

House District 23

Senate District 12

THE TWENTY- FOURTH LEGISLATURE
HAWAI'I STATE LEGISLATURE
APPLICATION FOR GRANTS & SUBSIDIES
CHAPTER 42F, HAWAI'I REVISED STATUTES

Log No: 234-0

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

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

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

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

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

JUDICIARY

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
Volunteer Legal Services Hawaii
Db/a:

Street Address:
545 Queen Street, Suite 100, Honolulu, HI 96813
Mailing Address:
545 Queen Street, Suite 100, Honolulu, HI 96813

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name MOYA GRAY
Title Executive Director
Phone # 808-521-7051
Fax # 808-524-2147
e-mail moya@vlsh.org

3. TYPE OF BUSINESS ENTITY:

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

4. FEDERAL TAX ID # _____

5. STATE TAX ID # _____

6. SSN (IF AN INDIVIDUAL): _____

7. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

TO PROVIDE STAFF AND VOLUNTEER LEGAL SERVICES TO THE LOW-INCOME COMMUNITY STATEWIDE.

(Maximum 300 Characters)

8. FISCAL YEARS AND AMOUNT OF STATE FUNDS REQUESTED:

FY 2008-2009 \$ 890,000.00

9. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE	\$300,000.00	Exp: 06/30/2008
FEDERAL	\$ 27,500.00	
COUNTY	\$100,000.00	
PRIVATE/OTHER	\$45,000.00	

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

MOYA GRAY, EXECUTIVE DIRECTOR
NAME & TITLE

JANUARY 31, 2008
DATE SIGNED

I. Background and Summary

1. Applicant's Background:

Volunteer Legal Services Hawaii was created by the Young Lawyers Division of the Hawai'i Bar Association in 1981, as one of the country's first pro bono legal organizations. The organization was created to serve the indigent, working poor, children and elderly and those who could not be helped by other legal service providers to find the legal services they could not otherwise afford.

While other legal service providers also serve similar legal needs, their business model is different and provides direct representation through paid staff attorneys. This business model cannot meet the need. For example, because of conflicts of interest, caseload and other resource restrictions, legal service providers turn away cases. As a result of this up to 40% percent of Volunteer Legal Services Hawaii's caseload comes from referrals from other legal service providers. Today, Volunteer Legal Services Hawaii serves those people who are at or below 200% of the federal poverty guidelines in all four counties of the State of Hawaii.

Volunteer Legal Services Hawaii operates on a volunteer service delivery model, thereby both reducing costs and providing professional expertise. Unlike other legal service providers that hire lawyers to deliver professional services, Volunteer Legal Services Hawaii's employed staff generally provides administrative support to its volunteer lawyers and other community and professional volunteers who provide client services. This method has proven effective at keeping costs low while delivering high quality legal services. With strong support from the private bar, the Supreme Court's adoption of Rules 6.1 of the Hawai'i Rules of Professional Conduct, which urges all attorneys to donate 50 pro bono hours per year, and 17.d, which requires all lawyers to report their hours of pro bono service, has further strengthened pro bono as a viable method of delivering essential legal services to the vulnerable population of Hawai'i.

Over its 26 years of existence, Volunteer Legal Services Hawaii has matured and its programs are well known within the community. Volunteer Legal Services Hawaii has reorganized and streamlined the entire organization such that it operates in a very efficient manner. Volunteer Legal Services Hawaii has a staff of 14.87 FTE employees and a pool of 850 volunteers on its roster; it is governed by a sixteen member Board of Directors and managed by an experienced executive director, Moya Gray, who has over 26 years of legal and administrative experience and community leadership in Hawai'i.

2. Goals and Objectives:

Between 2006 and 2007 Volunteer Legal Services Hawaii experienced a 30% increase in demand for legal services, outstripping our current ability to meet the need. To meet the 30% increase in demand for legal services, Volunteer Legal Services Hawaii will provide additional community-based legal services to low-income population in urban and non-urban areas. Volunteer Legal Services Hawaii will

- Rent and staff additional facilities in Waianae, Hilo and Maui; and
- Provide services to clients in urban and non-urban areas through volunteer and staff attorneys and support staff through its programs, including but not limited to
 - Pro Bono Referral Program
 - Neighborhood Legal Clinic Program
 - Uncontested Divorce Clinic Program
 - Housing Support Legal Program
 - Homeless Bench Warrant Recall Program
 - Community Tax Assistance Program
 - Capacity Building & Legal Support Program for Non-Profits
 - Na Keiki Law Center Legal Services
 - Young Families in Need Program
 - Parenting Plan Mediation Pilot Program
 - Youth Outreach Program

3. Public Purpose and the Need to be Served: 30% Increase in Demand for Legal Services from Volunteer Legal Services Hawaii

In 1993 the Spangenberg Report, a survey of the civil legal needs of the low-income community in the State of Hawaii, found that only 10% of the legal need was then being met. Since 1993 the rate of poverty in Hawaii has only climbed. Today Hawaii has a homeless population the growth of which is rapidly outstripping our ability to help. While Hawaii's economy is considered to be doing well, the stress of this real estate boom, the reduction of federal benefits and the impact of drugs and other family tensions has only increased the legal needs of those living in poverty.

In 2007 the Access to Justice Hui conducted a statewide legal needs assessment of low and moderate-income people. The Hui issued its report entitled "Achieving Access to Justice for Hawaii's People in which it found that the serious legal needs of only 1 in 5 low to moderate income people were being met. More significantly, the report found that of this group of people 2 out of every 3 people could not be served by the legal service provider because the legal service provider lacked capacity.

A 30% Increase in Demand for Services from Volunteer Legal Services Hawaii:

Volunteer Legal Services Hawaii has seen this very real need grow over the past few years. Between 2006 and 2007 Volunteer Legal Services Hawaii experienced a 30% increase in demand for legal services across the State of Hawaii.

But our limited statewide presence is not enough to meet the demand. Although Volunteer Legal Services Hawaii provides legal services to both urban and non-urban areas, our presence in non-urban areas is minimal due to lack of resources. We operate 3 hour clinics usually once per month in Maui and Kailua-Kona and twice a month in Hilo. The minimal amount of time we spend in the community means that clients don't know how to get legal services from Volunteer Legal Services Hawaii. This fact is reiterated in the Access to Justice Hui's report which found that a significant reason that clients are underserved is because they do not know where to turn to get legal assistance. With the increased demand for services, we want to establish a continued community presence in Waianae, Hilo and Maui by securing facilities and staffing them on a daily basis.

Of those living in poverty in our state, over 21,000 reside in the County of Hawaii and over 14,000 reside in the County of Maui. And it is clear that a significant portion of the entire state's homeless population resides on the Waianae coast. The need for legal services in non-urban areas has placed a toll on our current resources and sometimes we cannot always meet the need in a timely fashion, in particular in Waianae and in the counties of Hawaii, Maui and Kauai.

With our legal assistance low-income people will receive legal assistance or other representation, our clients can keep their homes, their jobs, get insurance, see their children or collect child support, keep their children safe, collect social security and other benefits, and maybe even pay off their debts. We assist clients with adoption, guardianship of minors, adults and elders, child custody, visitation and support, divorce, civil rights, landlord-tenant disputes, employment disputes, consumer credit issues including collections, foreclosures, immigration, housing, powers of attorney, paternity, social security, tax liabilities, temporary restraining orders, and welfare issues. If a client is turned away from another legal service provider, Volunteer Legal Services Hawaii is able to provide legal services to those people who would not otherwise be represented by a lawyer. For those people, without Volunteer Legal Services Hawaii, there would be no access to justice.

Everyone in Hawaii has the right to be treated in a fair and just manner. Our entire system of democracy and justice assumes that everyone has rights that they can enforce. However, the system of laws that has grown up with this country has become so complex that one needs a lawyer to represent them in many different contexts. For

those who can afford it, being represented by a lawyer is their only way to access our system of justice. Unfortunately, the cost of lawyers is high. For those who are unemployed, earn low wages, are ill, are elderly or young, work two jobs, or are caring for a parent or a child, or who are simply disadvantaged, hiring a lawyer is not a realistic possibility. For these people, their earning power has locked them out of the halls of justice.

The public policy of providing caring for the impoverished, the vulnerable, the young and the elderly are enshrined in our constitutions. Article IX of the Constitution of the State of Hawaii mandates the protection and promotion of the public health [Section 1], the State has the power to provide for the treatment and rehabilitation of handicapped people [Section 2], to provide financial assistance, medical assistance and social services for persons *who are found to be in need of and are eligible for such assistance and services* [Section 3] to *provide for the security of the elderly by establishing and promoting programs to assure their economic and social well-being* [Section 4] harkening back to a value embedded in our culture, Section 10 recognizes the law of *mamala-hoe kanawai* decreed by Kamehameha I (that every elderly person, woman and child may lie by the roadside in safety) as the unique and living symbol of the State's power to provide for the safety of people against crimes. Truly, the public health and welfare of our State of Hawaii encompasses providing that the people of Hawaii have access to justice.

And the State of Hawaii does have a long-standing commitment to provide legal services to the poor. However, most of the existing legal service providers provide "niche" services – to Native Hawaiians, only to Americans, only to immigrants or only to domestic violence victims. Unfortunately for the low-income community, all of these providers have restrictions on who they can serve. Some restrictions arise out of two low-income people being part of the same suit (lawyers cannot represent people who have or may have competing interests), some restrictions arise because there are restrictions on how many cases an attorney can handle at any one time, some restrictions are placed on who that provider can serve (Congress prohibits Legal Aid from representing non-citizens) – whether from a conflict of interest, caseload or financial restrictions, all of these providers turn people away.

Many of these people find their way to Volunteer Legal Services Hawaii. As Volunteer Legal Services Hawaii provides civil legal services mostly through *pro bono* lawyers, we do not have conflicts of interest, caseload or financial restrictions. Today, there are over 6,000 licensed attorneys who can provide *pro bono* legal services. Thus the only restriction that Volunteer Legal Services Hawaii's faces is a practical one - the lack of staff to help find lawyers for our clients.

When other legal service providers turn people away, Volunteer Legal Services Hawaii is able to provide legal services to those people who would not otherwise be

represented by a lawyer. For those people, without Volunteer Legal Services Hawaii, there would be no access to justice.

4. Target Population:

The most recent census results estimate that 10.8% of Hawai'i's population lives below the poverty line.¹ Directly translated that means that of a population of 1,275,194 people, 135,827.06 live in poverty and cannot afford the services of a lawyer when necessary. The rate of poverty for each of our counties breaks down as follows²:

County	Rate Of Poverty	Total Population	People Living In Poverty
Hawai'i	13.1	167,293	21,915.38
Maui	10.2	139,884	14,268.17
Kauai	10.5	62,640	6,577.2
C&C of Honolulu	10.5	905,266	95,052.93

General Low-Income Population: Those who live in poverty have significant needs for qualified legal advice, counsel and representation. Because these individuals have very little discretionary income after paying rent, utilities, food, childcare and bills, they have very limited ability to deal with problems. Therefore, the hardships they face have a serious impact upon their daily lives. More so than those who have the monetary ability to get legal assistance. For example, if your landlord hasn't fixed the broken toilet in your low-rent apartment, you might choose to wait rather than complain and take the chance that your landlord will raise your rent. Poverty seriously restricts an individuals choices, thus, to promote justice, both in the community and in legal proceedings, Volunteer Legal Services Hawaii's mission is to make legal services accessible to the poor, the working poor and the elderly through its programs. These factors are only compounded when these people are homeless or at imminent risk of homelessness.

Children: The children in need are a particularly important demographic as the future stability and well being of our community is reliant upon the well being of our keiki, and statistically Hawaii's children are not faring well. The Children's Services Division programs serve the children of Hawaii (ages 0 to 18) and their families or caregivers who are the subjects of legal conflicts and/or whose rights are not sufficiently protected by current legal and social services.

Nineteen out of one hundred of our State's children live in poverty. Many of these children, due to a variety of circumstances end up in the foster care system. In 2005, there were 2,762 children in foster care. The western legal system under which Hawaii operates gives no voice to minors, anticipating that the child's interest will be best

¹ See Hawai'i Quick Facts from the Census Bureau at <http://quickfacts.census.gov/qfd/states/15000.html>.

² *Id.*

served by their parents. When the parent or parents are no longer capable of advocating for their children because one or both parents have died, their parental rights are jeopardy, they are incapacitated for medical reasons, drug abuse, or engage in violence, our children have no one to speak out for them. Older children are more likely to take action on their own in an effort to protect their own interests, but they lack education, experience and capacity to truly nurture themselves or the children that they may bring into the world, and they too need legal assistance and support. And other family members, grandparents, aunts and uncles, may want to assist the children, but they too lack the wherewithal, education, experience and capacity to make a difference without legal assistance and support.

Non-Profit Organizations that Serve the Same Population: Those non-profit organizations that serve the same population that Volunteer Legal Services Hawaii does, that is the poverty population, also needs legal assistance. Many of these organizations who are struggling to help our community themselves need legal help. These organizations, often with a very small staff and with a small operations budget and no funds for legal services need lawyers to help them comply with the law and ensure that their wonderful programs don't fail. Volunteer Legal Services Hawaii provides legal workshops, advice and counsel and pro bono matching services to this group of worthy and needy non-profit organizations.

5. Geographic Coverage: Urban and Non-Urban Areas

Volunteer Legal Services Hawaii operates across the state. Intake is available in person and by telephone *via* a free call 1-800 telephone number. Clinics and workshops are provided at facilities located in downtown Honolulu, Leeward Oahu, Windward Oahu, Lihue, Kauai, Wailuku, Maui, Hilo, Hawai'i and Kona, Hawaii. Virtual clinics (phone consultations) are arranged for the residents of Molokai and Lanai. Additionally, other special clinics and workshops are also delivered at transitional shelters across the City & County of Honolulu. Legal representation is offered across the State of Hawaii. Children's services are delivered where they are needed across the state. For pregnant and parenting teenagers, we deliver legal services through the Department of Education's GRAD's program in public high schools across the state; for runaway or homeless teens, we provide legal services at Hale Kipa.

But this statewide presence is not enough. Although Volunteer Legal Services Hawaii provides legal services to both urban and non-urban areas, our presence in non-urban areas is minimal due to lack of resources. We operate 3 hour clinics usually once per month in Maui and Kailua-Kona and twice a month in Hilo. The minimal amount of time we spend in the community means that clients don't know how to get legal services from Volunteer Legal Services Hawaii. This fact is reiterated in the Access to Justice Hui's report which found that a significant reason that clients are underserved is because they do not know where to turn to get legal assistance. With the increased

demand for services, we want to establish a continued community presence in Waianae, Hilo and Maui by securing facilities and staffing them on a daily basis.

II. Service Summary and Outcomes

Using staff and volunteers Volunteer Legal Services Hawaii will provide general civil legal services across the state to those who are at or below 200% of the federal poverty guidelines. Services will be offered in locations and times that are convenient for our target populations.

1. Scope of Work, tasks and responsibilities

A. Scope of Work – Applicant’s Current Services

When Volunteer Legal Services Hawaii was created in 1981 its main purpose was to give low-income people access to justice by matching them with expert *pro bono* lawyers. These clients could not afford lawyers or had been turned away by other low-income legal service providers. Today, Volunteer Legal Services Hawaii’s mission remains the same and serves its clients through two main divisions: the Low Income Services Division and the Children’s Services Division.

Low Income Services Division: Within the Low Income Services Division, Volunteer Legal Services Hawaii provides legal services in all four counties in the State of Hawaii through its program delineated below. The main goal of the Low Income Services Division is to provide legal services to clients across the state. We provide general civil legal and family law services through the following programs:

- The Pro Bono Referral Program provides those clients who need full representation with *pro bono* licensed lawyers for the life of the matter.
- The Neighborhood Legal Clinics provides clients with legal advice, consultation and brief services from general law lawyers or lawyers who specialize in family law. Clients meet with licensed lawyers who provide individualized legal advice, consultation and or a brief service for each client’s situation. Neighborhood Legal Clinics are held 4 times a month on Oahu, once a month in the Counties of Kauai and Maui, and twice a month in Hilo and once a month in Kona. Should a client’s matter require an urgent consultant with an attorney, scheduled appointments are provided individual clients outside of the scheduled clinic times through telephone or face-to-face consultations, depending upon the location and need.

- The Uncontested Divorce Workshops are staffed by licensed lawyers (both volunteers and staff), administrative staff and law students. These legal professionals teach clients about the uncontested divorce process, assist clients with completion of all legal documents and file the documents for the clients. These 'full-service' Workshops are held twice a month on Oahu. A limited version of the Workshops is also offered on Kauai, Maui and Hawaii; we plan to expand this service in the near future.

For those who have concerns that center on financial issues, we provide specialized legal services through the following programs:

- The Housing Support Legal Clinics are held at transitional shelters on Oahu and are staffed by licensed lawyers and staff. The lawyers teach clients about their legal rights and remedies in ten different substantive areas including family law, employment law landlord-tenant relationships, consumer debt law and tax rights and responsibilities; attendees who have a need have an opportunity talk with the lawyer and receive advice and consultation at the conclusion of each workshop. These clinics are offered up to 10 times a month at various transitional shelters on Oahu.
- The Community Tax Assistance Program offers legal education, full representation, and advice and consultation with regard to tax disputes before the Internal Revenue Service; the program also offers tax preparation assistance emphasizing the Earned-Income Tax Credit, in both transitional shelters and in community facilities for low-income clients and for those people who speak English as a second language. This program operates 15 clinics a year through the Honolulu office; additionally, during the tax season, clinics are offered at transitional shelters and at community sites throughout Oahu.

Children's Services Division - Na Keiki Law Center: Within the Children's Services Division Volunteer Legal Services Hawaii offers multiple programs, the primary goals of which are to serve and assist Hawaii's children with supportive and legal services. This systemic approach to issues facing Hawaii's children *strengthens families and keeps children safe and out of foster care.*

- Na Keiki Law Center works to promote change in processes, laws, and policies that harm children by advocating on behalf of Hawaii's children who suffer due to legal and familial conflict. Na Keiki Law Center supports children and families in crisis by representing the best interests of children whose legal rights are not sufficiently protected by existing legal and social services. Na Keiki Law Center provides full legal representation that furthers the best interests of children; promotes systemic change in government, social, legal, &

other systems dealing with children; identifies the legal & psycho-social needs of vulnerable children and families; identifies child-related community problems in order to create effective alleviation strategies & pilot programs for eventual staffing by community volunteers; develops child-centered programs that employ mediation and other alternatives to litigation in child-related, familial conflicts; promotes community involvement & education in child-related issues; and engages community volunteers to accomplish mission-related tasks. Na Keiki Law Center offers five specific programs that all assist children in some fashion.

- Guardianship Clinics in which staff lawyers, assisted by law students and licensed volunteer lawyers, provide legal assistance and full representation of families in matters involving guardianship of children.
- “YO” or Youth Outreach Program in which staff and volunteer lawyers provide legal assistance to teenagers, homeless and otherwise through its partnership with Hale Kipa,
- Young Families in Need which provides statewide legal assistance to pregnant and parenting teenagers through its staff and volunteer lawyers in partnership with the Department of Education’s GRAD classes. Through this program, Na Keiki Law Center prevents child maltreatment by educating young parents with children who are at high risk for maltreatment. Through the Young Families in Need program, Na Keiki Law Center brings volunteer attorneys into public school statewide to educate young parents on their legal rights and how to promote the best interest of their baby. The program works with extended families to establish practices that promote the baby’s connections to both mother and father and reduce the need for child welfare service intervention in the future.
- Foster Parents & Professionals Assistance Program in which staff and volunteer lawyers provide legal assistance and education to foster parents to improve their capacity to care for foster children and provides training for professionals who work with children; and
- Parenting Plans Program, a pilot program, in which staff and volunteer lawyers and mediators educate and mediate parenting plans from the best interest of the child standard. Through its Parenting Plan program, Na Keiki Law Center educates parents involved in contested divorce in the realms of child custody, visitation, and co-parenting from separate households in a manner that protects children from the controversy and conflict traditionally associated with the contested divorce process. By educating parents on the potentially harmful nature of the process, mediating parenting plan agreements between parties, and involving extended families in a culturally sensitive process, Na Keiki Law Center hopes to foster a stable and supportive post divorce environment for

children. Na Keiki Law Center's work to foster stable and supportive post-divorce environments will ultimately help to reduce child maltreatment. Once mediated the parties can then file these plans in *pro se* contested divorce cases.

Services to and for the Homeless: Volunteer Legal Services Hawaii offers targeted legal services to those at risk of homelessness as well as the homeless. To help prevent homelessness, legal services, such as legal advice and counsel, *pro se* workshops, legal education, legal representation and support are offered to all people who are income-qualified. We deliver a variety of *pro bono* legal services to the homeless members of our community both at the Neighborhood Legal Clinics and in transitional/homeless shelters using a combination of paid staff and qualified volunteer legal staff.

As it can be quite difficult for homeless families to come to Volunteer Legal Services Hawaii to receive services, and because Volunteer Legal Services Hawaii wants to enhance our Housing Support Legal Program, Volunteer Legal Services Hawaii brings its services to the poor and the homeless. First, Volunteer Legal Services Hawaii delivers targeted legal services (employment, debt, family law, earned-income tax credits, housing and other financial literacy issues) to those who are already homeless and are residents of transitional shelters. These legal services, which include legal education, outreach, advice and counsel and some specialized clinics such as Community Tax Assistance Program, are delivered within transitional/homeless shelters. In addition, Volunteer Legal Services Hawaii locates its Neighborhood Legal Clinics within or near low-income census tracts as set forth earlier in this proposal.

To further assist this population, we are developing a pilot project that will assist homeless or those in transitional shelters with removing bench warrants issued these people failed to appear in court to answer charges of illegal camping or sleeping in the car or other homeless "quality of life" type of tickets.

Community Tax Assistance Program: For homeless, at risk of homeless and other low-income taxpayers, including those who speak English as a second language, the complexity of the American tax system is one more complication in their lives. This program assists the targeted population with assistance in claiming appropriate tax credits thereby increasing their ability to get a deposit for a new rental, assists the targeted population with clearing past tax liabilities or even filing returns for past tax years. This project offers specialized clinics at which the client's issues with taxes and the IRS will be addressed; should direct representation be appropriate, the project will match the client with an appropriate representative. These specialized clinics are offered both at homeless and transitional shelters as well as in those low-income census tracts indicated earlier in this proposal. This year the tax clinics will focus on educating and helping low-income and homeless clients receive the Earned Income Tax Credit, which is the federal government's largest poverty reduction program.

B. Tasks & Responsibilities:

General Civil Legal Services Tasks: Volunteer Legal Services Hawaii will provide general civil legal services to and for low-income adults and at-risk children through our staff and volunteers. The type of legal assistance provided to the individual who calls Volunteer Legal Services Hawaii will depend upon the facts of each case. In general, each individual who does call for legal assistance will go through the following initial process:

- Intake and determination of eligibility. Intake is completed by Volunteer Legal Services Hawaii's Intake Specialists and Coordinators through Volunteer Legal Services Hawaii's central intake as well as through its projects. Customers may call on the toll-free line or walk-in to the main Volunteer Legal Services Hawaii office during intake hours, Monday through Friday 9:00 AM to 12:00 PM and from 1:00 PM to 3:00 PM.
- Meeting with a Neighborhood Legal Clinic Attorney for Advice & Counsel: If eligible, Volunteer Legal Services Hawaii's Intake Specialists schedule the individual to meet with an attorney at the earliest available opportunity. Depending upon the type of concern raised by the individual, he or she may be scheduled into a Neighborhood Legal Clinic or into a Virtual Clinic for one-on-one advice and counsel with an attorney or may be referred to *Na Keiki Law Center* if the case involves issues relating to the best interest of children.
- Pro Se Services: Alternatively, if the individual's needs are better met by one of our several specialized *pro se* clinics, such as Divorce, Guardianship or other specialized clinics, the Intake Specialists schedule the customer into those clinics. These *pro se* clinics provide the individual with knowledge about the specialized legal area in a group setting, as well as individualized legal advice and counsel, document preparation and filing, other *pro se* support.
- Specialized Clinics: If the individual or the case comes within one of the specialized services that we provide, such as the Housing Support Legal Program, Community Tax Assistance Program or other specialized clinics, the Intake Specialists or program coordinators schedule the customer into those services. If, after the clinic, the client needs direct representation, the client is then placed with the *Pro Bono* attorney services.
- Direct Representation by a Pro Bono Attorney: In certain circumstances, the individual will require an attorney to represent him or her in litigation before a court of law or an administrative tribunal. In those instances, after the customer has completed the application and provided appropriate income verification

documentation, the Intake Specialists and Clinic Coordinator will review the case and will begin the process of finding a qualified *pro bono* attorney to accept the case. Once an appropriate *pro bono* attorney is found, the attorney and customer are matched and initial documentation is provided to the attorney. The team monitors each of these cases until closure and obtains feedback from the attorney and customer.

- Advice & Counsel and Direct Representation: Often an eligible individual will require both the opportunity for advice and counsel, as well as direct representation by a *pro bono* attorney. In those circumstances, the usual course of events is to have the Intake specialists schedule the client into a Neighborhood Legal Clinic or Virtual Clinic for initial advice and counsel, and subsequently to match the case with a *pro bono* attorney, following the procedures noted above.
- Referral. If appropriate, the Intake Specialists may refer the customer to other non-legal services or to other legal services targeted to special populations such as victims of domestic violence. Middle-income individuals, not eligible for Volunteer Legal Services Hawaii services, will be referred to the reduced GAP program or to Lawyer Referral Service at the Hawaii State Bar Association for names of attorneys they can hire or to Legal Aid Society Hawaii's Affordable Attorney Project. Additionally, some legal service providers offer specialized programs that are more appropriate.

Responsibilities:

Executive Director: The Executive Director is responsible for the development, implementation and management of all services and for quality assurance and reporting. The Executive Director is an active attorney, is the Management Team leader and directly supervises all managers and all programs. Working with the management team, the Executive Director

- Ensures that community legal needs are identified, that solutions are created and implemented;
- Ensure that all services are provided in a timely manner by each team;
- Ensures that all client grievances and *pro bono* attorney concerns are addressed in a timely fashion
- Manages all outreach efforts statewide;
- Prepares all relevant reports to funders;
- Ensures that each person in the team understands his or her duties, is trained, and is accountable for his or her responsibilities;

Operations Manager: The Operations Manager works with all division managers and their staff to ensure compliance with all grants and contracts. The Operations Manager with the assistant provides grant, human resource, fiscal, and facilities support.

Volunteer Development Manager: The Volunteer Development Manager is responsible for developing and maintaining the pool of approximately 850 qualified volunteers who provide services through Volunteer Legal Services Hawaii. The major responsibility of this position is to continuously ensure that there are adequate numbers of qualified and experienced pro bono attorneys to meet the legal needs of the low-income community.

Volunteer Development Recruiters: The Volunteer Development Recruiters recruit attorneys into the following types of *pro bono* positions: Clinic Attorney; Workshop Attorneys; Mentor Attorney; Training Attorney ; Pro Bono Attorney; Pro Se Support Attorney; Special Projects Attorney (such as Young Families In Need Consulting Attorney). Additionally, these positions ensure that the case is placed with a *pro bono* attorney and that all initial documentation is provided to the attorney. To ensure that there is an appropriate match between the legal case, customer and *pro bono* attorney, Volunteer Legal Services Hawaii's database is maintained and updated for each volunteer, including the type of service they wish to provide and the case types they are willing to accept. To further support the *pro bono* attorneys and law students, the Volunteer Development Manager arranges for appropriate training for the pool of volunteers.

Communications Coordinator is responsible for assisting with recruitment, training volunteers and others within the program, writing, printing and distributing a quarterly newsletter, all press releases and other relevant program information and for maintaining the web site.

Low Income Services Division Manager: The Low Income Services Division Manager is responsible for ensuring timely opportunities for income eligible clients to meet with *pro bono* lawyers. This manager ensures that her staff arranges for the appropriate facilities in which to hold all low-income services, prepares all documents required for each attorney at each clinic and/or workshops statewide and throughout the year; develops new locations and opportunities to provide services on a statewide basis; and with her staff ensures that all customer data sheets are accurate, clear and concisely state the issues; ensures that Clinic Attorneys receive customer data before each clinic; ensures that all Clinics and Workshops are properly operated by Clinic Administrators; ensures that all data from the Clinics and Workshops are properly entered into the relevant databases; ensures that all customers who require *pro bono* attorneys receive appropriate applications and other materials; ensures that each case is followed internally until the case is closed and data is entered into the Volunteer Legal Services Hawaii database and ensures that both clients and attorneys evaluate the services.

Staff Attorney: The Staff attorney is responsible for providing timely legal assistance to income qualified clients in both the Low Income Services Division and Childrens Services Division, including those non-profit organizations that serve the same clientele as does Volunteer Legal Services Hawaii and whose operating budgets meet eligibility criteria. Additionally the Staff Attorney is responsible for developing new legal services as client demand may call for. The Staff Attorney is responsible for managing all legal services provided by qualified law students and managing all paralegals.

Paralegal: This position will be responsible for supporting the Staff Attorney and the Executive Director.

Intake Specialists: The Intake Specialists ensure that customers who contact Volunteer Legal Services Hawaii, either as a walk-in or by telephone, are served and that the customer is scheduled to receive the appropriate level of legal service. These positions are responsible for ensuring that each caller is eligible for Volunteer Legal Services Hawaii's services. Finally, these positions are responsible for referring each case to the appropriate service or program. Further responsibilities include: obtaining through a customer interview income levels to determine eligibility, demographics and, through interview tools developed by appropriate legal experts, obtaining the appropriate and relevant facts of the case; scheduling the customer to meet with a *pro bono* lawyer; and entering data into the customer and volunteer databases.

Clinics Coordinator and or Administrator: These positions are responsible for ensuring that the management and operation of each clinic. These responsibilities include opening and setting up, cleaning and closing the physical facility for each clinic; receiving all Clinic Attorneys; assisting all Clinic Attorneys with customer management including ensuring that customer data has been received; greeting and checking in customers, placing the customer with the appropriate Clinic Attorney; ensuring that the Clinic Attorney completes data sheets and submitting to the Clinics Coordinator all case data and other reports following each clinic.

Regional Coordinators: These positions will be located in Hilo and Wailuku and will be responsible for all client services and volunteer development in the respective regions. It is expected that these positions will coordinate service delivery with their Oahu counterparts..

Children's Services Division Manager: As it is the policy of Volunteer Legal Services Hawaii to ensure a higher level of direct involvement with cases involving children, after the Intake Specialists identifies the case as having issues that involve the best interests of a child, it is directed to the Children's Services Division Manager. The Manager is responsible for ensuring that the customer receives appropriate legal

services whether by paid staff attorneys or volunteers. Some of these services could include direct representation in a court of law or administrative hearing, or simple advice and counsel, a brief service or even family mediation to resolve issues outside of a legal tribunal. The Manager will conduct a one-on-one interview with that client or interested party. Should the customer require it, the Manager or other staff will locate and match the client with the appropriate *pro bono* attorney or other appropriate legal service provider. The Managers ensures that only those *pro bono* attorneys who have had experience with child advocacy represent the client; moreover, the Children's Services Division performs a criminal check on all attorneys representing children. Once such a match is made between the customer and the *pro bono* attorney, the Manager and her staff will continue to monitor the case, providing further assistance if required, and closing the case when it has been completed. If no *pro bono* attorney can be found within an appropriate time period, and the best interests of the child or children involved require timely action, then the Manager and the Executive Director will assess whether this would be a case that Na Keiki Law Center could accept. If so, then a case file is opened on the client and legal representation is begun

Children's Services Division Coordinator: This position is responsible for placement of attorneys and law students with Department of Education GRADS classes throughout the state, for placing volunteer attorneys with Hale Kipa's Youth Outreach for teen legal clinics, for maintaining and updating the Consulting Attorneys Manual and relevant material to be provided to the pregnant and parenting teens and for matching a *pro bono* attorney with a parenting teen when specific legal services are required, and for assisting with the development of new pilot programs such as the Parenting Plans mediation program.

2. Timeline for Accomplishing Service Results, Outcomes

All services will be accomplished within 12 months of the beginning of this grant.

Outcomes: The ability to receive legal advice and counsel in a timely fashion is the key to accessing our justice system. Given the measures of effectiveness (see Section II.4 below, in which we discuss that the effectiveness of providing access to justice translate into providing timely opportunities for the client to meet with and receive advice and counsel from a lawyer), our focus is to provide as many opportunities for a client to meet with an attorney and to do so through the delivery of community-based legal services clinics. Additional funding to rent community-based facilities and hire non-Oahu personnel to manage these facilities is critical to the outcomes and measures of effectiveness.

Should funding for these community-based legal service centers be forthcoming, and based upon prior experience in these communities and applying a conservative estimate of growth, we expect to offer the following services in 2008:

We anticipate receiving over 9000 requests for Legal Services. We will provide 449 legal clinics statewide at which a client may see an attorney for advice and counsel, and brief services. We anticipate that we will serve up to 3,900 clients through these clinics. Additionally we anticipate placing 150 full service representation cases for 150 clients.

3. Quality Assurance and Evaluation:

Volunteer Legal Services Hawaii employs a system of monitoring customer services for quality assurance that encourages the development of innovative methods of meeting community needs. The systems approach improves service delivery, enhances teamwork, and improves cost control and adherence to policies and procedures. At the outset, the Volunteer Legal Services Hawaii Executive Director, directly oversees all programs offered through Volunteer Legal Services Hawaii and closely monitors delivery of legal services to ensure that all services are offered in a timely fashion at convenient locations to income-eligible people.

Management Team: An integrated Management Team is responsible for quality assurance of services. The team is composed of the Executive Director, the Operations manager, the Volunteer Development Division manager, the Low Income Services Division manager, the Children's Services Division manager and the Staff Attorney. This team meets weekly to review, evaluate and plan for all services and to ensure effective grant and contract compliance monitoring. The team is responsible for developing and piloting all new services. Each Manager holds regular division meetings with their staff and each is responsible for supervising staff and volunteers providing services within each of their divisions and ensuring that organizational-wide goals are met. Staff meetings are held monthly to provide clear communications among all division at the staff level. Meetings with volunteers are held regularly. Some of the key components of the operating procedures for quality assurance include:

- Intake review to assure appropriate treatment of case, consistency and completeness of data;
- Timely data entry at all points of client and volunteer contact;
- Timely report generation and review to identify issues and solutions;
- Implementation of appropriate solutions and
- Follow-up on all legal services.

Volunteer Legal Services Hawaii maintains and updates operating procedures for all programs and services in a manual and trains all team members and volunteers on those procedures.

Low Income Services Team: The Low Income Services Team manages all low-income services other than services to or on behalf of children. This Team is composed of the Executive Director who is an active attorney, the Operations Manager, who holds a degree in Accounting and has 12 years of experience in implementing federal contracts who will complete his Masters in Business Administration this May, the Low Income Services Division Manager who has a Masters in Business Administration, the Staff Attorney who holds a dual Juris Doctor and Masters in Business Administration and a decade of business experience, the Volunteer Development Manager, the Volunteer Recruitment Coordinators both of whom have prior experience in working with homeless and with homeless children as well as extensive in house training and experience, and the part-time Communications Coordinator, the Special Clinic Coordinator, and the Intake Specialists, who are cross-trained and accompany a customer's case from point of intake to the point of referral. Additionally, the Clinic Administrators are part time employees that staff the actual clinics in their different locations. The different levels of supervision and interaction between the team members, along with the administrative process allows Volunteer Legal Services Hawaii to track performance and service quality on an individual basis and improves the likelihood of case-placement with pro bono attorneys.

The Low Income Services Team monitors all cases from intake to closure to ensure that all eligible customers receive appropriate services from qualified lawyers. The senior members of the Management Team meet weekly to review the need for volunteer lawyers, the issues raised by clients and the procedures followed by all staff and volunteers, to ensure that problems are identified and resolved quickly.

On a regular basis, the Low Income Services Team meets to review their caseload and whether the legal services offered meet the needs of the customer. In its meetings, the team identifies unmet legal needs, and rapidly provides the necessary legal service through its large pool of volunteer attorneys.

Children Services Team: The Children Services Team provides all services to or on behalf of children. This Team is composed of the Executive Director, an active attorney, the Operations Manager, who holds a degree in Accounting and has 12 years of experience in implementing federal contracts who will complete his Masters in Business Administration this May, the Children's Service Division Manager and the Na Keiki Law Center Coordinator, Additionally, the team includes the Volunteer Development Manager who has extensive marketing experience, and the Volunteer Development Recruitment Coordinators. The different levels of supervision and interaction between the team members, along with the administrative process allows Volunteer Legal Services Hawaii to track performance and service quality on an individual basis and improves the likelihood of case-placement with *pro bono* attorneys. As was previously stated, each service is developed, implemented,

monitored and evaluated with consideration for those people who need the particular type of legal service.

Assisted by the Children Services Division staff, the Manager ensures full implementation of the program's services, under the supervision of the Executive director, including coordination and provision of legal support services, training and materials to members of all targeted groups by both staff and volunteers; volunteer recruitment and training, case management of each sibling group including coordination and provision of all visitation services, training and materials to referred sibling groups and to visitation volunteers, and visitation event management; data collection, review of and follow-up of services provided to ensure that quality is maintained; continual program evaluation through, surveys of relevant groups such as community partners, foster parents, social workers, and volunteers and external evaluations; direct reporting to Executive Director as to the provision and quality of visitation services; and determining eligibility to receive services, data collection for purposes of tracking services provided, review of and follow-up of services provided to ensure that quality is maintained, preparation of reports as is required; continual program evaluation through client satisfaction and community surveys as well as data reviews to ensure that appropriate legal support services are being developed and implemented; and personnel management.

Volunteers: Volunteer Legal Services Hawaii ensures that the most appropriately qualified attorney provides legal services to each customer. To maximize efficiency, the Volunteer Development Division Manager and staff tracks each attorney's areas of practice, languages spoken, services they are willing to provide, the Volunteer Legal Services Hawaii sponsored training they've received, types of clients they would prefer to serve and the time commitment they are willing to make. Volunteer Development Division staff members track how often the services of the attorney are used and feedback from the attorneys on particular cases referred to them. From this data, Volunteer Development Division staff members match the attorney with the client that would best suit the services the attorney is able and willing to provide on a pro bono basis. The better our match, the better the client will be served by that attorney thereby improving Volunteer Legal Services Hawaii's ability to provide services in a timely manner.

Finally, to ensure quality legal services, Volunteer Development Division offers periodic training to its volunteer lawyers and partners with the William S. Richardson School of Law, Legal Aid Society of Hawaii, Na Loio Immigrant Legal Services and other legal services providers. Volunteer Development Division, through its experienced Mentors, provides one-on-one guidance to younger or less experienced lawyers. To ensure thorough handling of client issues the Teams provide volunteer attorneys with complete case information. Attorneys then conduct initial research before meeting with the client. Such research can be done at volunteer lawyers own

law libraries, the Hawaii State Bar Association and the Supreme Court Law Library, but Volunteer Legal Services Hawaii also has a small legal library that attorneys can access.

Service Evaluations: As Volunteer Legal Services Hawaii is responsive to both the needs of the customer and the volunteer, we rely on both formal and informal methods of feedback to improve customer service. As each legal case is different, depending upon the complexity of the case and the capacity of the customer, we assess the success of our services in a specialized manner. Evaluations of the services rendered are completed both by volunteer attorneys³ and by the customers⁴ and reviewed by the Volunteer Development Division Manager, and the Management Team. If problems are encountered, solutions are developed at regular team meetings and then implemented. All teams monitor the results of those solutions to ensure that they work as anticipated. We meet with groups of volunteers from the volunteer pool to assess service delivery issues and program improvement. Recommendations are considered by these Teams and may be incorporated into the programs formal process and procedures. Staff, the Executive Director and the Grievance committee of the Board of Directors review grievances.

Organizational Review: The Board of Directors has committed to conducting organizational reviews every two years. We are now in the process of such a review.

4. Measures of Effectiveness to be Reported:

When providing access to justice to those who cannot afford lawyers, the most significant measure of effectiveness is whether or not the client was able to speak with a lawyer in a timely fashion. A second measure of effectiveness is whether the client received any level of legal assistance, including advice and counsel, a brief service, representation in or out of court, or learned how to proceed with the legal issue on his or her own (*pro se*). Other measure of effectiveness dealing with whether the client received a just result are outside of the scope of the services offered by Volunteer Legal Services Hawaii and rest in the hands of the judiciary.

³ Attorneys are sent a "Case Assessment" to complete following an NLC or Virtual A/C. Follow up includes a "Case Status" or "Case Closing" form where information is gathered about the client, the case cost and the volunteer hours.

⁴ Customers are asked to complete an "Initial Satisfaction Comment Sheet." This form requests the client provide feedback on the delivery of Volunteer Legal Services Hawaii services up to that point, including their suggestions for improvement. Volunteer Legal Services Hawaii also provides *pro se* clients with mail-in postcards to keep us posted as to which part of the process they are in and when their expected outcome has been achieved. This allows Volunteer Legal Services Hawaii to track its efficacy in preparing customers for the challenges they face as *pro se* litigants.

III. Financial

1. Budget: See attached budget forms

Volunteer Legal Services Hawaii is a non-profit that provides civil legal services through volunteer and paid staff. Relative to other delivery models, the Volunteer Legal Services Hawaii model is extremely cost-efficient. Our annual budget is projected to be \$1,567,305. With this budget we provide statewide legal services in a timely manner to thousands of clients.

We are requesting a total of \$890,000 for this second year of the biennium or an increase of \$290,000. Funding for the remainder of our budget we anticipate will come from the following sources:

Other Government Grants	373,174
Foundations	154,907
<u>Other Donations/fundraisers</u>	<u>149,224</u>
Total Funds	1,567,305

Of the total \$890,000 being requested, \$290,000 is additional funding over FY 07-08. This supplemental funding is to provide much needed legal services for the non-urban areas of Waianae, Hilo and Maui to ensure that clients receive access to legal services in a timely fashion. The 30% increased demand for legal services has created service delivery problems at this level of staffing. Therefore, the additional funding would also provide for 1 FTE attorney, 1 FTE paralegal, 1 FTE coordinator, 2 .5 FTE regional coordinators. The scope of their work is detailed elsewhere in this request

While the request for additional funding of \$290,000 is to provide timely services to the non-urban areas of the State, the remainder of the funds \$600,000 is to continue our regular provision of services across the state. Volunteer Legal Services Hawaii employs a very cost-effective model for the delivery of legal services and as a consequence there is no "fat" remaining in this budget. With staff turnover at high levels because of low wages, and increasing demands upon the staff for performance, the only way to continue provide this very effective, low-cost program is to fund the program.

2. Anticipated quarterly funding requirements for Fiscal Year 2008-2009

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$225,000	\$225,000	\$225,000	\$225,000	890,000

IV. Experience and capability

1. Necessary Skills and Experience:

As a Hawai'i State Bar Association related entity, Volunteer Legal Services Hawaii has, *for 26 continuous years*, provided civil legal services to the low-income community with the assistance of over 850 professionals, most of whom are licensed attorneys in good standing with the bar association. Volunteer Legal Services Hawaii is the *premier pro bono organization in the State of Hawaii*. With this service delivery model, Volunteer Legal Services Hawaii maximizes its financial resources through the utilization of its professional volunteers. Volunteer Legal Services Hawaii has continuously provided substantial legal services to the poor and working poor with a combination of paid staff and its ever-increasing pool of qualified and committed volunteer lawyers, all across the State of Hawaii.

During our history, Volunteer Legal Services Hawaii has been a fiscally sound corporation and has received unqualified audits year after year. As a result of sound fiscal policies, Volunteer Legal Services Hawaii has been the fortunate recipient of many federal and state contracts, including six years with AmeriCorps, six years as a HUD grantee, three years as a CDBG grantee, seven years as an IRS grantee; and eight years as a State of Hawaii grantee.

Volunteer Legal Services Hawaii staff members are a very diverse group of people and, in general, come from the communities they serve; many of the staff members speak many of the languages spoken by our client base, (Chukcese, Japanese, Vietnamese, Ilocano, Samoan, French and Spanish) and all have a passion for the work that they do. Staff members are highly qualified for their various positions and receive both internal and external training as is appropriate to the level of their responsibilities.

Volunteer Legal Services Hawaii has represented low-income people in all manner of civil legal services, has operated an AmeriCorps program that provided legal help to domestic violence victims, operated a court-assistance program in securing temporary restraining orders, provides a tax assistance program for low-income adults and those who speak English as a second language, provides legal education, advice, counsel, guidance and representation to those persons living in transitional shelters, advices, consults, advocates on behalf of and represents children, and operated a program to provide visits to brothers in sisters living in separate foster care homes on behalf of the Judiciary and the Department of Human Services.

Among others, Volunteer Legal Services Hawaii currently partners with the Judiciary, Department of Human Services, Friends of Foster Kids n.k.a. Foster Family Programs, Hawaii Foster Parent Association, Consuelo Foundation Partners Network, University of Hawaii's William S. Richardson School of Law, and other community groups.

These partnerships allow Volunteer Legal Services Hawaii to reach into the community and respond to community needs.

2. Facilities:

A. The Main Office:

The main office is located at 545 Queen Street in downtown Honolulu in the Honuakaha building, part of which is a facility for elderly low-income rentals, owned by the State of Hawaii. This facility has a total of 1338 square feet of space that meets ADA standards. Within this 1338 square foot facility, we house all Oahu staff and most of our volunteers. This facility is insufficient to adequately serve our staff and clients. It is composed of 5 one person offices, a small intake/reception area (50 square feet), and two larger office spaces. Each of the one person offices now holds two staff persons; one of the larger offices holds 3 staff people. When staff members are working, there is inadequate room for our volunteers.

Each of these offices is used to meet with clients after office hours. Volunteer attorneys meet with clients on clinic days and at other times. At clinic, because there is an inadequate reception area, clients must wait outside of the building until there is adequate space within the building or until their turn to see the attorney. Additionally, because many of our clients are accompanied by family members who must be included in the meeting with the attorney, the one person office space used to meet with the attorney is inadequate – clients often must sit in the hallways during their appointment. There is very little privacy afforded our clients.

As our larger offices can only hold a maximum of 5 people at one time, clients in workshops are often turned away because of inadequate space. Thus, we are looking for additional space and this funding request anticipates leasing a total of 3000 square feet at current market rates.

B. Satellite Facilities:

Additionally, services are also provided by staff and volunteers at clinics and workshops throughout Oahu and are located within areas where there are significant numbers of people living in poverty. On Oahu these areas include Waipahu (census tract 89.14 in which 66.77% of the residents have income below the poverty line), Waimanalo (census tracts 113.01 in which 52.825 of the residents have income below the poverty line) and downtown Honolulu (census tract 39 in which 75.84% of the residents have income below the poverty line). Clinics are held as set out below:

1) Facilities Currently Rented by the Evening:

- Filipino Community Center in Waipahu, Oahu

- Waimanalo Comprehensive Health Center in Waimanalo, Oahu
- Aupuni Center, Hilo, Hawaii
- Family Support Services of West Hawaii, Kona, Hawaii
- Lihue Neighborhood Center, Lihue, Kauai
- Family Support Services in Wailuku, Maui
- Waipahu Civic Center, Waipahu, Oahu

2) Services Offered by Invitation at Other Service Provider's Facilities:

- Onelauena
- Weinberg Village Waimanalo
- Onemalu
- US Veterans
- Next Step
- Vancouver House
- Loliana

C. Additional Facilities:

To meet the increased demand for services, to bring our services to non-urban communities, we would rent facilities on a long-term basis in Waianae, Oahu, Hilo, Hawaii and Wailuku-Kahului Maui.

V. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

A. Proposed Staffing:

Volunteer Legal Services Hawaii has highly skilled, professional, experienced and passionate employees and volunteers who are committed to providing services to the disadvantaged people of the State of Hawaii. Volunteer Legal Services Hawaii provides its services through a combination of staff, community volunteers and volunteer attorneys. The model employed requires that a significant percentage of our services be delivered through professional volunteers thus our basic statewide staffing pattern includes staff who work with clients by conducting an intake, assessing the legal issues, and scheduling those clients into an appropriate legal service. All services are administered by staff. Other staff schedule volunteers into clinics, workshops, or into virtual clinics and follow-up with volunteers on their work with the clients. All services are managed by teams composed of members from each division.

Volunteer Legal Services Hawaii
 Grant-In-Aid Application
 Fiscal Year 2008-2009

Executive Director	1.0 FTE
Operations Division Manager	1.0 FTE
Assistant Operations Manager	1.0 FTE
Staff Attorney	2.0 FTE
Paralegal/Advocate	1.0 FTE
Volunteer Development Division Manager	1.0 FTE
Assistant Volunteer Development Manager	1.0 FTE
Volunteer Recruitment Coordinator	1.0 FTE
Communications Coordinator	.5 FTE
Low Income Services Division Manager	1.0 FTE
Asst. Manager	1.0 FTE
Intake Specialists	2.0 FTE
Clinic Coordinator	1.0 FTE
Clinic Administrators	2 hourly rate employees
Children's Services Division Managing Attorney	1.0 FTE
Na Keiki Law Center Coordinator	1.0 FTE
Hilo Regional Coordinator	.5 FTE
Maui Regional Coordinator	.5 FTE
Total Paid Staff	18.56 FTE
Volunteer Lawyers	850
Community Volunteers	120

B. Staff Qualifications:

In General: For details on individual staff member qualifications, please see the section on Quality Assurance and Evaluation.

The entire staff has been recruited locally and is an ethnically diverse group of people, speaking several different languages (Chukkese Japanese, Vietnamese, Ilocano, Samoan, French, and Spanish) ensuring sensitivity to the needs of the target populations. Through past experience and current training, Volunteer Legal Services Hawaii staff has developed expertise in all areas of civil law, low-income financial and consumer issues, including family law such as divorce, child support, restraining orders, "best-interest of the child," adoptions, guardianships and guardian ad litem work. General knowledge is also maintained program-wide in a range of consumer and housing needs. Specific expertise has been developed in child advocacy, low-income tax, consumer credit, landlord-tenant, employment law, non-profit law, and financial literacy. All staff and volunteers working with the Children's Services Division undergo a criminal background check.

Lawyers: Legal services are provided by attorneys (staff and volunteer) who are licensed to practice law in the State of Hawai'i and who remain in good professional standing with the licensing and disciplinary authorities for the State of Hawai'i or any other jurisdiction in which the attorney may be licensed to practice. Children Services Division attorneys will possess a minimum of 2 years of experience in the area of child advocacy. In addition, all attorneys and staff members will hold all licenses, permits, accreditations and meet all standards required by applicable federal, state and county laws, ordinances, codes and rules as required to provide services under this project.

Law Students: Law students who provide legal services are supervised by licensed lawyers and generally provide services through the *pro bono* requirement of their law school. Students must be in good standing with their law schools and have a strong desire to work in public-interest law.

Community Volunteers: Students, retired business people and others who volunteer for the organization work both under the supervision of lawyers and others.

C. Supervision and Training:

Volunteer Legal Services Hawaii is fully capable of providing adequate supervision, training and administrative direction in its delivery of the proposed services. As the number of staff positions is small, interaction among staff is frequent and identification of service delivery issues is dynamic. Service delivery is greatly enhanced by Volunteer Legal Services Hawaii's program organization and assignment of personnel. Job descriptions, both staff and volunteers, as well as assignments are clearly defined and delegated and workload is appropriate to the job descriptions.

The professional conduct of all attorneys is governed by the Office of Disciplinary Counsel and the Supreme Court of the State of Hawaii; moreover, all attorneys are bound by the professional code of ethics and this guides them in the delivery of their services within Volunteer Legal Services Hawaii. Attorneys receive training from Volunteer Development Division staff on process and procedures. Legal training is offered to attorneys through the HSBA and other organizations such as the William S. Richardson School of Law, Legal Aid Society of Hawaii, Na Loio Immigrant Legal Services and other legal services providers. Volunteer Development Division offers, through its experienced Mentors, one-on-one guidance to younger or less experienced lawyers. To ensure thorough handling of client issues the Teams provide volunteer attorneys with complete case information.

An integrated Management Team supervises all personnel and manages all services. The team is composed of the Executive Director, the Operations manager, the Staff Attorney, the Volunteer Development Manager, the Low Income Services Division

manager and the Children's Services Division Manager. This team meets weekly to review, evaluate and plan for all services and to ensure effective grant and contract compliance monitoring. Additionally, the team is responsible for developing and piloting all new services.

Each Manager holds regular division meetings with their staff and each is responsible for supervising staff and volunteers providing services within each of their divisions and ensuring that organizational-wide goals are met. Staff meetings are held monthly to provide clear communications among all division at the staff level. Meetings with volunteers are held regularly. To support this team's efforts, Volunteer Legal Services Hawaii will be providing the team a formal management training program within the next 6 months. All managers are responsible for ensuring clients receive appropriate legal services.

The Executive Director/Attorney provides daily management of all programs, including staff supervision and provides administrative direction to the staff on service delivery, in particular legal services. While Volunteer Legal Services Hawaii through its Executive Director evaluates all employees on an annual basis, it is moving toward semi-annual reviews to continually improve individual performance; the Board of Directors evaluates the Executive Director's performance.

All staff members are provided with resources, information, training and continuing education necessary to provide and maintain quality services. Staff members and volunteers are trained in Volunteer Legal Services Hawaii operating procedures and participate in training designed to strengthen their capacity to provide services to Volunteer Legal Services Hawaii's clients in a seamless fashion. Training is provided both at the initial entry into the organization and periodically thereafter. The training addresses eligibility criteria, law that is relevant to Volunteer Legal Services Hawaii's clients, the unique issues that face Volunteer Legal Services Hawaii's customers, the specialized needs of children and families, and the best interests of children. Staff and volunteers are constantly provided updated information on community resources available to assist Volunteer Legal Services Hawaii's clients. For specialized programs, such as the Community Tax Assistance Program, both staff and volunteers receive detailed training to maintain expertise in the area. As funding permits, Volunteer Legal Services Hawaii staff members attend national and local conferences on issues relevant to our business.

2. Organization Chart

See attachment.

VI. Other

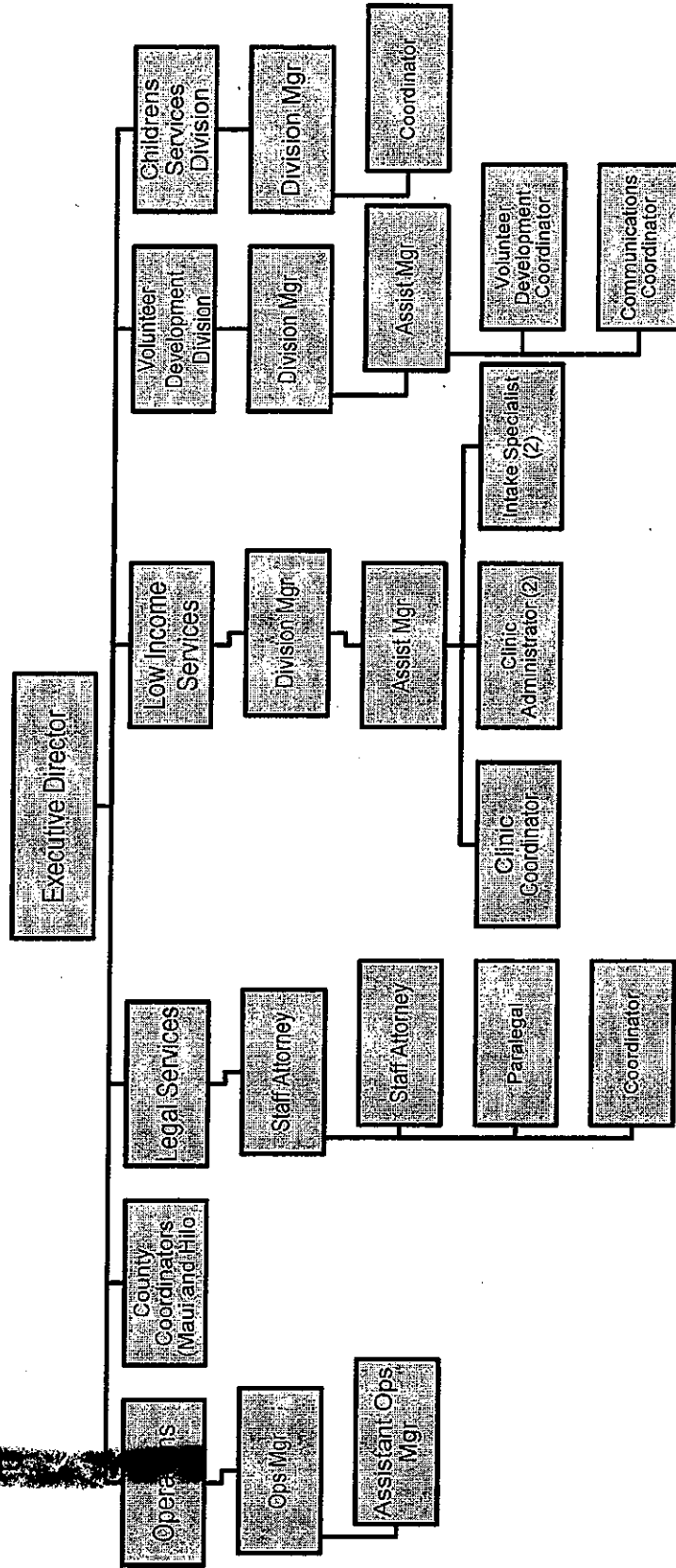
1. Litigation: No pending litigation to which the applicant is a party.

2. Licensure or Accreditation:

The Executive Director of the applicant and one employee are licensed to practice law in the State of Hawaii. Additionally, all volunteer lawyers are licensed to practice law in the State of Hawaii and have either an Active or Inactive Status, as permitted by the Supreme Court of the State of Hawaii.



Volunteer Legal Services Hawaii



BUDGET REQUEST BY SOURCE OF FUNDS

(Period: July 1, 2008 to June 30, 2009)

Applicant: Volunteer Legal Services Hawaii

BUDGET CATEGORIES		Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST					
	1. Salaries	473,825	261,925	52,250	39,300
	2. Payroll Taxes & Assessments	46,967	25,544	4,944	4,944
	3. Fringe Benefits	71,069	38,652	7,481	7,481
	TOTAL PERSONNEL COST	591,861	326,120	64,675	51,725
B. OTHER CURRENT EXPENSES					
1	Insurances	5,159	815	1,539	1,539
2	Lease/Rental of Equipment	10,260	1,620	3,060	3,060
3	Lease/Rental of Space	72,194	11,399	21,532	21,532
4	Staff Training	3,420	540	1,020	1,020
5	Supplies	10,260	1,620	3,060	3,060
6	Telecommunication	16,712	2,639	4,984	4,984
7	Utilities	6,156	972	1,836	1,836
8	Copying & Printing, Advertising	28,215	4,455	8,415	8,415
9	Postage	4,446	702	1,326	1,326
10	Dues & Membership	912	144	272	272
11	Equipment Maintenance	9,890	1,562	2,950	2,950
12	Software, Purchase	770	122	230	230
13	Travel	24,566	3,879	7,327	7,327
14	Consultant:(marketing and Technology)	26,505	4,185	7,905	7,905
15	Accounting, Audit, Bank Fees, Governance	18,231	2,879	5,437	5,437
16	Fees, License, Library	4,802	758	1,432	1,432
17	Program Cost	18,032	2,847	5,378	5,378
18	Volunteer Development	16,815	2,655	5,015	5,015
19	Fundraising	0	0	0	8,100
20	Moving Expenses	8,550	1,350	2,550	2,550
21	Misc. janitorial	1,984	292	1,906	1,072
	TOTAL OTHER CURRENT EXPENSES	287,879	45,434	87,173	94,439
C. EQUIPMENT PURCHASES		10,260	1,620	3,060	3,060
D. MOTOR VEHICLE PURCHASES					
E. CAPITAL					
TOTAL (A+B+C+D+E)		890,000	373,174	154,907	149,224
SOURCES OF FUNDING			Budget Prepared By:		
	(a) Total State Funds Requested	\$ 890,000.00	Dung P. Vo 808-522-0674		
	(b) Other Government Funds	\$ 373,173.89	Name: (Please type or print) Phone		
	(c) Foundations	\$ 154,907.41	01-31-08		
	(d) Donations and Contributions	\$ 149,224.06	Signature of Authorized Official Date		
TOTAL REVENUE		\$ 1,567,305.36	Moya Gray, Executive Director		
			Name and Title (Please type or print)		

Applicant: Volunteer Legal Services Hawaii
 Period: July 1, 2008 to June 30, 2009

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME BUDGETED TO REQUEST B	TOTAL SALARY BUDGETED IN REQUEST A x B
Executive Director	1	\$ 90,000.00	65.00%	\$ 58,500.00
Operations Manager	1	\$ 62,000.00	60.00%	\$ 37,200.00
Assistant Operations Manager	1	\$ 36,000.00	65.00%	\$ 23,400.00
Paralegal/Admin Assist	1	\$ 40,000.00	30.00%	\$ 12,000.00
Staff Attorney	1	\$ 60,000.00	75.00%	\$ 45,000.00
Low Income Services Division Manager	1	\$ 50,000.00	50.00%	\$ 25,000.00
Assistant Division Manager	1	\$ 40,000.00	50.00%	\$ 20,000.00
Clinic Coordinator	1	\$ 35,000.00	50.00%	\$ 17,500.00
Intake Specialist	2	\$ 30,000.00	75.00%	\$ 45,000.00
Clinic Administrators 2 @ .03 FTE	0.06	\$ 30,000.00	75.00%	\$ 1,350.00
HLSP-Bench Warrants Coordinator	1	\$ 35,000.00	20.00%	\$ 7,000.00
HLSP-Bench Warrants Attorney	1	\$ 50,000.00	20.00%	\$ 10,000.00
Hilo-Coordinator	0.5	\$ 40,000.00	50.00%	\$ 10,000.00
Maui-Coordinator	0.5	\$ 40,000.00	50.00%	\$ 10,000.00
Volunteer Development Manager	1	\$ 50,000.00	60.00%	\$ 30,000.00
Asst. Volunteer Development Manager	1	\$ 40,000.00	60.00%	\$ 24,000.00
Volunteer Recruitment Coordinator	1	\$ 35,000.00	60.00%	\$ 21,000.00
Communication Coordinator	0.5	\$ 35,000.00	75.00%	\$ 13,125.00
Children Services Division Manager	1	\$ 50,000.00	75.00%	\$ 37,500.00
Children Services Coordinator	1	\$ 35,000.00	75.00%	\$ 26,250.00
TOTAL:				473,825.00

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Volunteer Legal Services Hawaii

Period: July 1, 2008 to June 30, 2009

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Computer with Software	6	\$1,300.00	\$ 7,800.00	\$ 4,446.00
All-in-One Printer/Fax/Scan	4	\$700.00	\$ 2,800.00	\$ 1,596.00
Telephone System	1	\$7,400.00	\$ 7,400.00	\$ 4,218.00
		\$ -	-	
		\$ -	-	
TOTAL:	11		\$ 18,000.00	\$ 10,260.00
JUSTIFICATION/COMMENTS:				

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

**BUDGET JUSTIFICATION
CAPITAL PROJECT DETAILS**

Applicant: Volunteer Legal Services Hawaii

Period: July 1, 2008 to June 30, 2009

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ANY OTHER SOURCE OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED		FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2005-2006	FY: 2006-2007	FY:2007-2008	FY:2008-2009	FY:2009-2010	FY:2010-2011
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS						

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

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

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

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


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

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

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

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

Volunteer Legal Services Hawaii
(Typed Name of Individual or Organization)



(Signature)

Moya Gray

(Typed Name)

01-31-2008

(Date)

Executive Director

(Title)