing.

Success measured by whether all hearing officers substantially meet goals and objectives they mutually agree to, or as required by the supervisor after discussion.

Action Plan 2: Hearings Officers attend training to meet annual Mandatory Continuing Legal Education (MCLE) credit requirements. Success is measured by whether all hearing officers meet annual MCLE requirements.

Action Plan 3: Hearings Officers attend “Access to Justice” training from the William S. Richardson School of Law, University of Hawaii, to improve skills, to update resources, and to meet MCLE annual requirements. Success is measured by whether most hearings officers attend training.

Action Plan 4: Hearings Officers attend National Judicial College training for Administrative Law and Conducting Fair Hearings. Success is measured by all Hearings Officers attending this course within the first 3 years of being hired.

Action Plan 5: All office members to attend team building and other DHRD sponsored training. Success is measured by all office members attending DHRD training.

GOAL 2: **UPDATE OFFICE DOCUMENTS AND PROCEDURES**

Action Plan 1: Amend and update administrative rules - Title 5, Chapter 34, Hawaii Administrative Rules. Success is measured when certified copies of rules are filed with the Office of the Lieutenant Governor.

Action Plan 2: Update position descriptions for all office positions. Success is measured by all updated position descriptions being approved by the department’s human resources division.

Action Plan 3: Update interview questions for all office positions. Success is measured by all updated interview questions being approved by the department's human resources division.

Action Plan 4: Continue to update office website. Success is measured if website is constantly and consistently accurate.

Action Plan 5: Continue reorganizing and cleaning the office, its functions, and procedures. Success is measured if ease, efficiency, and accuracy in the office are improved.

GOAL 3: **IMPROVE THE HEARING PROCESS**

Action Plan 1: Continue discussions with the Hearings Officers regarding updating, modifying, and improving the hearings process. Success is measured by engaging in discussions, resolving issues, and implementing agreed to changes.

Action Plan 3: Continue discussions with CSEA regarding updating, modifying, and improving the hearing process. Success is measured by engaging in discussions, resolving issues, and implementing agreed to changes.

GOAL 4: **PROMPT RESOLUTION OF PREHEARING REQUESTS**

Action Plan 1: Continue prompt resolution of prehearing requests.

- Requests to appear by telephone: immediately address requests and sign orders within 3 working days after OCSH receives the request.
- Requests to consolidate hearings: immediately address requests and sign an order within 3 working days after OCSH receives the request.
- Requests to continue/reschedule hearings: immediately address requests and sign an order within 7 working days after OCSH receives the request.
- Requests for interpreters: immediately address requests and sign a letter within 10 working days after OCSH receives the request.

Success is measured by tracking when orders/letters are signed, and implementing remedial action when they are not signed before deadlines specified above.

GOAL 5: **PROMPT ISSUANCE OF HEARING ORDERS**

- Action Plan 1: Continue prompt issuance of hearing orders.
- Sign orders in 83% of all cases (5/6 cases) within 2 working days of the final hearing.
 - Sign orders in 12% of all cases (1/6 cases) within 5 working days of the final hearing.
 - Sign orders in 12% of all cases (1/6 cases) within 15 working days of the final hearing.
- Success is measured by tracking when orders are signed, and implementing remedial action when they are not signed before deadlines specified above.

GOAL 6: **PROMPT RESPONSE TO APPEALS**

- Action Plan 1: Continue prompt response to appeals.
- Record on Appeal (ROA): file the ROA within 10 working days after OCSH receives the Notice of Appeal.
 - Notice Regarding Certification and Transmission of Transcripts (Notice): file the Notice within 3 working days after OCSH is served with the Order for Certification and Transmission of Record.
 - Transcript: file the hearing transcript within 5 working days after OCSH receives the transcript.
- Success is measured by tracking the timeliness of the filing of necessary orders/documents, and implementing remedial action for any documents/orders not issued within the times specified above.

Office of Dispute Resolution

The mission: The mission of the Office of Dispute Resolution (ODR) is to impartially and expeditiously adjudicate administrative proceedings initiated pursuant to the Individuals with Disabilities Education Act ("IDEA) and Section 504 of the Rehabilitation Act of 1973 (Section 504).

To accomplish this mission, the following goals and objectives are specified below.

GOAL 1: **Prompt resolution of due process hearing requests**

- Action Plan 1: Continue adhering to agency guidelines for prompt resolution of due process hearing requests within the mandated timelines (or within permissible extensions). Success is measured by quantifiable statistics.

- Action Plan 2:** Issue hearing orders and decisions within the mandated timelines (or within permissible extensions). Success is measured by quantifiable statistics.
- Action Plan 3:** Continue to hold frequent telephone conferences with Technical Advisor to ensure ODR continues to adhere to the best practices under the IDEA and Section 504. Success is measured by quantifiable office statistics and qualitative data.
- GOAL 2:** **Training for Hearings Officers to ensure they meet mandatory continuing education requirements.**
- Action Plan 1:** Hearings Officers attend training to meet annual Mandatory Continuing Legal Education (MCLE) credit requirements. Success is measured by whether all hearing officers meet annual MCLE requirements.
- Action Plan 2:** Attend a week long training with a nationally renowned Technical Advisor retained specifically for ODR’s Hearings Officers to provide: 1) Current educational training on the IDEA and Section 504, 2) Insight on conducting impartial hearings; 3) Practical advice on handling high volume caseloads; 4) Instruction on handling cases with pro se litigants and 5) Hands-on advice on writing orders and decisions. Success is measured by all ODR Hearings Officers completing this training.
- Action Plan 3:** Pursue Hearings Officers training with the Department of Human Resources Development (DHRD), to develop and maintain skills in conflict resolution, meeting facilitation, mediation, and other related skills. Success is measured by whether all hearing officers have, maintain, and use these skills.
- Action Plan 4:** Hearings Officers to attend National Academy for IDEA Administrative Law Judges and Hearing Officers to ensure that the Hearings Officers possess: 1) a fundamental understanding of IDEA, 2) the knowledge and ability to conduct due process hearings, and 3) the ability to decide and write decisions that comply with the appropriate, standard legal practice. Success is measured by obtaining approval for each Hearings Officer to attend the training annually.

GOAL 3: **System wide Education regarding the Hearing Process**

Action Plan 1: Explore scheduling semi-annual stakeholders meetings to address systemic issues and solicit feedback. Event should include, Petitioners Attorneys, Parents, Disability Rights Stakeholders, the Department of Education and Hearings Officers. Success is measured by the completion of semi-annual stakeholder meetings.

Action Plan 2: Create an ODR web page which contains the relevant forms and explains the process and procedures for impartial due process hearings in Hawai'i. Success is measured by the creation of a webpage.

