



Telephone: (808) 536-4302 • Fax: (808) 527-8088
Mailing Address: P.O. Box 37375 • Honolulu, Hawaii 96837-0375
924 Bethel Street • Honolulu, Hawaii 96813

Joanne Lo Grimes, Esq.
President, Board of Directors

M. Nalani Fujimori Kaina, Esq.
Executive Director

LETTER OF TRANSMITTAL

TO: Senate Committee on Ways and Means
State Capitol Room 208
Honolulu, HI 96813
Attn: GIA

DATE: January 18, 2019

RE: *Grant in Aid FY2020*

Please find enclosed the following:

<u>No. of Copies</u>	<u>Date</u>	<u>Description</u>
1 (original)	N/A	Application for GIA funding, FY 2020

<input type="checkbox"/> For Your Information/Files	<input type="checkbox"/>	Per our Conversation
<input type="checkbox"/> For Signature	<input type="checkbox"/>	Per Your Request
<input type="checkbox"/> Returned To You	<input type="checkbox"/>	For Filing
<input checked="" type="checkbox"/> See Remarks Below	<input type="checkbox"/>	Please Forward to:

REMARKS:

Aloha,

Please find included the Legal Aid Society of Hawaii's application for Grant-in-Aid funding for fiscal year 2020.

Should you have any questions or concerns, please do not hesitate to contact me.

Thank you,

Maggie Tran
Grants Management Specialist
Legal Aid Society of Hawaii
(808)527-8051
maggie.tran@legalaidhawaii.org

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a) Budget request by source of funds ([Link](#))
 - b) Personnel salaries and wages ([Link](#))
 - c) Equipment and motor vehicles ([Link](#))
 - d) Capital project details ([Link](#))
 - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

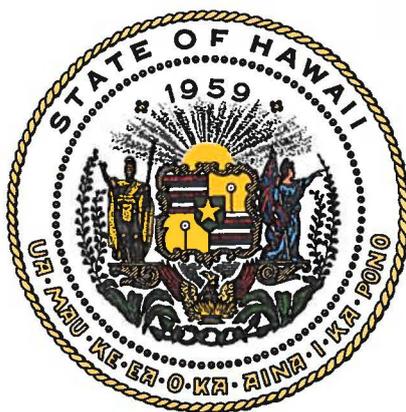

AUTHORIZED SIGNATURE

M. NALANI FUJIMORI KAINA, EXECUTIVE DIRECTOR

PRINT NAME AND TITLE

JANUARY 18, 2019

DATE



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

LEGAL AID SOCIETY OF HAWAII

was incorporated under the laws of Hawaii on 12/01/1950 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 08, 2019

Director of Commerce and Consumer Affairs



LEGAL AID
SOCIETY OF HAWAI'I



Application for Grants
Fiscal Year 2020

I. CERTIFICATION

1. Certificate of Good Standing

The Certificate of Good Standing is attached following the Cover Page.

2. Declaration Statement

All grants and contributions will be expended in accordance with federal Legal Services Corporation Act, 42U.S.C. 2996 et seq. and Public Law 104-134. See www.lsc.gov for additional information. Legal Aid's Declaration Statement is attached as Attachment "B".

3. Public Purpose

Not Applicable.

II. BACKGROUND AND SUMMARY

1. Brief description of the applicant's background.

The **Legal Aid Society of Hawai'i (LASH)**, a community-based, nonprofit law firm, has empowered low-income and disadvantaged people throughout our state for over 65 years. It is the largest civil legal service provider in the state, and one of the few nonprofits with statewide coverage through ten offices, from Lanai to urban Honolulu. It provides assistance to clients facing family, housing, consumer, public benefits, tax, child welfare, elder law, and immigration issues.

LASH continues to be guided by its original mission—to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice. In January 2010, the Hawaii Immigrant Justice Center ("HIJC at Legal Aid") became a part of Legal Aid, expanding LASH's practice areas to include immigration legal assistance. This merger has greatly improved LASH's ability to serve culturally and linguistically isolated populations that require legal interventions and face barriers to accessing the justice system.

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

Annually, LASH receives over 18,000 requests for services. In FY18, LASH provided legal advice and counsel, brief services, and full representation in approximately 7,143 cases, impacting over 15,433 children, adults and seniors in critical civil legal matters. LASH is the only provider in the state with the ability to manage this significant volume of requests.

2. The goals and objectives related to the request.

Hawaii's economically disadvantaged lack the necessary resources and knowledge to gain meaningful access to the civil justice system. The availability to have civil legal questions answered and the ability to access attorneys for the poor is critical to meet the expectations of the community in accessing

justice. For over 65 years, Hawaii residents have looked to LASH to answer their civil legal questions, represent them, and to point them in the right direction when representation was not available. For eligible clients, civil legal questions in family, consumer, public benefits, housing, elder, and most recently in immigration, are able to be answered and basic assistance provided with the support of the general legal services funding from the state through this Grant-in-Aid and the Indigent Legal Assistance Fund, and through the federal Legal Services Corporation. This funding is critical to keeping in place LASH's statewide coverage through its office on each of the six major Hawaiian Islands and allowing Legal Aid the flexibility to address legal issues as they arise, not only those cases which fit into specific limited categories.

LASH has been engaged in significant **innovation** over the past year and requests this grant-in-aid funding in order to implement strategies developed through our recent work. Our work with homeless individuals and families and our partnership with Waimanalo Health Center have highlighted the need for a **legal "check-up"** process. Similar to annual physical examinations with family doctors, a legal check-up would involve spending a little more time with potential clients than our Intake staff is currently able to do. The system as it operates right now involves an individual self-identifying a legal need and either calling or coming into a LASH office for assistance addressing that legal need. The "check-up" system would allow LASH staff to address the client's immediate need, but also work through identification of possible associated or underlying needs. **The goals of this approach are to: Increase efficiency in client services; provide wrap-around services, which include relevant referrals; and, to improve client and statewide outcomes for low-income individuals.** An example of this approach: Under the current system, a potential client may call asking for assistance with a divorce. The caller would then be referred to a paralegal or attorney for assistance with this. The caller may not think to mention that the divorce is being requested due to victimization, and that there's a question of paternity of the children involved, and that there are underlying financial (consumer debt) related issues that exacerbated the situation, and that the client may not have housing options once the divorce is complete. A complete check-up would assess the caller for underlying and exacerbating issues in order to ensure the legal "health" of the client.

Funding from this grant-in-aid would allow LASH to further develop the intake tool, train paralegals and outreach workers on check-up procedures, and evaluate the effectiveness of this approach.

This year, LASH requests funding for civil legal services through a \$335,000 grant from the legislature to conduct these statewide services.¹ Funding under this grant would renew the state's more than forty-year commitment to funding civil legal services to the poor.²

¹ In FY 1992, funding for this grant to the Legal Aid Society of Hawai'i was at \$1.47 million. Between FY 1993 – FY 1997 the grant slowly decreased to \$1 million. In FY00 the award decreased to \$810,000 for four years, and in FY04 dropped to \$647,000. In both FY06 and FY07, funding was \$649,000. Funding increased to \$810,000 for FY08, dropped to \$800,000 for FY09 and while TANF funds were allocated for FY10, no funds were released. Rainy Day funds in the amount of \$720,000 were allocated for FY11, but not released until May 2011 and were used in FY12. The \$800,000 allocation for FY13 was released in December 2012. For FY14, \$400,000 was allocated and FY15, \$150,000 was allocated. For FY16, the Legislature allocated \$600,000 to the Judiciary for one year purchase of service contracts for civil legal services. Legal Aid received \$400,000 of this amount for its civil legal services.

² State funding for general civil legal services has been provided since 1975. Civil legal service funding was provided through the Department of Labor's Office of Community Service under a purchase of service contract, but was moved to the Judiciary in 2004 by the legislature as a grant-in-aid. While a critical needed service in the community, civil legal service funding was provided on a non-recurring basis in the Judiciary's budget for FY16 and while recurring funding as a line

In 2011, the legislature passed significant legislation for legal service funding by increasing the indigent legal assistance surcharge. In 2013, to facilitate the distribution of the collected funds to legal service providers, the ceiling for the fund was increased to \$1.5 million. While this source of funding has helped to increase stability for basic legal services, LASH is only one beneficiary of the fund, and it alone has not replaced historic levels of funding for LASH's legal services, especially given inflation and reductions in federal funding.

Prior to the merger and the recession, the Hawai'i Immigrant Justice Center (formerly known as Na Loio) was a recipient of Grant-in-Aid funding and received \$422,496 in FY08. However, once the merger occurred, LASH experienced a continued decrease in funding. While HIJC is a priority for LASH, and we continue to seek specific funding for its critical services to victims of domestic violence, homeless individuals, victims of human trafficking, and people with language access concerns, Grant-in-Aid funding would ensure these services continue uninterrupted.

This Grant-in-Aid request will return state general funding support of general civil legal services, though not to pre-recession levels. Like many service providers, LASH has developed **partnerships** and **innovations** that allow staff to "do more with less," but at some point, "less" will have a significant impact on the organization's capacity to provide service to the number of people who need it at the sustained levels of quality required.

With the support of this grant, LASH can implement even more efficient and effective means of providing statewide legal assistance, outreach and education through its ten offices (Oahu – Honolulu,³ Windward and Leeward; Maui; Big Island - Hilo, Kona; Kauai; Lanai and Molokai). Through this grant, Legal Aid will be able to continue its mission and provide critically-needed legal services to over 7,000 families and individuals whose income is under 200% and positively affect the lives of over 15,000 people. This grant-in-aid will provide approximately 6% of Legal Aid's funding which will fund approximately 512 cases at an average rate of \$908.49 per case.

LASH will implement the **legal check-up** process in order to provide critical legal assistance, community education and outreach services to:

- Maintain or secure affordable housing
- Help families become safe and stable with family law services, including protection from domestic violence, child custody and support
- Protect families and individuals from a consumer problem such as mortgage "rescue" scams or illegal debt collection practices
- Obtain public benefits such as disability benefits from the Social Security Administration or Medicaid, thus reducing reliance on State General Assistance
- Eliminate barriers that result in homelessness
- Secure appropriate placement and services for abused and neglected children
- Provide critical legal services to assist immigrants and those in need of language access
- Address legal impediments to health

item in the Department of Human Services budget is being sought this legislative session, this grant-in-aid is being submitted to provide options to the legislature for funding.

³ In addition to its main branch at 924 Bethel Street, Legal Aid has an office in Chinatown for the Hawai'i Immigrant Justice Center at the Legal Aid Society of Hawai'i.

- Address barriers that may currently prevent students from achieving their full potential

3. The public purpose and need to be served.

The Bill of Rights of the Hawai'i State Constitution provides in Section 5 that "No person shall be deprived of life, liberty or property without due process of law, nor be denied the equal protection of the laws, nor be denied the enjoyment of the person's civil rights or be discriminated against in the exercise thereof because of race, religion, sex or ancestry." However, we as a community continue to fall short of the goal of providing low-income individuals and the working poor with an accessible and just legal system. The issue of Access to Justice is a long-standing priority of Hawai'i's Chief Justice Mark Recktenwald who said, "The number of individuals representing themselves in civil proceedings because they cannot afford an attorney has been increasing. Many self-represented parties struggle with the judicial system because they don't understand the process and what is expected of them."

In 2017, the Hawai'i State Judiciary, Hawai'i Access to Justice Commission, and the Hawai'i Justice Foundation completed the Hawai'i Justice For All Project Final Report, a twelve-month effort that involved an inventory of resources, assessment of needs, and strategic action planning towards the goal of one hundred percent access to effective assistance for essential civil legal needs. The report included these key findings as part of its year-long study:

- Social, psychological, and practical barriers exist which can obstruct meaningful access to justice.
- Barriers to safety and security, getting good information, and getting help were identified as issues that need to be addressed.

The Hawai'i Justice For All Project provided six descriptive characteristics of a system that provides meaningful access to justice:

- Listens to voices of all community stakeholders;
- Applies an approach that is people-centered and sustainable;
- Creates and fosters gateways or access pathways to legal, government, and community services;
- Encourages collaboration and coordination of services;
- Employs smart integration and use of effective technology;
- Builds legal services capacity.

With the above principals and our overall mission as guides, LASH has undertaken **innovative projects and approaches** to improve access to justice for residents of Hawai'i.

- Our partnerships with Microsoft, the Pew Charitable Trusts, and the Legal Services Corporation, with the support of local foundations like the Hawai'i Justice Foundation, Kosasa Family Fund, Hawai'i State Bar Foundation, and Hawai'i Women's Legal Foundation, are leading to the creation of an **on-line portal** designed to increase the ease of access to legal information for the public. We anticipate the public launch of the portal in late 2019. Operation, evaluation and adjustments to this portal will require staff time.

- The creation of **pro bono clinics** to assist Hawai'i's Micronesian community with accessing Employment Authorization Documents (EADs). With the assistance of pro bono attorneys and law students across the state, we assisted more than 40 people with filing for EADs in 2018, providing key documentation for community members to work and to get driver's licenses that do not expire after one year.
- In collaboration with Volunteer Legal Services Hawai'i, and through the support of the Hawai'i Community Foundation, we developed a **systems map** of where and how civil legal services can better be applied to intervene and assist in reducing barriers to homelessness. This project will lead to increased efficiency amongst all providers of homeless services.
- The **Community Navigator Project** introduced in 2018 aims to increase knowledge amongst community leaders and social service staff statewide about the types of problems that people may face which can be addressed by legal interventions. This project was developed as part of the statewide Justice for All Strategic Planning efforts which identified community knowledge and awareness as key to ensuring access to justice. It is supported through a sub-grant from the Hawai'i Justice Foundation, which is receiving support from the Public Welfare Foundation, The Kresge Foundation, and Open Society Foundation. The Community Navigator project trained its first set of navigators in December 2018 and will train seven more classes of navigators across the state in 2019. The Community Navigator project also highlighted the need for a tool like the legal check-up.
- As a result of last year's natural disasters, LASH received support from the Hawai'i Community Foundation to bring on staff to assist with assessing and providing assistance in Puna. Because of this support, LASH was able to leverage federal support from the Legal Services Corporation to hire a **Disaster Legal Assistance Staff Attorney** who will be helping over the next year to develop resources and materials, conduct training, and create an infrastructure and plan for responding to disasters, in addition to working with pro bono attorneys and providing legal assistance to those who are still experiencing outstanding legal issues stemming from the floods and lava of 2018.
- In order to reach deep into at least one of our immigrant communities, we piloted an **innovative approach to teaching Marshallese women about domestic violence** through the use of traditional basket weaving and using their own stories to create a sense of empowerment. Because not all stories and cultures are the same, outreach cannot be effectively conducted in the same way for all of Hawai'i's diverse communities.
- We are also building on the success of our Waimanalo **medical-legal partnership** by starting a new MLP partnership in West Hawaii (Big Island), and we are working with staff at the Hawai'i State Rural Health Association to address the intersection of opioid addiction and the justice system.

LASH cannot currently meet the demand for services. We are only able to assign an attorney or paralegal in 15% of all cases. As such, we must triage our assistance and work to maximize services in an effort to meet the demand with our limited resources. Implementation of the legal check-up tool will improve the effectiveness of this triage and address prevention needs as well.

For those who are most vulnerable in our society, legal advocacy from a trusted community resource can mean the difference between receiving food and shelter or being homeless, between being able to visit and ensure the safety of their children or losing protection for their children, between being protected from fraud and predatory consumer practices or falling victim to them. As LASH clients are not always aware of the connections between their most critical legal need and other life/legal issues, the new proposed approach will allow for improved service and better care of Hawai'i's residents.

4. Describe the target population to be served.

LASH will provide free legal services to the low-income population of Hawai'i, those with incomes less than 200% of the poverty level. Since 2009, the total number of people living below 200% of the federal poverty guidelines has decreased slightly, but those living under 125% and between 125-150% has decreased even more so. Off-setting these figures, is an increase in the number of people living between 150-199% of the federal poverty guidelines.

Hawaii Poverty and Low-Income Population

	2009	2016	2017	2017 % Change from 2009	2017 % Change from 2016
Below 125%	172,862	171,872	164,225	-5.00%	-4.7%
125-149%	45,392	45,266	43,353	-4.49%	-4%
150-199%	88,892	104,027	94,983	6.85%	-10%
Total	307,146	321,165	302,561	-1.49%	-6%

In looking over the last nine years, those living below 200% of the federal poverty line began to increase in 2009, remained steady for about four years (2011 – 2014) and then began to decrease. The number of people living below 150% and 125% also had similar patterns.

The 2016 American Community Survey estimates the percentage of population living below the poverty level by county:

Percent Below Poverty Level

County	2006 - 2010	2016	2017
Hawaii	14.40%	15.45%	15%
Honolulu	8.80%	8.49%	8.4%
Kauai	8.80%	6.06%	9.5%
Maui	8.90%	8.33%	9.7%

Based on these estimates, Hawaii County continues to have the highest level of poverty. From 2016 to 2017, all counties experienced a slight decrease in the total percent of population living below the poverty level.

LASH intends to provide civil legal services to those in need of assistance in the areas of housing, family (including protective orders), consumer, public benefits, child welfare, elder, and immigration, and to provide a plan to clients for improving their overall legal “health.”

In addition, there are thousands of underserved residents in special populations (geographically and culturally isolated, immigrants with limited English proficiency, the physically and mentally disabled, seniors) that LASH will assist with this grant. According to the most recent United States Census, immigrants constitute about 35.46% of Hawaii’s population compared to the national average of 13%. Further, since 1965 Hawaii has remained the state with the highest rate of immigration nationwide. The Hawaii State Judiciary’s FY2015-2016 Language Access Plan states Hawaii shows one of the highest relative proportions of non-English speakers in the nation. The growing needs of these groups

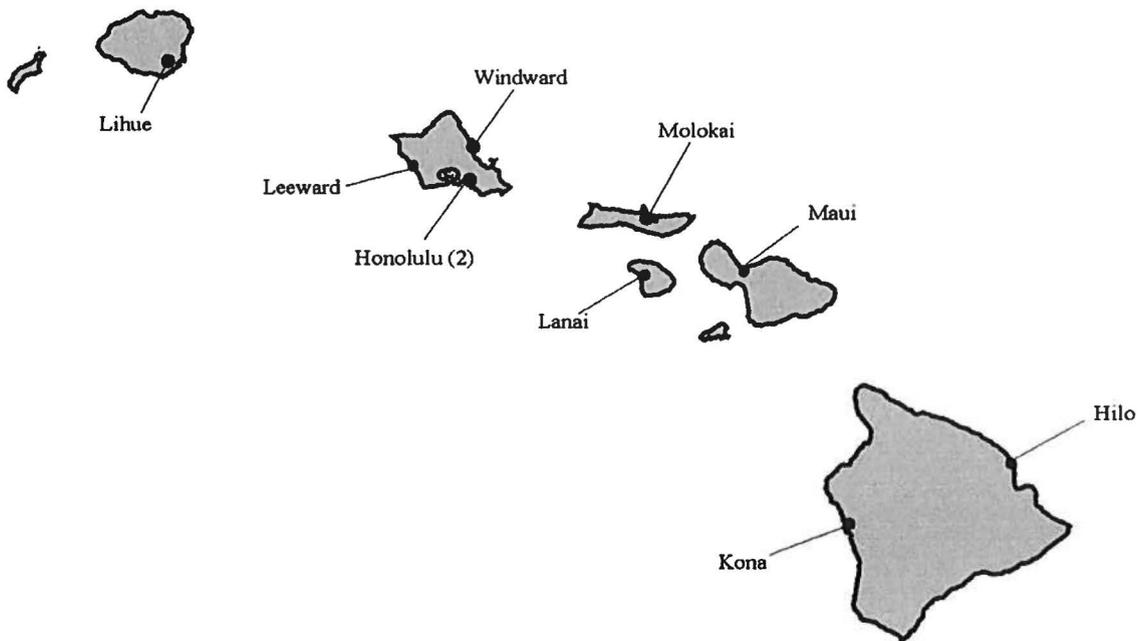
makes an efficient and effective delivery of legal services even more critical for the people of Hawai'i living in poverty. Additionally, because of the complexities of language and law, these groups are least likely to recognize legal needs beyond the immediate problem they face.

5. Describe the geographic coverage.

LASH will provide services throughout the state from its offices on each of the major Hawaiian Islands (Oahu – two offices in Honolulu, Windward and Waianae; Maui; Big Island - Hilo, Kona; Kauai; Lana'i and Moloka'i). We also have outreach sites at the Waimanalo Health Center in Waimanalo and the West Hawai'i Community Health Center in Kona, and regularly visit the homeless at additional locations on Oahu, Maui and Kauai. LASH staff also performs outreach and intake services at local domestic violence shelters in Hilo, Kona, Kauai and Molokai, demonstrating continued commitment to these communities.

The following map shows the statewide reach of LASH services:

Legal Aid Society of Hawai'i – Statewide Office Locations



We have also compiled the number of cases that were closed in FY18 per office. These values illustrate the continuing demand for services from LASH offices statewide.

Office	FY 16		FY 17		FY18	
Honolulu	4,566	52.89%	4,516	54.59%	3,849	53.88%

Leeward	555	6.43%	483	5.84%	351	4.91%
Windward	333	3.86%	224	2.71%	143	2.00%
Kauai	637	7.38%	630	7.62%	821	11.49%
Maui	894	10.36%	861	10.41%	803	11.24%
Molokai	190	2.20%	245	2.96%	256	3.58%
Lanai	53	0.61%	44	0.53%	45	0.63%
Hilo	914	10.59%	777	9.39%	391	5.47%
Kona	491	5.69%	493	5.96%	484	6.78%

III. SERVICE SUMMARY AND OUTCOMES

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

Under this grant, through each island and branch office, LASH staff can **refine and implement the legal check-up tool and process in order to efficiently provide civil legal services and appropriate referrals** in the following priority case areas:

- **Support for families:** This area includes child custody, child support, domestic violence, visitation, divorce, property division and in some cases ex-military spouse issues. A domestic violence victim may require assistance in obtaining a temporary restraining order or establishing temporary custody, visitation, and support. Paternity cases are accepted to determine custody, visitation, and child support rights and obligations. This work is approximately 32% of the cases LASH handles.
- **Keeping children safe and secure:** This includes providing guardian ad litem services for abused and neglected children; assisting with guardianships and adoptions; and, advising family members and others about their rights and responsibilities in caring for abused and neglected children. Services also include assistance in educational matters. Children’s work represents 4% of the cases handled.
- **Preserving the home (non-foreclosure):** Issues include private landlord eviction defense or negotiation; housing discrimination; public housing applications, evictions, grievances, rent issues, and security deposits; and, habitability, repairs, illegal lockouts, or illegal utility shutoff. Eleven (11%) percent of cases are in this area.
- **Foreclosure prevention:** This area includes foreclosure assistance and prevention and mortgage predatory lending practices. Roughly (2%) of cases are handled in this area.
- **Maintaining economic stability:** Public benefits may be the only source of income for an individual or family. Assistance with denials, appeals and terminations of SSI, General Assistance, Temporary Assistance for Needy Families (TANF), SNAP and other public benefit programs fall into this category. Unemployment and Veteran’s benefits are also areas in which assistance is provided. Cases in this area represent 15% of the work.
- **Protecting consumers (not home related):** Consumer issues include predatory lending, debt collection, bankruptcy, consumer credit matters, repossession, and unfair or deceptive practices. Of the total number of cases, 3% of LASH’s work is in this area.

- **Improving health outcomes:** These include program denials of services or eligibility, terminations or assistance with applying to health insurance programs including federal and private. Ten (10%) percent of the work is in this area.
- **Protecting seniors:** These services target individuals who are 60 and older and include assistance with advanced health care directives, simple wills, and identity theft. Fifteen (15%) percent of the work is in this area.
- **Promoting safety:** These include district court restraining orders, powers of attorney and civil rights issues. These cases consisted of 2% of LASH's total cases.
- **Assisting culturally and linguistically isolated populations:** These services include assistance to immigrant crime victims, family reunification, human trafficking cases, and language access. In FY18, HIJC provided assistance in over 390 cases, and it is anticipated that the implementation of legal check-ups will increase this work as underlying/exacerbating legal issues are uncovered.
- **Assisting populations with special vulnerabilities:** LASH focuses many of its services toward populations with special vulnerabilities, including the homeless, immigrants and seniors. For example, in FY18, LASH assisted more than 691 homeless individuals and families throughout Hawai'i. This number is not inclusive of individuals who were at risk of homelessness and through LASH's services were prevented from becoming homeless, or the more than 1,633 individuals who were living in transitional/emergency shelters.

Through this grant, LASH will implement legal check-ups; provide screening; intake; referrals; legal assessment and legal advice; brief services; full representation; and, outreach. Each of the LASH offices is prepared to carry out these activities.

- **Screening** an applicant for services begins with our streamlined intake hotline, which provides accurate information and advice to the greatest number of clients possible. LASH opens over 31 dockets per day on the hotline. The hotline serves as the primary entry point for clients and receives calls from applicants on Oahu, Maui, Kauai, and the Big Island.⁴ There are between 4-6 intake advocates on each of the two shifts per day (9 am to 11:30 am and 1 pm to 3:30pm). Screening occurs through a quick, four-step process.
 - First, an intake worker checks for a legal conflict of interest. This means that if an opposing party was assisted by LASH in the past, the applicant can be disqualified from services.
 - Second, the applicant is screened for income and asset eligibility. The applicant is asked for information about his/her household size and household income. If an applicant's income is either over 200% of the current federal poverty guideline⁵ or if their assets⁶ exceed LASH guidelines, they are considered to be over income or to have excess assets and not qualify for free civil legal services. The intake worker further

⁴ On Molokai and Lanai, Legal Aid offices continue to operate their own intake process. Applicants there apply for services directly at the local offices. This intake process differs from other islands because of cultural issues, the relatively small populations and the close association between the island population and our office staff.

⁵ For example, an applicant's monthly income must be under \$3,155 for a household of two, \$4,812 for a household of four, and \$6,468 for a household of six.

⁶ Assets must be under \$8,000 for an individual with an additional \$3,000 added for each household member, subject to some exclusions (for example, one car and a home used as a primary residence are not counted as assets).

assesses if the applicant is over-income but may be qualified for assistance through our Affordable Lawyers Program⁷ or another program which may have higher income qualifications like our Fair Housing Enforcement Program, or our Title III programs for senior citizens.

- Third, applicants are screened for citizenship. LASH can only provide services to citizens of the United States, legal resident aliens or immigrant victims of crime. If an applicant does not fall into any of these categories, they are disqualified from services.
- Fourth, the applicant is screened by the type of legal issue. For example, if an applicant indicates a need for assistance with a criminal case or personal injury case, they are informed that LASH is not able to assist with these. Other circumstances that might disqualify an applicant include legal issues in another state, or an applicant calling for another party, both of which would preclude the intake advocate from providing services.

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

- **Referrals** are frequently made in order to assist applicants in receiving the necessary services from the most appropriate agency. In FY18, Legal Aid made more than 700 referrals to other agencies. Common referrals include partner agencies such as:
 - Domestic Violence Action Center
 - Volunteer Legal Services Hawai'i
 - Pacific Survivors Center
 - Lawyers Referral Service
 - Hawaii Civil Rights Commission
 - Mediation Center of the Pacific

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

- **Intake, Legal Assessment, and Legal Advice.** After screening an applicant for eligibility, the client and advocate discuss the legal issue in question (case assessment). The advocate uses questionnaires designed by LASH staff in order to issue-spot an applicant's legal issue and provides information about the options available to the applicant and the ramifications of choosing each option (legal advice).⁸ After appropriate legal advice is provided, the intake advocate follows up by mailing legal brochures to the client. These brochures are selected based on the nature of the client's legal issue, and serve to reiterate the advice provided by the intake advocate. Over 150 legal brochures created by LASH staff are available for distribution to clients, several in multiple languages. In FY18, more than 11,000 brochures were distributed

⁷ To be qualified for the Affordable Lawyers Program, which is a reduced fee program, an applicant must have income below 250% of the Federal Poverty Guidelines. Currently, an applicant's monthly income must be under \$3,944 for a household of two, \$6,015 for a household of four, and \$8,085 for a household of six.

⁸ Over 61 documents on various legal issues are available to intake advocates along with checklists and a resource binder with referral information.

by LASH staff to individuals seeking more information about their legal and non-legal issues. All information generated during this intake is documented in a computer "docket."

- **Limited Action** is extended to those clients who need some extra assistance in solving their legal problems. These services include assisting in the preparation of documents and court forms, making telephone calls or writing letters on behalf of a client, or conducting self-help clinics that teach clients how to file their own legal papers. Each Legal Aid office offers these brief services; in addition, the Center for Equal Justice (in Honolulu and Kauai) and the expanded Court Assistance Project at the Family Court of the First Circuit provide further assistance to clients. Further, in recognition of the gap between demand for and supply of legal assistance, LASH continues to develop self-help resources including online interactive court forms and legal information brochures that empower self-represented litigants to learn about their legal issues and utilize resources to decrease barriers and enable meaningful access to the justice system.
- **Extended Legal Representation.** Not everyone can be his or her own advocate. In more complex situations, LASH provides one-on-one assistance for those low-income families and individuals who are unable to help themselves. LASH most often represents disadvantaged families and individuals, victims of domestic abuse, public housing tenants facing eviction or slumlord practices, families on public assistance, disabled individuals, families without health care, and those subject to fraud and harassment. LASH provides direct representation in family, consumer, housing, health, and income maintenance issues.
- **Outreach** efforts include a variety of activities. In FY18, Legal Aid participated in over 2,100 outreach activities serving all islands. Some examples include:
 - Community-based intake
 - Community fairs
 - Outreach presentations
 - Trainings to community
 - Cultural events by HIJC cultural and bilingual advocates
 - 2-day Public Benefits training for social service providers on the topic of public benefits law

With the support of this grant-in-aid, LASH intends to provide critical legal services to approximately 5,400 families and individuals whose income falls under 200% of the federal poverty level and positively affect the lives of over 11,000 people. This grant-in-aid would provide approximately 7% of LASH's funding, which will fund approximately 512 cases at an average rate of \$908.49 per case.

In FY18, we closed the following number of cases, listed by office and type of case:

	Support for Families	Keeping Children Safe and Secure	Preserving the Home	Foreclosure Prevention	Maintaining Economic Security	Protecting Consumers	Improving Health Outcomes	Protecting Seniors	Promoting Safety	Assisting culturally and linguistically isolated populations	Fair Treatment in the workplace	Miscellaneous	Total
Honolulu	1,002	155	544	129	646	160	640	43	70	388	32	40	3,849
Leeward	203	15	39	1	71	4	2	5	10	0	0	1	351
Windward	99	28	7	0	5	0	0	0	4	0	0	0	143
Kauai	225	11	69	0	75	19	8	357	32	2	0	23	821
Maui	357	33	45	1	48	18	8	272	13	0	0	8	803
Molokai	71	5	7	0	47	5	3	117	0	0	1	0	256
Lanai	13	0	2	0	2	1	1	25	0	0	0	1	45
Hilo	91	12	10	8	82	11	52	114	9	0	0	2	391
Kona	190	14	28	1	65	14	6	132	18	0	3	13	484
Total	2,251	273	751	140	1,041	232	720	1,065	156	390	37	88	7,143

2. Projected Annual Timeline

LASH is fully equipped to provide services without interruption during the next fiscal year from July 1, 2019 to June 30, 2020.

3. Quality Assurance and Evaluation Plans

LASH is dedicated to providing high quality legal services, and our manuals and policies set forth the organization's rules and protocols establish our standards of quality assurance. There are evaluation procedures to assure that LASH's high standards are met and problems and client grievances are addressed through due process. Specific evaluation of the effectiveness of the legal check-up will take place over the course of the coming year, as both the tool and the process are new. Existing manuals used for quality assurance present protocols and standards in compliance with all federal, state, and county requirements.

They are:

The Legal Aid Case Management Manual. Revised in December 2007 and most recently amended in the 2017 to ensure the most up-to-date compliance, this manual establishes the protocols for intake; case acceptance and handling; closing cases; appeals; and, timekeeping and reporting. Should the legal check-up tool and approach prove effective, this manual would once again be amended to include this protocol. This manual presents established evaluation procedures that include:

- Case review with the attorney's manager before a case is accepted,
- Monthly reviews of open cases between manager and attorney,

- Periodic review of open cases at each office location by LASH attorneys from a different location,
- Comprehensive annual reviews of each staff person's performance, culminating in a dialog regarding the staff person's strengths, weaknesses and goals, and a written evaluation report,
- Clear protocols for intake, case assessment, file maintenance, etc.

Client Grievance Process. This procedure identifies how any client grievances regarding LASH services is to be addressed. The policy provides for the progressive review of any client grievance by the managing attorney of the office where the action took place, the Executive Director, and the Client Grievance Committee of the Board, if required, to resolve the grievance.

Employee Handbook presents LASH's expectations of its staff including all responsibilities to maintain continued employment, as well as staff benefits and policies related to LASH employment. This document also includes employee disciplinary procedures. The Employee Handbook was most recently revised in August 2018.

The Legal Aid Accounting Manual documents the established procedures for handling Legal Aid's finances in a prudent and fiscally sound manner that meets general accounting guidelines. This was most recently revised in 2018.

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

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

- A sample of clients is surveyed each quarter regarding their experiences with Legal Aid and suggestions for how Legal Aid may improve. On average, 80% or more of the clients surveyed consistently rate Legal Aid service as "good or excellent."
- Annually, staff and managers are evaluated for their effectiveness, efficiency, case handling and overall job performance.
- Client-eligible representatives comprise 1/3 of the LASH Board of Directors. These directors are appointed by individual social service agencies that provide services to low-income communities across the state. The current Board President is Joanne Lo Grimes.
- The Board has a standing Client Grievance Committee that addresses client complaints.
- The full Board receives quarterly client evaluations, discusses how LASH can improve, and adopts and monitors agreed-upon courses of action.
- The LASH Board periodically conducts a complete evaluation of the Executive Director and of general program performance. To complete its most recent comprehensive

evaluation, the Committee aggressively sought feedback from many funders, staff, current and former directors, partner agencies, judges, and bar leaders.

- An annual financial audit by the accounting firm N&K CPAs, Inc., evaluates all financial aspects of LASH operations. LASH addresses any comments or observations raised by the audit as soon as it is completed. The full Board of Directors, as well as its standing Audit and Finance Committee, review this audit.
- Over the last decade, LASH has been monitored and audited extensively by the State's Office of the Attorney General, the US Department of Housing and Urban Development (HUD), and the Federal Legal Services Corporation (LSC). LASH has always met and often exceeded the standards set for its operations by these agencies.

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

LASH will report quarterly the number of cases opened and number of cases closed during FY20. Client demographics will also be reported. In addition, we will report the outcome of each case, utilizing established closing case codes as is the procedure for all other funding reports.

IV. FINANCIAL

Legal Aid is seeking \$335,000 from the legislature to support implementation of a legal check-up process in order to better provide general civil legal services. General civil legal services funding was provided by the state for over thirty-nine years, and it is essential to ensuring justice in our community. This funding will support not only the infrastructure of the organization, but will ensure that LASH can continue to provide services on every island statewide.

1. Budget Forms

The budget forms detailing the cost of the request are included as Attachment "C".

2. Quarterly Funding Requests

The anticipated quarter funding requirements are as follows:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$83,750	\$83,750	\$83,750	\$83,750	\$335,000

3. Funding Sought for Fiscal Year 2020

LASH receives funding from a variety of sources, including the federal, state, and county governments, as well as from foundations and through private fundraising. Various agencies and organizations specifically contract with Legal Aid to provide a particular type of legal service (social security advocacy, representation of families with children, representation of senior citizens, assisting the homeless population, etc.). Because of program-specific limitations, not all critical legal needs can be met without the general funds provided under this legislative grant.

Ideally, funds for these services would be provided through a purchase of service contract rather than through this grant-in-aid program, and efforts will be made during this legislative session to have such funds included as part of the state budget.

LASH has received commitments for funding for FY20 from the following sources:

Source	Amount	Period During FY 20
Legal Services Corporation	\$1,499,715	7/19– 12/19
Department of Housing and Urban Development - Fair Housing Enforcement Program	\$300,000.00	07/19 – 6/20
State of Hawai'i Office of Community Services	\$282,000	7/19 – 6/20
State of Hawai'i Department of the Attorney General	\$542,537	7/18 – 6/19
Hawai'i Justice Foundation	\$356,912	7/19 – 12/19
Kauai County	\$16,250	7/19– 9/19
Hawaii County	\$35,573	7/19– 9/19
County of Maui	\$10,000	7/19 – 9/19
Hawai'i Island United Way	\$4,415	7/19 – 12/19
Cy Pres	\$17,500	7/19 – 12/19
US Vets	\$20,000	7/19 – 6/20
Catholic Charities	\$16,125	7/19 – 6/20
Corporation for National and Community Service	\$29,108	7/19 – 8/19
Cyrca	\$174,900	7/19 – 12/19

LASH will also be seeking funding from the following sources for FY20:

Source	Amount	Period During FY 20
AmeriCorps, Corporation for National & Community Service	\$144,597	9/19 – 8/20
City and County of Honolulu	\$145,870	7/19 – 6/20

Source	Amount	Period During FY 20
Hawai'i County	\$70,000	10/19 – 6/20
Hawai'i Island United Way	\$14,000	1/20 – 6/20
Maui County	\$60,000	10/19 – 6/20
Kauai County	\$32,000	10/19 – 6/20
Hawai'i Justice Foundation	\$350,000	1/20 – 6/20
Legal Service Corporation	\$1,499,715	1/20 – 6/20
Cyrca	\$174,900	1/20 – 6/20
Kauai United Way	\$5,000	1/20 – 6/20
Aloha United Way	\$10,000	1/20 – 6/20
State of Hawai'i Department of Human Services	\$560,000	7/19 – 6/20

4. State and Federal Tax Credits

LASH has not received any state or federal tax credits in the past three years. LASH has not applied for and does not anticipate applying for tax credits pertaining to any capital project.

5. Government contracts receiving

A list of LASH's current federal, state and county government contracts and grants providing program funding, are included as Attachment C.

6. Balance of unrestricted current assets as of December 31, 2018

LASH completes a financial audit on a fiscal year ending on June 30. Our most recent audit shows that as of 6-30-18, the balance of Legal Aid's unrestricted current assets was \$2,700,017. The estimated (unaudited) unrestricted current assets as of 11-30-18 was \$2,254,482.

These unrestricted current assets as of 6-30-18 include approximately \$1.4 million in accounts receivable from the state, federal, and local government funders. It also includes approximately \$293,000 that is restricted for maintenance and upkeep of Legal Aid's Bethel Street office, which is owned by the organization, and \$12,000 in client trust funds.

The remaining balance is to help maintain services without borrowing funds when payments are delayed from funders.

V. EXPERIENCE AND CAPABILITY

1. Necessary Skills and Experience

The Skill, Ability and Knowledge. Legal Aid Society of Hawai'i (LASH), a community-based, nonprofit law firm, has empowered low-income and disadvantaged people throughout the state of Hawai'i since 1950. LASH is the only civil legal service provider in the state, and one of the few non-profits, with statewide coverage through ten offices on each of the islands, from rural Lana'i to urban Honolulu. Since its founding, LASH has utilized its skill, ability and knowledge to bring high quality legal services to children and families throughout the state. LASH is known for its advocacy skills and its ability to empower low-income and disadvantaged people.

LASH is nationally recognized as an innovative, high quality legal services provider. LASH brings its services to the aid of thousands of Hawai'i residents using its extensive network of partnerships and its dedicated staff to assist our low-income community in meeting critical legal needs and to develop innovative approaches to service. In addition, LASH's statewide toll-free hotline places its experience and assistance just a phone call away for residents in need. The hotline allows callers to contact an attorney or paralegal by phone and obtain immediate legal advice, and the work performed in our communities over the last year has highlighted the need for an improved method of assessing all potential legal needs in order to provide even better levels of service.

LASH continues to be guided by its original mission—to provide access to justice for all low-income citizens of Hawai'i. Annually, LASH receives over 18,000 requests for services, and LASH is the only provider in the state with the ability to manage this significant volume of requests.

LASH has an experienced and dedicated staff that is committed to serving the legal needs of Hawai'i's disadvantaged:

- LASH's staff is knowledgeable and experienced in addressing each and every area of civil law that affects low-income residents, including housing, public assistance, health, consumer transactions, family matters, immigration, and other civil matters.
- LASH staff generally come from and live within the communities they serve. This community presence lends credibility and builds trust, allowing residents in need of assistance to feel more comfortable using their local Legal Aid services. This also means that LASH staff may be more attuned to the unique needs of the areas that they serve.
- Currently, LASH has more than 20 paralegals and 30 attorneys who specialize in providing high quality legal services to meet the needs of low-income children and families throughout Hawai'i. LASH has a high retention rate of seven years for non-AmeriCorps staff, an average of eight years for staff attorneys, and an average of 10 years for Management Team members. LASH's managing attorneys have over 150 years of combined experience at Legal Aid providing legal services to low-income individuals and families.

Legal services provided through this grant-in-aid grant are performed statewide by LASH paralegals and attorneys across a range of civil litigation areas. Resumes for all staff members are held in the Honolulu Office and can be made available upon request. All staff members provide integral assistance

on this grant, and several resumes are provided as examples of the proficiency of staff who provide assistance to families throughout Hawai'i (see Section V.A. Proposed Staffing, Staff Qualifications, Supervision and Training).

As a result of the extensive skills, ability and knowledge of LASH staff, they are able to:

- Provide legal services to meet the specific needs of the target population, with the goal of stabilizing families, ensuring the safety and stability of children, and ensuring children's access to education. The highest demand for services by the target population for this project is within the area of family law. Family legal services provided include assistance with restraining orders, guardianships and adoptions and child support.
- Provide quality general legal services to children and families experiencing dysfunction or having difficulty becoming self-sufficient, in the civil areas of housing, public assistance, health, consumer transactions, employment, special education, family matters, immigration, and other civil matters.
- Serve this community through outreach, screening, referral, intake, case assessment, legal advice, legal advocacy, and legal representation activities.
- Reach families and children throughout the state via its ten offices statewide, its hotline, partnerships, and technological capabilities. Through our advanced use of technology, our law experts in each substantive area are available statewide, no matter where a client lives.
- Record and report in an accurate and timely manner the services provided over the life of this contract.
- Work with other agencies and community leaders to develop ever-more efficient and effective means of serving Hawai'i's most vulnerable.

LASH's experience and impact within the community are best measured in the words of our clients.

- I didn't know where to begin to start the process of getting my children back, and what I needed to get done to be successful. Thanks to Legal Aid. They guided me, answered many questions via email, phoned me to address my concerns. They helped me to get my kids back. I wouldn't have been able to do it without them. Now, I have friends who are asking me how they can go about gaining custody, being in a similar situation. I'm so grateful to Makia and Ming for all their hard work and dedication to helping me.
- Before I came to Legal Aid, I didn't know how legal laws work or what to do with my situation and how to make things better. Legal Aid helped me put paperwork together and helped me better understand questions I had. Due to Legal Aid's help, I was able to put together a case I needed for court. I want people to know that they are very supportive and very helpful.
- Before I came to Legal Aid, I have no idea of what will be the result of my application, have no knowledge about law of Hawaii. Legal Aid helped me to prepare all the papers and documents to

submit and to file. They help me to understand the case that I have and fully understand that in every situation there's a positive and a negative impact of filing a petition. I want people to know that there are people trying to help, reaching you out to win your case.

- I was referred to a hearing eviction from the housing office (Kalihi Valley Home). I was worried I might loose [sic] my house. Since it was my last chance, I called the KKVH office like every day went in to talk to them, but they can't do anything till I walked in to Legal Aid and ask for help from their help. Legal Aid helped me throughout my eviction from the HPHA for the 2nd time and I didn't have to go through hearing anymore. They did an excellent job on helping people (especially with housing problems). I'm very thankful that I got helped from them. Due to Legal Aid's help, I am able to stay in my house without being evicted and has also helped me receive a large amount of credit that I have never known about (over-charge by housing). With their help I am now still staying at my residence that I've been live in for almost 11 years. I want people to know that Legal Aid help a lot in any problem that everyone has with housing (I know I can say that because they've help me a lot through my eviction and didn't even go through hearing). I can't thank them enough for they're [sic] help.

Verifiable Experience with Providing Advocacy Services. LASH's history, statewide presence, and reputation make it among the most well-known organizations working toward achieving justice in Hawai'i. In the "Access to Justice Hui" Report published in November 2007, it was reported that of the non-profit legal service providers in the state, LASH was the agency with which social service providers, legal service providers and judges were most familiar. While this report is over 10 years old, anecdotal evidence continues to support this conclusion.

One of LASH's most significant and relevant grants is from the U.S. **Legal Services Corporation**. The additional support that we have received from the State of Hawai'i in the past allowed LASH to outperform the national median among Legal Services Corporation funding recipients in services to low-income individuals and families for six years running.

Since 2000, LASH has provided housing discrimination advocacy for people in Hawai'i under a grant from the federal Department of Housing and Urban Development. The **Fair Housing Enforcement Project** conducts discrimination testing, advocacy and representation for those who have been discriminated against in housing. The program has resulted in numerous accommodations being made for those living with disabilities, as well as settlements for families with children who have been discriminated against. Current plans include use of settlement funds to benefit clients facing housing crises. For the last 18 years, LASH has received a perfect score on the program evaluation conducted by HUD. LASH is currently in the first year of another three-year grant from HUD to continue to provide Fair Housing education, outreach and representation throughout Hawai'i.

Through the **Domestic Violence Legal Services for TANF Recipients** grant from the State of Hawai'i, LASH provides legal services to individuals receiving TANF, who are qualified victims of domestic abuse (victims), in order to assist these individuals in moving towards employability and self-sufficiency. LASH has received this grant since 2002, and the continued receipt of this grant exemplifies the organization's provision of high quality services that meet the needs of low-income families in Hawai'i.

LASH is the only agency in the state providing **Guardian ad Litem** services in each of the judicial circuits. Over the last 18 years, LASH increased its capacity to provide representation to children in need and has provided guardian ad litem services to over 3,300 children on every island in the state. LASH guardians ad litem are known for their high quality work, effective advocacy and dedication and commitment to representing children in need. LASH guardians ad litem go beyond their primary responsibility and ensure that public benefits or other financial assistance is being provided to the child, advocate for special education services through an administrative hearing, or file for an adoption if it is in the best interest of the child. Thus, LASH has extensive experience in providing services that ensure the safety and stability of children.

Furthermore, LASH has a history of success with the programs it delivers and seeks to provide the best representation to all those who apply and qualify for services. Its reputation for delivering high quality services and achieving measurable outcomes in its partnerships is well documented through its continued receipt of more than 40 grants from various federal, state, county and private sources on an annual basis.

2. Facilities

LASH maintains a total of 10 offices, located in Honolulu,⁹ Waianae, Kaneohe, Hilo, Kona, Kaunakakai, Lanai City, Lihue, and Wailuku, staffed by experienced attorneys and paralegals. Given the natural barriers presented by island communities, maintaining offices on all islands is the only effective way to comprehensively respond to client needs. A list of each office by location is included as Attachment "D".

All of our offices are ADA compliant, and LASH makes reasonable accommodations to ensure services for those with disabilities, including conducting home visits when necessary.

Each of LASH's 10 offices has access to an electronic legal library through Westlaw and a computer system which is integrated statewide. LASH acquired a new case management system in June 2013. This system has greatly increased the efficiency of operations and provision of services by decreasing administrative time throughout the organization and allowing for efficient tracking of time, effort, and client outcomes.

VI. PERSONNEL: PROJECT ORGANIZATION AND STAFFING

1. Proposed Staffing, Staff Qualifications, Supervision and Training

Proposed Staffing and Proposed Service Capacity. This grant-in-aid will allow LASH to implement a new **legal check-up** procedure in order to better serve our communities through a broad range of civil legal services on every major island in the state.

The state funding provided under this grant will ensure the following staffing in order to allow implementation of the legal check-up process and continued casework levels as described above:

⁹ Legal Aid has two offices in Honolulu, the main branch at 924 Bethel Street and Legal Aid's Hawaii Immigrant Justice Center in Chinatown.

Office	Attys	Paras	Admin	Clerical	Total FTEs
Honolulu	17.4	21.75	12.52	1.5	53.17
Leeward	2.1	1	0	0	3.2
Windward	1.5	1	0	0	2.5
Kauai	2	4	0	0	6
Molokai	0	1	0	0.27	1.27
Lanai	0	0.5	0	0	0.5
Maui	3	4.25	0	0	7.25
Kona	4	3.25	0	0	7.25
Hilo	2	4.25	0	0	6.25
Total	32	41	12.52	1.77	87.39

Cases shall be assigned to attorneys and paralegals according to the caseload guidelines dictated in the Case Management & Litigation Manual. That manual presents the following recommendations:

- **Attorneys with more than three years of experience:** The caseload should range from 40-80 simple cases which are open and active, and five significant cases that have been certified as significant advocacy, or activities such as impact litigation, management of a Legal Aid program or project, or outreach and community legal education.
- **Attorneys with two to three years of experience:** Caseloads should range from 40-60 simple cases which are open and active, and two to three significant cases that have been certified as significant advocacy or activities such as management of a Legal Aid program or project, outreach and community legal education.
- **Attorneys with less than two years of experience:** Caseloads should range from 30-40 simple cases which are open and active, and two to three significant cases that have been certified as significant advocacy or activities. For new attorneys, simple caseloads may include activities such as outreach and community legal education; and significant litigation may include co-counseling with other attorneys.
- **Paralegals with more than three years of experience:** Caseloads should range from 40 - 60 open and active cases. Paralegals focusing solely on GA-SSI or Title III programs should have a caseload of 90 - 110. Paralegals are encouraged to participate in significant cases and activities but are not required to do so.
- **Paralegals with less than three years of experience:** Caseloads should average 25 open and active cases. Paralegals focusing solely on GA-SSI or Title III programs should have a caseload of 90 - 110. Paralegals are encouraged to participate in significant cases and activities but are not required to do so.

Staff Qualifications and Experience. LASH has an experienced and dedicated staff that is committed to serving the legal needs of Hawai'i's disadvantaged. LASH shall utilize attorneys and paralegals currently employed by the organization to provide high quality legal services to eligible clients. LASH attorneys are required to be duly licensed and remain in good standing with the Hawai'i State Bar. LASH attorneys and paralegals are either generalists or specialists in the areas of family, housing, fair housing, consumer, public assistance or immigration law. For example, a generalist attorney in the area of Asset Protection will practice both housing law and consumer law, while an attorney specialist focuses on one specific area. All paralegals are required by Hawaii Rules of Professional Conduct to be closely supervised by attorneys.

A majority of LASH staff will provide assistance through this grant-in-aid funding. The resumes for all staff members are held in the Honolulu Office and can be made available upon request. The staff members described below are examples of the high caliber of attorneys and paralegals that provide assistance in the programs supported by this grant-in-aid. Resumes of a sampling of staff members is included as Attachment "E":

Russ Awakuni, Managing Attorney of Rural Oahu, joined Legal Aid in 2008 as a Staff Attorney in the Housing Unit. He currently supervises Legal Aid's staff providing services on the Leeward and Windward coasts, and he recently worked on a high profile case involving mortgage foreclosure fraud.

Bow Mun Chin, Staff Attorney Specialist for Immigration, brings 30 years of immigration experience to LASH. Mr. Chin has worked closely with immigrant trafficking victims in the past and has taught immigration law at the University of Hawai'i's Richardson School of Law.

Yukari Murakami, Managing Attorney of the Maui, Molokai and Lanai Offices, joined LASH in 2008 and has practiced law for more than 10 years. Before coming to LASH, Ms. Murakami worked as a Deputy Prosecuting Attorney for the County of Maui and volunteered for the Circuit Court in Wailuku.

Laura Knudsen, Managing Attorney of the Hilo office, has been with LASH since 2014 and provides legal services to indigent clients in matters involving domestic violence, child custody, visitation, child support, public benefits and housing. Ms. Knudsen also conducts legal clinics for *pro se* litigants with respect to divorce and child custody matters. Ms. Knudsen has specialized training in Family Law, Public Benefits, and working with immigrant crime victims.

Janet Kelly, Senior Attorney for the Homeless Outreach project, provides holistic legal services to individuals and families experiencing homelessness. Ms. Kelly has been with LASH since 2001 and is well respected within the homeless provider community in Hawai'i. She performs outreach at local shelters, partner organizations and at beaches and parks to provide direct access to legal services for Oahu's homeless, as well as being an integral part of LASH's medical-legal partnership with the Waimanalo Health Center.

Connie Liu, Managing Attorney of Community Engagement, has worked for LASH as an attorney since September 2006. Ms. Liu has extensive knowledge of public benefits law and has supervised LASH's Health Navigator Project to provide health insurance enrollment assistance since 2013.

Makia Minerbi, Senior Attorney at the Waianae office, joined LASH in September 2009 as a fellow from the University of Hawai'i's Richardson School of Law. Mr. Minerbi is active within the social justice community in Hawai'i.

Daniel O'Meara, Managing Attorney of the Asset Protection unit in the Honolulu Office, oversees the provision of civil legal services to clients in the areas of housing, fair housing and consumer law. Prior to working at LASH, Mr. O'Meara worked at a private firm litigating in state district court, circuit court, and U.S. Bankruptcy Court in the areas of foreclosure defense, consumer protection, bankruptcy and landlord-tenant law.

Rob Palin, Intake Managing Attorney, supervises the LASH Intake Hotline, which is the gateway to all Legal Aid services. He also supervises the LASH Center for Equal Justice, which provides limited assistance through filling out forms, calling for information or drafting simple documents. Mr. Palin joined LASH in 1996 and became Managing Attorney in 1999. He is a graduate of the University of Cincinnati School of Law.

Daniel Pollard, Managing Attorney of the Honolulu Office's Family/GAL unit, has extensive family law experience and has worked at LASH for more than 13 years. Mr. Pollard served as an adjunct faculty member for Chaminade University's Criminal Justice Program from 2000 to 2016. Prior to working at LASH, Mr. Pollard worked as a Deputy Prosecuting Attorney with the City and County of Honolulu.

Linda Vass, Managing Attorney of the Kauai office, practices family law, landlord/tenant, public benefits, guardian ad litem and special education law. Ms. Vass works closely with community stakeholders and maintains relationships with community social service providers and agencies.

Job descriptions of administrative and program staff, including minimum qualifications necessary for the positions, can be found in Attachment "F". Please note that the qualifications and minimum requirements noted in these job descriptions ensure that LASH staff members are dedicated advocates, who are highly self-motivated and talented, with appropriate training to meet the needs of low-income families and individuals in a timely and cost-effective manner. Many, if not most, of our staff who work on this project exceed these minimum requirements.

Supervision and Training. LASH has established a clear line of supervision throughout the program to ensure high quality client services. LASH's Executive Director directly supervises all managers.

LASH Executive Director **M. Nalani Fujimori Kaina** brings her experience as an attorney on Molokai and Maui from 1999 to 2004, and experience in grant implementation and management, to the overall project. Appointed as the Executive Director in 2009, Ms. Kaina worked hard to maintain LASH's critical services across the state through the recession. As a testament to her leadership, Ms. Kaina was a finalist for the 2014 Pacific Business News American Savings Bank Business Leader of the Year award, received a 2013 Ho'okele Award from the Hawaii Community Foundation, the 2011 Hawaii Women's Legal Foundation's Rhoda Lewis Award, and the 2008 Hawaii State Bar Association's Schutte Award.

LASH's Honolulu Office has five Managing Attorneys who are responsible for the Intake/Center for Equal Justice, Family/Guardian Ad Litem, Consumer/Housing, Immigration/Public Benefits and Community Engagement. The rural offices (Windward and Leeward) are supervised by a Managing Attorney. The Neighbor Island Offices in Hilo, Kona, Lihue, Kailua-Kona and Wailuku are each supervised by a Managing Attorney, with the Managing Attorney in Wailuku supervising staff in the Kaunakakai and Lana'i City offices.

The Managing Attorney at each office location is responsible for all supervision, case maintenance, community outreach, and compliance with all contract requirements. As required by the Hawai'i Rules of Professional Conduct, all paralegals are closely supervised by LASH attorneys. The ratio of attorneys to paralegals throughout Legal Aid is about 1:3.

Close supervision is provided to all staff to ensure that high quality services are provided:

- Staff are evaluated on a regular basis and all staff have development plans. Staff are expected to meet with their supervisors on a bi-monthly basis to review their progress on their development plans and to discuss any issues that may have arisen in their performance.
- Managing Attorneys conduct regular case reviews and case conferences to discuss cases. Monthly case reviews are ongoing learning opportunities for LASH staff. The periodic review of each office's open cases also gives staff an opportunity to learn from peers in other offices. Staff also undergo an annual evaluation that includes creating and revising staff development plans.

LASH has an internal system of training staff on issues for which they must provide assistance. This system is a combination of internal training and retreats, external training opportunities within Hawai'i, participation in selected mainland trainings and events, and work with mentors:

- All advocates go through a comprehensive orientation process within the first week of employment. This orientation process includes a day-long orientation session in the Honolulu office, as well as substantive law lectures and intake observation. Lectures are supplemented with extensive materials and address every area of poverty law.
- All new staff members are also assigned a managing attorney to provide initial guidance on program etiquette, policies and internal program back-up capabilities.
- On an annual basis, LASH provides in-house training on all substantive priority areas including family law, consumer issues, administrative benefits, and housing. In addition, each year at least one additional significant event is presented in-house on an important substantive law topic.
- LASH takes advantage of local training events by sending individual staff members to attend as appropriate. These include legal seminars offered by the Bar Association, the courts, private training providers, and others. In 2018, LASH staff attended, among others, national immigration conferences and trainings, national housing conferences,

CNCS Office of the Inspector General grants management training, and public benefits trainings. All attorneys attended CLE courses as required by the Hawaii State Bar Association.

- LASH uses national opportunities to train staff. Each year, an average of 9 to 12 individuals is sent to national training and conferences. LASH also brings national leaders to train staff on a variety of issues. In 2015, Hawaii Immigrant Justice Center at Legal Aid worked with several organizations including the Hawaii State Commission on the Status of Women and William S. Richardson School of Law to host Ai Jen Poo, a nationally recognized domestic workers expert. Ms. Jen Poo shared her experiences on a Domestic Workers and Human Trafficking in Hawaii panel. In December 2017, fair housing expert Sarah Pratt was brought in to provide training and guidance to members of the LASH Fair Housing group, as well as to members of the Hawai'i Civil Rights Commission.
- Brown bag workshops are offered in the Honolulu Office to continue to educate LASH staff and pro bono attorneys about legal issues and to keep LASH and partner social service agencies abreast of developing legal trends. These training workshops are available to staff and pro bono attorneys throughout the state using a teleconferencing system. Brown bag workshops on various "self-care" topics have been introduced over the last several months, in recognition of the challenges faced by staff who consistently work with individuals in crisis.
- Each year, LASH staff members attend external training, and most LASH staff attends internal training and conferences such as public benefits training, internal task force training, management training, etc. Approximately every other year, Legal Aid holds a statewide staff training to bring the staff together in one place and to provide opportunities for training and networking. In 2018, training tracks included: homelessness, social security, and vicarious trauma. Both staff and external trainers assist with this training.

LASH's clear, established line of supervision and extensive training requirements create an internal infrastructure system that ensures efficient and effective staff performance and staff development. These systems are in place to ensure the provision of high quality legal services to our client populations.

2. Organizational Chart

An organizational chart is attached as Attachment "G".

3. Compensation

The following are the annual salaries paid by LASH to the three highest paid officers, directors or employees of the organization by positions:

Name	Position	Annual Salary, FY18
M. Nalani Fujimori Kaina	Executive Director	\$135,000
Angela Lovitt	Deputy Director	\$80,215
Daniel Pollard	Managing Attorney	\$79,281

VII. OTHER

1. Litigation

There is no pending litigation against LASH.

2. Licensure or Accreditation

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

3. Private Educational Institutions

This grant will not be used to support or benefit a sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

In the future, LASH will remain committed to fulfilling its mission to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice. LASH continues to respond to the changing needs of the community and seeks funding to support innovative service delivery models that are continually more efficient and more effective. LASH consistently collaborates with other service providers and community leaders to increase its impact. Recent collaborations leading to technological innovations will undoubtedly enhance the sustainability of LASH services.

LASH is built on the notion that access to justice is a fundamental right, and ensuring the protection of law for all requires a continued investment by the State. To this end, LASH has worked in the off-session with representatives from a variety of government agencies, including the Judiciary and the Department of Human Services, in an effort to restore civil legal services funding into the state budget as it had been from 1975 to 2004. It is clear that a recurring budget line item for civil legal services in the State budget would go a long way toward maintaining these critical legal services in the community.

Attachment “A”

Declaration Statement

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) 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 is awarded;
 - b) Complies 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;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

Legal Aid Society of Hawai'i

(Typed Name of Individual or Organization)



(Signature)

January 18, 2019

(Date)

M. Nalani Fujimori Kaina

(Typed Name)

Executive Director

(Title)

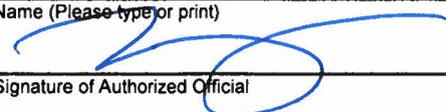
Attachment “B”

Budget Forms

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: Legal Aid Society of Hawaii

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	202,893			
2. Payroll Taxes & Assessments	20,289			
3. Fringe Benefits	36,521			
TOTAL PERSONNEL COST	259,703			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	6,126			
2. Insurance	6,540			
3. Lease/Rental of Equipment	3,382			
4. Lease/Rental of Space	29,200			
5. Staff Training				
6. Supplies	6,154			
7. Telecommunication	11,501			
8. Utilities				
9. Audit Services	5,800			
10. Litigation	6,594			
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
TOTAL OTHER CURRENT EXPENSES	75,297			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	335,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested		Jim Gagne	(808) 527-8060	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested			1/18/2019	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET		M. Nalani Fujimori Kaina, Executive Director		
		Name and Title (Please type or print)		

(CONFIDENTIAL)

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2019 to June 30, 2020

Applicant: Legal Aid Society of Hawaii

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
EXECUTIVE DIRECTOR	1	\$135,000.00	2.50%	\$ 3,375.00
DEPUTY DIRECTOR	0.9	\$80,214.84	2.50%	\$ 1,804.83
DIRECTOR OF FINANCE	1	\$73,399.20	5.00%	\$ 3,669.96
ACCOUNTANT	1	\$48,339.64	5.00%	\$ 2,416.98
DIRECTOR OF GRANTS MANAGEMENT	1	\$65,982.00	10.00%	\$ 6,598.20
IT DIRECTOR	1	\$65,982.00	5.00%	\$ 3,299.10
DIRECTOR OF EXTERNAL RELATIONS	1	\$68,163.60	7.50%	\$ 5,112.27
HONOLULU HOUSING MANAGING ATTORNEY	1	\$73,558.00	12.00%	\$ 8,826.96
OFFICE MANAGER	1	\$42,639.00	5.00%	\$ 2,131.95
HIJC MANAGING ATTORNEY	1	\$63,544.79	12.00%	\$ 7,625.38
HIJC ATTORNEY	1	\$74,342.00	12.00%	\$ 8,921.04
HIJC PARALEGAL	1	\$43,480.00	12.00%	\$ 5,217.60
HILO MANAGING ATTORNEY	1	\$60,612.00	10.00%	\$ 6,061.20
HILO PARALEGAL	1	\$44,932.00	12.00%	\$ 5,391.84
HONOLULU HOUSING ATTORNEY	1	\$57,803.41	12.00%	\$ 6,936.41
HONOLULU CONSUMER ATTORNEY	1	\$55,314.62	15.00%	\$ 8,297.19
HONOLULU FAMILY ATTORNEY	1	\$79,281.42	12.00%	\$ 9,513.77
HONOLULU PUBLIC BENEFITS ATTY	1	\$47,392.86	15.00%	\$ 7,108.93
HONOLULU FAMILY PARALEGAL	1	\$38,740.18	14.00%	\$ 5,423.63
KAUAI MANAGING ATTORNEY	1	\$65,023.06	10.00%	\$ 6,502.31
KONA ATTORNEY	1	\$48,775.00	12.00%	\$ 5,853.00

(CONFIDENTIAL)

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2019 to June 30, 2020

Applicant: Legal Aid Society of Hawaii

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
LANAI PARALEGAL	0.53	\$47,909.94	18.00%	\$ 4,570.61
WINDWARD MANAGING ATTORNEY	1	\$77,695.00	12.00%	\$ 9,323.40
MAUI MANAGING ATTORNEY	1	\$63,544.79	10.00%	\$ 6,354.48
MAUI ATTORNEY	1	\$54,871.00	14.00%	\$ 7,681.94
WINDWARD ATTORNEY	1	\$44,480.53	12.00%	\$ 5,337.66
KONA PARALEGAL	1	\$42,226.00	13.00%	\$ 5,489.38
MOLOKAI PARALEGAL	1	\$45,687.00	15.00%	\$ 6,853.05
KAUAI PARALEGAL	1	\$42,226.00	14.00%	\$ 5,911.64
INTAKE MANAGING ATTORNEY	1	\$77,113.00	10.00%	\$ 7,711.30
INTAKE PARALEGALS	3.5	\$36,617.00	15.00%	\$ 19,223.93
LEEWARD ATTORNEY	1	\$43,483.00	10.00%	\$ 4,348.30
TOTAL:				202,893.23
JUSTIFICATION/COMMENTS:				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Legal Aid Society of Hawaii

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
None.			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
None.			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Legal Aid Society of Hawaii

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:	0	0	0	0	0	0
JUSTIFICATION/COMMENTS:						

Attachment “C”

Government Contracts

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Legal Aid Society of Hawaii

Contracts Total: \$ **4,289,133.00**

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Legal Services - HI-1	1/1/2018-12/1/2018	Legal Services Corporation	U.S.	\$ 1,275,944.00
2	Legal Services - NH-1	1/1/2018-12/1/2018	Legal Services Corporation	U.S.	\$ 233,952.00
3	Legal Services - TIG	10/1/2017-12/30/2019	Legal Services Corporation	U.S.	\$ 104,303.00
4	Legal Services - Disaster Relief	11/1/2018-10/31/2019	Legal Services Corporation	U.S.	\$ 116,886.00
5	Legal Advocacy, Outreach, & Referral Services to Protect the Rights of Children & Their Families	8/1/2017-6/30/2019	Office of Community Services	State	\$ 282,000.00
6	Legal Assistance to Older Adults/Elder Abuse Prevention Program Legal Services	10/1/2018-9/30/2019	Hawaii County Office of Aging	Haw	\$ 127,320.00
7	Legal Assistance to Older Adults and Legal Assistance Adoption/Guardianship Project	1/31/2018-9/30/2019	Maui County, Office of Aging	Mau	\$ 60,000.00
8	Legal Assistance to Older Adults and Legal Assistance Adoption/Guardianship Project	10/1/2018-9/30/2019	Kauai County, Office of Aging	Kau	\$ 65,000.00
9	Legal Assistance to Homeless Individuals and Families	6/15/2018-6/14/2019	Hawaii DHS	State	\$ 400,000.00
10	Fair Housing Initiatives	3/1/2018-2/28/2021	Department of Housing and Urban Development	U.S.	\$ 300,000.00
11	Domestic Violence Legal Services for TANF Recipients	7/1/2018-6/30/2019	DHS-BESSD	State	\$ 110,000.00
12	Legal Services for Immigrants Experiencing Domestic Violence	7/1/2018-6/30/2019	DHS	State	\$ 200,000.00
13	Legal Services in Domestic Violence Shelters	7/1/2018-6/30/2019	DHS	State	\$ 100,000.00
14	Project Kaulike	9/1/2018-2/28/2019	Research Corporation at UH	U.S.	\$ 174,648.00
15	MLP-DV Big Island	7/1/2018-6/30/2019	Department of the Attorney General	State	\$ 133,031.00
16	Culturally Appropriate Communication for DV Victims	7/1/2018-6/30/2019	Department of the Attorney General	State	\$ 54,810.00
17	Legal Assistance for Victims of Crime II	7/1/2018-6/30/2019	Department of the Attorney General	State	\$ 381,264.00
18	Health Navigator Program	9/3/2018-9/1/2019	CMS	U.S.	\$ 100,000.00
19	Holistic Legal Services for Maui County's Most Vulnerable	7/1/2018-6/30/2019	County of Maui	Mau	\$ 55,000.00
20	Creating Medical Legal Partnerships	8/13/2018-6/30/2019	Hawaii County	Haw	\$ 5,675.00
21	Expanding Civil Legal Access to Rural Communities	8/13/2018-6/30/2019	Hawaii County	Haw	\$ 9,300.00

Attachment “D”

Legal Aid Office Locations

Legal Aid's Office Locations Statewide

HONOLULU

924 Bethel Street
Honolulu HI 96813
PH: 536-4302
FAX: 527-8088

LEEWARD

85-670 Farrington Hwy
Waianae HI 96792-2354
PH: 696-6322
FAX: 696-5809

WINDWARD

45-955 Kamehameha Hwy., Ste. 206
Kaneohe HI 96744
PH: 235-5343
FAX: 235-5292

HAWAII IMMIGRANT JUSTICE CENTER at LEGAL AID (HIJC)

(Confidential)
Honolulu, HI 96817
PH: 536-8826
FAX: 537-4644

HILO

101 Aupuni Street, PH1002
Hilo HI 96720
PH: 961-2851
FAX 969-3983

KONA

Hualalai Center
75-170 Hualalai Rd, Ste. B303A
Kailua-Kona HI 96740
PH: 329-3910/
FAX: 334-9650

KAUAI

3016 Umi St., Ste. 208
Lihue HI 96766
PH: 245-4728
FAX: 246-8824

MAUI

24 N. Church St., Ste. 401
Wailuku HI 96793
PH: 244-3731
FAX: 446-7849

LANAI

730 Lanai Ave Suite 129
Lanai City HI 96763
PH: 565-6089
FAX: 565-6089

MOLOKAI

40 Ala Malama Ave
Kaunakakai HI 96748-0427
PH: 553-3251
FAX: 553-5809

Attachment “E”

Resumes

M. NALANI FUJIMORI KAINA

924 Bethel Street, Honolulu, Hawaii 96813 ▪ (808) 536-4302 ▪ nalani.kaina@legalaidthawaii.org

EXPERIENCE

5/2009 – present

Executive Director

Legal Aid Society of Hawai'i, Honolulu, HI

- Provides executive leadership to \$6.5 million non-profit organization providing direct civil legal services throughout the state of Hawai'i with 100 staff and ten offices.
- Increased overall organization revenue from \$5.5 million to \$6.5 million.
- Participates in national presentations and conferences, including the 2016 White House Forum on Access to Justice. Co-Chaired 2018 American Bar Association's annual Equal Justice Conference and Chaired the 2018 National Legal Aid and Defender Association annual Conference.
- Leading effort to develop a national model for a legal services portal in partnership with Microsoft, the Pew Charitable Trusts, and the Legal Services Corporation. Also expanded utilization of technology to increase efficiency and access to legal services through projects, including the development of on-line interactive interviews to create court forms, and the transition to a new case management platform.
- Developed trainings to increase diversity among executive leadership of legal services programs, including the creation of a national training for Emerging Leaders.
- Co-leading historic collaboration with Volunteer Legal Services Hawai'i to create more seamless service delivery and decrease duplication in order to serve more clients.
- Developed with the assistance of the Young Lawyers Division and organization staff attorneys, a Disaster Relief Legal Assistance manual and conducted training for pro bono attorneys for mobilization in case of a disaster.
- Oversaw the development of five of the six Self Help Centers which utilize pro bono attorneys to provide legal advice or information to self-represented litigants.
- Coordinated the merger of the organization with the Hawai'i Immigrant Justice Center.
- Participated as member of child welfare task force asked by the Judiciary to help clarify and re-write the law for federal compliance.
- Facilitated change in compensation structure aimed at increasing overall compensation.
- Member of the Department of Human Services Financial Assistance Advisory Committee and the Hawai'i State Bar Association's Delivery of Legal Services Committee to the Public.

1/2009 – 5/2009

Interim Executive Director

12/2005 – 5/2006

Legal Aid Society of Hawai'i, Honolulu, HI

- Acted as Executive Director during two periods of transition for organization.
- Secured grant-in-aid during both terms to continue state funding of civil legal services.

4/2004 – 5/2009

Deputy Director

Legal Aid Society of Hawai'i, Honolulu, HI

- Supervised substantive law units and provided guidance on complex litigation issues, including tax-credit rent-to-own housing, birth parent visitation appeal and child welfare.
- Led the effort and was the primary author of the 2007 Assessment of Civil Legal Needs and Barriers of Low- and Moderate-Income People in Hawai'i resulting in the creation of the Access to Justice Commission.
- Wrote and executed new programs, including statewide Legal Advocacy for Families and Children and Fair Housing Enforcement.
- Increased Legal Aid's visibility in the legislature through facilitation of and direct testimony upon request on issues affecting social justice for the low-income population.

M. NALANI FUJIMORI KAINA

924 Bethel Street, Honolulu, Hawaii 96813 ▪ (808) 536-4302 ▪ nalani.kaina@legalaidhawaii.org

- 8/2001 - 6/2004 **Managing Attorney**
Legal Aid Society of Hawai'i, Wailuku, HI
- Managed Maui County offices and provided direct oversight of a \$600,000 budget.
 - Mentored and coached new attorneys to develop self-confidence, litigation skills and substantive law knowledge to provide quality representation to clients.
 - Directed \$100,000 federally funded Fair Housing Education and Outreach Project that reached over 20,000 through trainings, outreach and creation of a Fair Housing manual.
 - Represented parents and children in CPS cases on Maui, Moloka'i and Lana'i, including rare overturn resulting in the immediate return of a child to her mother.

- 3/1999 - 7/2001 **Staff Attorney**
Legal Aid Society of Hawai'i, Kaunakakai, HI
- Represented clients in family, consumer, public benefits, housing, child welfare and elder law. Successfully negotiated settlement in illegal garnishment, maintained custody in heavily litigated divorce, and counseled parents resulting in return of their children.
 - Supervised and developed the capacity of paralegal staff to handle supplemental social security income cases, conduct divorce clinic and handle consumer debt collection cases.

PROFESSIONAL AFFILIATIONS

- 11/2017 – present **Director**, National Legal Aid and Defender Association
7/2004 - present **Director**, and **past President** (2012 – 2013), Hawai'i Women Lawyers
5/1999 - present **Member**, Hawai'i State Bar Association

EDUCATION

- 1995-1998 **Juris Doctorate**, New York University School of Law, New York, NY
1990-1994 **Bachelor of Arts**, *magna cum laude*, *Phi Beta Kappa*, Macalester College, St. Paul, MN
1977-1990 **Honors Diploma**, Kamehameha Schools, Honolulu, HI

PROFESSIONAL DEVELOPMENT

- 2016 – 2018 **Cohort V Fellow**, Omidyar Fellows Program
2014 **Where Health Meets Justice Fellow**, National Center for Medical Legal Partnership
2011-2012 **PONO Fellow**, Hawai'i Community Foundation
2003 - 2004 **Discovering Leadership Fellow**, Asian Pacific American Women's Leadership Institute

AWARDS/RECOGNITION

- 2016 **20 for the Next 20**, Hawai'i Business News
2014 **Business Leaders of the Year Finalist**, Pacific Business News
2013 **Ho'okele Award** for non-profit leadership, Hawai'i Community Foundation
2011 **Rhoda Lewis Award** for extraordinary public service by a woman attorney, Hawai'i Women's Legal Foundation
2008 **C. Frederick Shutte Award** for outstanding and meritorious service to the legal community and profession, Hawai'i State Bar Association
2007 **Young Lawyers Division National Outstanding Young Lawyer Nominee**, American Bar Association

M. NALANI FUJIMORI KAINA

924 Bethel Street, Honolulu, Hawaii 96813 ▪ (808) 536-4302 ▪ nalani.kaina@legalaidhawaii.org

COMMUNITY/CIVIC ENGAGEMENT

5/2016 – 2/2018	Commissioner , Tax Review Commission, State of Hawai'i
2/2010 – present	President (2018 – present), Rural Community Assistance Corporation
1/2009 – present	Commissioner , Hawai'i Access to Justice Commission
7/2004 - present	Member , Litigation Committee, American Civil Liberties Union
9/2005 – present	Chair (2013 – present), Hawai'i State Advisory Committee, United States Civil Rights Commission
2/2004 – 9/2009	Director and former Chair , Envision Hawai'i
12/2002 - 6/2004	Director , Maui County Bar Association
2002	Campaign Coordinator , Rouse for House, House of Representatives 13 th District
2002	Member , Hawaiian Canoe Club
1999 - 2001	Member , Moana's Hula Halau
1999 - 2001	Director , Molokai Occupational Center
1999 - 2000	Director , Hale Ho'okupa'a Outpatient Residential Treatment Center

ANGELA J. LOVITT

EDUCATION:

William S. Richardson School of Law, Honolulu, HI, J.D., May 1997

- ABA Client Counseling Moot Court Team 1996 & 1997: Regional Champions and Second Place Nationally 1996
- Advocates for Public Interest Law Grant Recipient, Summer 1996

Saint Louis University, St. Louis, MO, B.A. Political Science, May 1992

- Magna Cum Laude
- Phi Beta Kappa
- All American Scholar Nominee, 1991 & 1992
- National Political Science Honor Society, May 1992
- Dean's List, Spring 1990 & Spring 1992
- Intercollegiate Debate Forum, 1990-1992

PROFESSIONAL EXPERIENCE:

Legal Aid Society of Hawai'i,

Deputy Director, 1/1/2018 - present

Director of Professional Development & Compliance 7/2014 - 12/31/2018

Director of Training and Special Projects, 11/2007 – 6/2014

The Deputy Director assists the Executive Director in providing leadership, direction and management of a complex non-profit law firm with over 40 projects and funding sources, and eleven principal offices on six islands, to ensure that the Legal Aid Society of Hawaii can realize its mission and vision. The Deputy Director works with the Executive Director and an excellent, creative and energetic staff, as well as supportive community advocates, private lawyers, government agencies and the judiciary to expand and strengthen access to justice, strengthen communities, and effect systemic change to ensure that it will continue to play a vital role as a leading law firm for the at-risk population in Hawaii. Oversees Human Resources functions.

University of Hawai'i, William S. Richardson School of Law

Adjunct Professor, Lawyering Skills Workshop:

Co-Instructor with Prof. Calvin Pang - Fall 2004, Fall 2006, Fall 2007, Spring 2008.

Solo instructor - Fall 2008 – present.

- *Supervise and critique students in client interviewing, client counseling and negotiation skills;*
- *Compose and deliver lectures; and*
- *Develop and revise skill-based student exercises.*

Legal Aid Society of Hawai'i, Honolulu, HI

Legal Hotline Contract Attorney, 09/2004 – 6/2005, and 09/2006- 10/2007.

- *Evaluated callers legal problems and eligibility for services and provide counsel and advice in the areas of public benefits, family law, consumer law, and housing law;*
- *Supervised attorneys and paralegals staffing hotline during selected shifts.*

Domestic Violence Clearinghouse & Legal Hotline, Honolulu, HI

Staff Attorney 07/2005 – 06/2006; Hotline Supervisor, 03/2006 – 06/2006

- *Represented survivors of domestic violence in divorce, paternity, child custody, child support establishment and modification, and restraining orders; and*
- *Supervised legal hotline staff, including training, scheduling and monitoring.*

Legal Aid Society of Hawaii, Honolulu, HI

Consumer Unit Supervisor, 2001 – August 2004

- *Supervised attorneys, paralegals and law students in Consumer unit and HUD Housing Counseling project;*
- *Counseled and represented low and moderate-income individuals and families with consumer lending issues including, debt collection disputes, used car purchases, mortgage lending and servicing disputes, and Chapter 7 Bankruptcy;*
- *Wrote federal grant applications and grant reports for HUD Housing Counseling project. Developed and implemented new housing counseling projects and expanded existing projects and funding;*
- *Conducted state-wide community education and outreach projects;*
- *Co-Supervised production of Consumer Credit Manual for use by staff and non-legal service providers;*
- *Assisted in drafting legislation and testified before Hawaii State Legislature;*
- *Conducted Chapter 7 Bankruptcy Clinic for low-income individuals on Oahu & Kauai; and*
- *Created and revised brochures and “scripts” for Intake Hotline.*

Staff Attorney, September 1997 – 2001; Volunteer and Law Clerk: 1995 – 1997

- *Supervised Affordable Lawyers project providing low-cost legal services to moderate-income individuals in bankruptcy, divorce, guardianship, post-divorce custody modification, and child support;*
- *Staff Attorney in Kahaluu Office and Honolulu Office: Counseled and represented individuals with issues involving family law, AFDC/TANF, Social Security Disability/SSI, Food Stamps, GA/AABD benefits, and unemployment benefits; and*
- *Completed Hawaii State Judiciary training for service as GAL to children in abuse and neglect cases. Served as VGAL to foster child with special needs.*

INTERESTS/OTHER:

- Assistant Coach, Client Counseling Moot Court Team, William S. Richardson School of Law, 2004 – present.
- Advocates for Public Interest Law (APIL) Board of Directors, 1997 – 2001.
- Board of Directors, Hawaii Homeownership Center, 2003-2005.
- Soccer Player, Ete Bowl Football player, Recreational Outrigger Canoe Paddler.

RUSS S. AWAKUNI
44-098 Ikeanani Dr., Apt. 723
Kaneohe, HI 96744



EDUCATION:

1990 - 1993

Loyola Law School: Los Angeles, California

- Juris Doctor
- Recipient, Faculty Minority Scholarship (1992-93)
- Member, Asian Pacific American Law Student Association

1986 - 1990

University of Hawaii at Manoa: Honolulu, Hawaii

- College of Business Administration
- Bachelor of Business Administration (Finance)
- Senator, Associated Students of the University of Hawaii (1988-90)

WORK EXPERIENCE:

Jun.2008 – Present

Legal Aid Society of Hawaii, Leeward Oahu and Windward Oahu offices

- **Managing Attorney**
Represent low income individuals in matters regarding summary possession defense, foreclosure defense, public housing/section 8 administrative hearings, home equity theft claims, divorce, and other family court matters. Also, supervise staff, manage branch offices, and minor grant mgt.

Jul.2005 – Jun.2008

Emblazon Hawaii

- **Chairman & CEO**
Manage a wholesale/retail business in Honolulu that specialized in products and apparel designs that change color in sunlight. Closed its retail operation at Ward Warehouse and Maui.

Feb.2004 - Jul.2005

Oliver, Lau, Lawhn, Ogawa & Nakamura

- **Associate Attorney**
Litigation practice with an emphasis on collection and commercial litigation matters representing lending institutions, associations of apartment owners, and property management companies.

Jan.2002 - Jan.2003

Honolulu City Council, Council Member Jon C. Yoshimura

- **Senior Advisor**
Supervise staff and advise the Council member regarding constituent requests and inquiries, legislation formation, and community relations.

Mar.2000 - Jan.2004

The Law Office of Russ S. Awakuni

- **Collection Attorney**
Collection practice with an emphasis on assumpsit collection, foreclosure and bankruptcy matters representing lending institutions and property management companies.

Jul.1997 - Feb.2000

Tam, O'Connor, Henderson, Taira & Yamauchi

- **Associate Attorney**
Litigation practice with an emphasis on collection, foreclosure and bankruptcy matters representing lending institutions and union trust funds. Assisted partners on other litigation matters.

Sep.1996 - Jul.1997

Dwyer Imanaka Schraff Kudo Meyer & Fujimoto

- **Associate Attorney**
Commercial litigation practice with an emphasis on bankruptcy and foreclosure representing financial creditors. Assisted partners on arbitration, construction, contract, and securities tasks.

Aug.1994 - Mar.1996

Department of the Prosecuting Attorney

- **Deputy Prosecuting Attorney**
Individually tried scores of criminal and traffic bench trials in the District and Family Courts of the First Circuit and twelve felony and misdemeanor jury trials in the First Circuit Courts.

Dec.1993 - Aug.1994

First Circuit Court, Twelfth and Nineteenth Divisions

- **Law Clerk, Criminal Motions**
Drafted judicial determinations, decisions, letters, and memoranda, recommended action on matters taken under advisement and reviewed in-camera, and advised the Court on motions to be heard.

**PRO BONO/
COMMUNITY
SERVICE:**

Arbitrator, Court Annexed Arbitration Program (1998 - 2008)

Vice-Chair, Nuuanu/Punchbowl Neighborhood Board, C&C of Hon. (2003 - 2005)

Please see addendum

RESUME FOR BOW MUN CHIN

LEGAL EXPERIENCE

Adjunct Professor for Immigration Law Clinic
William S. Richardson School of Law
Spring 2014

Staff Attorney
Hawaii Immigrant Justice Center (“HIJC”) at LASH
(Formerly HIJC; Na Loio-IRPILC)
10/2007 – Present

Attorney (Self-Employed)
Bow Mun Chin, AAL
07/2006 – 12/2012 (To complete pre-HIJC cases)

Staff Attorney (Emergency Hire)
Na Loio-Immigrant Rights and Public Interest Legal Center
10/2006 – 02/2007

Adjunct Professor for Immigration Law
William S. Richardson School of Law
2001 - Present

Associate Attorney
Law Offices of Alan W.C. Ma
2005 - 2005

Attorney (Partner)
Hawaii Immigrant Lawyers
2000 - 2005

Associate Attorney
Law Offices of Benjamin V. Chen
1999 - 2000

Staff Attorney
Na Loio-Immigrant Rights and Public Interest Legal Center
1989 – 1999

Associate Attorney
Law Offices of David W. Lo
1988 - 1989

Attorney
Self-employed
June 1987 - October 1987

Law Clerk
Lee Henderson Chipchase & Wong
January 1987 - May 1987

LICENSES

Hawaii State Bar Association - October 1986
Attorney No.: 4208-0

LEGAL EDUCATION

William S. Richardson School of Law
Juris Doctor - May 1986

AWARDS

2014 Hawaii State Bar Association
Champion for Social Justice Award

Updated January 16, 2014

JANET KELLY

LEGAL EXPERIENCE

PROJECT MANAGING ATTORNEY

STAFF ATTORNEY

CONTRACT ATTORNEY

Legal Aid Society of Hawaii

07/01 - current

Duties Include: Managing a federal grant to provide holistic legal service to individuals and families experiencing homelessness; writing renewal grant and annual progress reports; supervising staff attorney and public benefits advocate; advising clients of their legal rights and responsibilities; conducting legal research and examination of legal data; drafting legal documents and correspondence.

LAW CLERK

Bruce Gould, Attorney At Law

2/99 - 03/01

Duties Included: Researching and summarizing various trends in federal and state laws. Areas of research included intellectual property, contracts, federal constitutional law, state and federal crimes, securities fraud, and class action proceedings.

CORPORATE LEGAL COUNSEL

Loveland Academy, LLC

11/99 - 10/00

Duties included: Advising the corporation of legal rights, obligations, and privileges; conducting extensive legal research and examination of legal data; assisting in the development, drafting and implementation of corporate policies and procedures; overseeing employee relations and affairs including the administration of employee rights & benefits, investigation of misconduct, and implementation of disciplinary action; managing Quality Assurance programs; collection of overdue accounts receivables; assisting in the development of new corporate programs; maintaining clear lines of communication between staff, management, clients, state agencies, federal agencies, and other public and private institutions; and drafting legal documents and correspondence.

LAW CLERK

Office of the Attorney General, State of Hawaii

06/98 - 08/98

Duties included: Researching case law and legislative histories on Native Hawaiian Water and Land Rights; completing practice manuals; standardization of Land Board submittals; attending hearings, pre-trial motions, and arbitration hearings; organizing files and handling other administrative tasks.

NON-LEGAL EXPERIENCE

SENIOR SERVICE AGENT

COURIER

HAZARDOUS MATERIAL SPECIALIST

Federal Express Corporation

09/89 - 11/90 & 01/92 - 07/96

Duties included: Serving as interim customer services manager; training and supervising new service agents; extensive customer contact; application of DOT and IATA Regulation for hazardous goods transport; processing non-hazardous packages for transport; timely pickup and delivery of shipments.

EDUCATION

Juris Doctor	Seattle University School of Law	05/1999
Bachelors of Arts in Business Administration	Chaminade University	12/1989
High School Diploma	La Pietra Hawaii School for Girls	05/1984

COMPUTER SKILLS

WESTLAW, Lexis-Nexis, Microsoft Office, Legal Trac, CDLaw, Intranet, & Internet.

COMMUNITY ACTIVITIES

World Turtle Trust Board Member, Legal Aid Society of Hawaii, Washington State Unemployment Law Project.

REFERENCES

Available Upon Request.

Laura Jean Knudsen, HSBA #9981
101 Aupuni Street, PH1002, Hilo, HI 96720 • (808) 961-2851 •
laura.knudsen@legalaidhawaii.org

EDUCATION

Lewis and Clark Law School, Portland, OR

J.D., May 2013

Environmental/Natural Resources Certificate

Richardson School of Law, Honolulu, HI

Summer 2011

University of Hawaii at Manoa, HI

BA in Anthropology, certificate in Spanish, May 2009

GPA: 3.95

Honors: Manoa Dean's List 2004-2008

Member, Phi Beta Kappa honor society

Universidad de Vina del Mar, Vina del Mar, Chile

Semester abroad in Chile with focus on Spanish language, Fall 2005

La Sorbonne, Paris, France

Semester abroad in France with focus on French language, Spring 2008

EMPLOYMENT HISTORY

Legal Aid Society of Hawaii, Hilo HI

Staff Attorney, January 2014- May 2017

Senior Attorney, May 2017-December 2017

Managing Attorney December 2017-Present

Provide legal services to indigent clients in a variety of family law, housing, and public benefits issues, both through advising and assisting *pro se* litigants, and providing full representation in contested matters. Represent parents and advocate for children involved with Child Welfare Services. Responsible for drafting motions and pleadings, regularly appearing before the family court on status hearing, motion hearings and evidentiary hearings.

Lewis and Clark Legal Clinic, Portland OR

Legal Intern, Fall 2012, Spring 2013

Represented clients in residential evictions, Chapter 7 bankruptcy, divorce and child custody issues, and tax controversies with the Internal Revenue Service.

State of Hawaii Department of Energy, Honolulu HI

Legal Intern, Summer 2012

Assisted in legal and other research, drafted papers and constituent responses, and completed general office tasks.

Nursefinders Behavioral Health, Honolulu, HI

Paraprofessional, June 2009-August 2010

Provided one-on-one educational, behavioral, and social services to children with special needs in a school setting, charted data and mapped their progress.

SPECIALIZED TRAINING

Building a Safety Net for Immigrant Crime Victims (Honolulu, HI 2017)

Annual Institute on Violence, Abuse and Trauma "IVAT" Summit (Honolulu, HI 2017)

Office of Violence Against Women Grantee Conference (Washington D.C. 2016)

Hawaii Family Law Update (Honolulu, HI 2014, 2015, 2016)

Public Benefits Training (Honolulu, HI 2014)

Hawaii Trial Academy (Honolulu, HI 2014, 2016)

Help callers with various problems involving public benefits (SSDI, SSI, GA, Medicaid, Med-QUEST, Medicare) and consumer matters (garnishment). Attend administrative hearings on public benefits issues. Counsel callers on reverse mortgages. Negotiate with lenders on foreclosure cases. Conduct intake calls for other units. Organize and lead session at the yearly Public Benefits Overview Training.

June - Aug. 2005

Family Court, Honolulu, HI

Parent Facilitator/Project Developer (intern)

Assisted parents involved with Child Protective Services by counseling and providing information. Researched and prepared memo for parent's consulting counsel. Drafted proposal and made recommendations for creating pre-hearing conferences for CPS cases. Acquired insight into CPS process.

June 2004-
April 2005

Legal Aid Society of Hawai'i, Honolulu, HI

Public Benefits Advocate

Investigated cases and developed facts, interviewed clients, researched legal issues, prepared exhibits, and represented client at welfare administrative hearing. Acquired client counseling and advocacy skills.

Jan.- July 2003

Hawai'i Intermediate Court of Appeals, Honolulu, HI

Legal Research Aide

Assisted Chief Judge James Burns by researching, preparing bench memos, meeting regularly, and recommending opinions. Developed good research and writing skills.

HONORS:

2005	James T. Koshiha Scholarship (public interest scholarship)
2004	Nancy Stivers' Scholarship (public interest scholarship)
2004	Hawai'i Veterans Memorial Scholarship
2004	Advocates for Public Interest Law (APIL) Grant
2003	Cades Schutte Fleming & Wright Scholarship
2002	Highest honors for senior thesis

MAKIA MINERBI

EDUCATION

JD, University of Hawaii, William S. Richardson School of Law, 2008

- Writer, University of Hawaii Law Review
- Certificate, Environmental Law Program

MA, Italian, Middlebury College, 2002

- Study abroad, Università di Firenze, Florence, Italy, 2001-2002

BA, Spanish (with Distinction), University of Hawaii at Manoa, 2000

- Study abroad, Universidad de Sevilla, Seville, Spain, 1998
- Honors: Phi Beta Kappa, Golden Key International, and Sigma Delta Pi (National Collegiate Hispanic)
- Scholarships: Tuition-Waiver, 2000; Associated Students University of Hawaii Scholarship, 2000

PROFESSIONAL EXPERIENCE

Staff Attorney, Legal Aid Society of Hawai'i, Honolulu, HI, September 2009 – **Present**

- Advised and represented clients, researched legal and factual issues, drafted memoranda and court documents.

Law Clerk, Honorable Michael Wilson, Circuit Court, State of Hawai'i, Honolulu, HI, August 2008 – August 2009

- Researched legal issues, drafted memoranda, orders, and letters, briefed Judge Wilson on cases, served as bailiff, scheduled hearings, and served as intermediary between the court and attorneys and the public.

Summer Clerk and Extern, Earthjustice, Honolulu, HI, June 2007 – Dec 2007

- Researched legal issues regarding water law and standards of review, researched water needs of clients and crops, drafted memoranda, interviewed clients, and drafted witness declarations.

Extern, Honorable Richard Clifton, US Court of Appeals for the Ninth Circuit, Honolulu, HI, Jan 2007 – May 2007

- Analyzed trial court records, analyzed legal issues relating to immigration and criminal appeals, drafted bench memoranda, and discussed cases with Judge Clifton and law clerks.

Research Assistant, Debi Tulang-De Silva, Esq., Hawaii State Judiciary, Honolulu, HI, June 2006 – May 2007

- Drafted memoranda, researched statutes and case law, attended Supreme Court committee meetings, and compiled materials in the Office on Equality and Access to the Courts.

TEACHING EXPERIENCE

Lecturer, Department of Lang. Lit. & Ling. University of Hawaii at Manoa, HI, Aug. 2002 – Dec. 2003

- Developed curriculum and taught introductory Italian classes at the undergraduate level. Advised Italian club.

Lecturer, Department of Continuing Education, Kapi'olani Community College, HI, Feb 2000 – Dec 2006

- Developed curriculum and taught introductory Italian classes and introductory Spanish class.

Lecturer, Kaimuki School for Adults, HI, Oct 2000 – Dec 2002

- Developed curriculum and taught introductory Italian classes.

TRANSLATING AND INTERPRETING

Honorary Italian Consulate, Honolulu, HI, Jan. 2003 – Dec. 2003

- Interpreted and translated for the Consul and Foreign Nationals; drafted legal documents in Italian

Rezents & Crowley, LLP, Honolulu, HI, Dec. 2004

- Interpreted Italian for witness in the Family Court, Second Circuit

Ethnomathematics Digital Library, Honolulu, HI, Aug. 2004

- Translated scholarly articles from Italian to English and created synopses for online publication.

Lynch Ichida Thompson & Kim, Honolulu, HI, Oct. 1999

- Translated legal and consular documents from Italian to English.

LANGUAGE SKILLS

Italian: "Near-native" fluency in comprehension, speaking, reading, and writing

Spanish: "Advanced" fluency in comprehension, speaking, reading, and writing

SERVICE

Board Member, secretary, treasurer, Advocates for Public Interest Law, Honolulu, HI, Sept. 2006 – Present

YUKARI MURAKAMI
Yukari.murakami@legalaidhawaii.org

24 N. Church Street, Suite 401
Wailuku, HI 96793
(808) 244-3731

EDUCATION

- William S. Richardson School of Law, University of Hawai'i August 2002 – May 2005
Juris Doctor
- William and Mary College of Law Summer Program, Madrid, Spain July – August 2003
Coursework: European Union Law and Politics, International Business Taxation, International Business Transactions
- Bryn Mawr College, Bryn Mawr, PA May 2001
Bachelor of Arts
Major: Political Science, *Concentrations:* International Politics, East Asian Studies
- Keio University, Tokyo, Japan Spring 2000, Fall 2001
Exchange student, Japanese Language Program
Japanese courses taught in Japanese only

EXPERIENCE

- Managing Attorney, Legal Aid Society of Hawaii Maui Branch** September 2017 – Present
- Supervise staff attorneys and paralegals in Maui, Molokai and Lanai offices with their caseload
 - Manage grants that are specific to Maui County by providing quarterly reports and billing
 - Court Appointed Counsel for parents involved in Child Welfare Services
 - Appointed Guardian Ad Litem in cases involving Child Welfare Services to represent interests of minors
 - Collaborate with other agencies in providing legal services to clients who are victims of domestic violence
 - Volunteer at Self Help Center at Second Circuit Court
- Staff Attorney, Legal Aid Society of Hawaii** June 2008 – September 2017
- Court Appointed Counsel for parents involved in Child Welfare Services
 - Appointed Guardian Ad Litem in cases involving Child Welfare Services to represent interests of minors
 - Collaborate with other agencies in providing legal services to clients who are victims of domestic violence
 - Volunteer at Self Help Center at Second Circuit Court
- Deputy Prosecuting Attorney, County of Maui** December 2006 – December 2007
- Assigned to the District Court Division
 - Handled large volumes of cases, from screening to trial
 - Prosecuted traffic crimes as well as petty misdemeanor and misdemeanor criminal offenses
 - Handled the Mental Health calendar
 - Researched and prepared memorandums
- Volunteer, Circuit Court Second Circuit, Wailuku, HI** Spring 2006
- Worked in the Chambers of The Honorable Richard Bissen, Jr.
 - Assisted law clerk/bailiff with the jury
 - Observed trial proceedings
- Legal Assistant, The Queen's Health Systems** Summer 2004
- Worked for the General Counsel of the corporation
 - Drafted simple contracts
 - Filed records for general business transactions
- Volunteer, Family Court Second Circuit, Wailuku, HI** Spring 2000, 2002
- Worked as an assistant in the Program Services section.
 - Filed records and monitored performances of juveniles sentenced to community service
 - Trained as Guardian Ad Litem

YUKARI MURAKAMI
Yukari.murakami@legalaidhawaii.org

24 N. Church Street, Suite 401
Wailuku, HI 96793
(808) 244-3731

ACTIVITIES

Hawaii State Bar Association Leadership Institute Fellowship	2016
Kahului Hongwanji Buddhist Women's Association	2010—present
American Inns of Court, Aloha Inn, Honolulu, HI	Fall 2004 – May 2005
Pacific Asian Legal Studies Organization, Honolulu, HI	Fall 2002 – May 2005
Maui County Bar Association board member	2018

SKILLS

Languages: Bilingual in English and Japanese. One year of study in Mandarin
Computer: Windows, Westlaw certification

PERSONAL

Traveled in Europe, Japan and Guatemala.
Enjoys reading, listening to music, and practicing Japanese tea ceremony.

Associate Attorney
Boulder, Colorado

DIETZE DAVIS - Full Service General Law Practice

1 year

Practiced in real estate and title insurance law, representing national title insurance carriers in coverage disputes, and counseling clients with respect to coverage issues of claims involving real property. Represented policy holders, owners of commercial properties, homeowners, farmers and ranchers, and commercial lending institutions with respect to real estate claims, land use matters (rezoning, planned unit developments, special use permits) and litigation. Also did litigation with the City of Boulder pro bono legal services group.

EDUCATION

Juris Doctor, UNIVERSITY OF COLORADO SCHOOL OF LAW - Boulder, Colorado

Master of Science in Natural Resources, OHIO STATE UNIVERSITY - Columbus, Ohio

Bachelor of Science in Environmental & Natural Resources, OHIO STATE UNIVERSITY - Columbus, Ohio

BAR ADMISSIONS

Admitted to: Colorado Bar #11453; Hawaii Bar #9890; District of Hawaii, United States District Court; and United States Court of Appeals for the Ninth Circuit

Robert D. Palin

Education

- 1973 Juris Doctorate
University of Cincinnati, Cincinnati, OH
1970 Bachelor of Science, psychology
University of Pittsburgh, Pittsburgh, PA

Professional

- 1988 Admitted to the Hawaii State Bar Association
1976 Passed the Hawaii State Bar examination
1973 Admitted to the Ohio State Bar Association

Experience

2004-present Legal Aid Society of Hawaii, Honolulu Hawaii

Managing attorney for brief services unit.

Duties include: supervising a staff of approximately 6 paralegals and attorneys. The brief services unit is responsible for making phone calls or writing on behalf of the client, teaching the client how to fill out and file his/her own legal papers, interpretation of legal documents and any other services that would help a client negotiate the legal system without full representation.

1999-present Legal Aid Society of Hawaii, Honolulu, Hawaii

Managing attorney for intake unit.

Duties consist of: supervising a staff of approximately 20 attorneys and paralegals that determine if applicants are eligible for service, evaluate the applicant's legal situation and give immediate counsel and advice. Additional responsibilities include compliance with rules and regulations of the Legal Services Corporation, the largest source of funding to the Legal Aid Society of Hawaii.

1996-1999 Legal Aid Society of Hawaii, Honolulu, Hawaii

Contract attorney for intake unit

1988-1998 Down Under, Honolulu, Hawaii

Owner of specialty retail shop

1986-1988 Surf Line Hawaii, Ltd. Honolulu, Hawaii

Vice President of Sales and Marketing

1981-1985 McInerny, Honolulu, Hawaii

Merchandise manager for men's division of chain of clothing stores.

1975-1981 Liberty House Hawaii, Honolulu, Hawaii

Buyer of men's sportswear for 42 stores.

1973-1975

Belmont County, Ohio

Public Defender, concurrent with private practice in probate and real estate law, with J.C.Heinlein, Jr.

DANIEL E. POLLARD

EXPERIENCE

July 2012 to the present

Co Managing Attorney, Legal Aid Society of Hawaii

- Guardian ad Litem Unit head
- Family Unit head
- Co-Manage Honolulu Office

February 2001 to July 2012

Staff Attorney, Legal Aid Society of Hawaii

- Guardian Ad Litem unit head.
- Divorce, Paternity, Adoption, Guardianship, Child Support.

August 2000 to the present

Adjunct Faculty Member for Chaminade University, Criminal Justice Program

November 1996 to February 2001

Deputy Prosecuting Attorney, City and County of Honolulu

EDUCATION

1993-1996 *Seattle University Law School* Tacoma, WA

- Juris Doctor.
- 3rd Year at the University of Hawaii Richardson School of Law

1990 *University of Hawaii at Manoa* Honolulu, HI

- Postgraduate studies in business.

1985-1990 *University of New Mexico* Albuquerque, NM

- Dean's List.
- Athletic/Academic Honor Roll

1980-1985 *Punahou School* Honolulu, HI

INTERESTS

Surfing, Fishing, Boating, Biking, Organic Gardening, Family Activities

EDUCATION LICENSES

Seattle University School of Law, Seattle, WA

Juris Doctor, May 2004

Co-President - Hispanic Organization for Legal Advancement (HOLA)

San Francisco State University, San Francisco, CA

BA in Political Science, June 1999

Dean's List

LICENCES

Hawaii State Bar Association, Admitted October 2007

Washington State Bar Association, Admitted November 2004 (Inactive)

EXPERIENCE

Legal Aid Society of Hawaii, Lihue, HI

Managing Attorney, January 2014 – Present

Manage day to day operations of Kauai office, supervise staff in providing quality legal assistance to Clients, assign and maintain oversight over cases assigned to Kauai Office, also provide representation and legal assistance to low to moderate income clients. Areas of experience: Family Law, Landlord/Tenant, Public Benefits, Guardian ad Litem. Interview clients, assess cases for merit, conduct legal research, and draft legal documents. Work closely with community stakeholders, conduct community outreach and community presentations. Travel to the West side of Kauai on a monthly basis to provide legal services to travel restricted residents. Work closely with the judiciary through staffing the former Court Assistance Project (CAP) desk and now at the Self Help Center twice a month. Provide secondary supervision when Managing Attorney is unavailable such as reviewing legal documents prepared by non attorney staff members, answering questions regarding substantive law and provide assistance with case direction during case conferences.

Legal Aid Society of Hawaii, Lihue, HI

Staff Attorney, December 2006 – December 2013

Greater Bakersfield Legal Assistance, Bakersfield, CA

Attorney, Domestic Violence Unit, August 2005 – December 2006

Represented rural and immigrant victims of domestic violence as a Registered Legal Services Attorney. Supervised unit support staff while also managing a high volume of cases, trained volunteers and interns, conducted weekly meetings and prepared bi-annual reports. Represented clients in various family law matters such as child custody, child support, spousal support, divorce, with a focus on representation in domestic violence restraining orders, also represented clients in ancillary issues, such as representing immigrant victims of domestic violence in VAWA and U-Visa petitions.

King County Housing Justice Project, Kent, WA

Volunteer Attorney, April 2005 – July 2005

Assist low income tenants facing eviction or other housing matters with legal counsel and advice, assist clients in filling out court forms, and negotiating with landlord attorneys.

R.A. Peterson Law Clinic, Seattle, WA

Immigration Clinic Intern, Spring 2004

Represented an undocumented victim of domestic violence in Violence Against Women Act (VAWA) petition. Under supervision, conducted interviews with the client, drafted the client's declaration and attorney cover-letter in support of the client's petition. Collected witness declarations, compiled and organized case exhibits.

Rule 9 Legal Intern, Youth Advocacy Clinic, Fall 2003

Represented a juvenile accused of committing a criminal offense. Under supervision conducted interviews with the juvenile and other witnesses to gather information in preparation for trial. Determined case theory and trial strategy. Researched and drafted legal memorandum, client letters, and file status reports. Also represented the parents of a juvenile with special education needs. Participated in an Individual Education Plan meeting on behalf of the parents. Researched special education issues such as the application of the Individuals with Disabilities Act and Attention Deficit Disorder.

COMMUNITY INVOLVEMENT AND MEMBERSHIPS

Kauai Economic Opportunity, Inc., Lihue, HI

Mediation Advisory Board, Member 2012-present

Participated in discussions and decision making regarding the Mediation Program. The program is an integral function of the judicial system, particularly in district court. Helped to develop forms and fee structure as well as purpose of the program.

Young Women's Christian Association (YWCA), Lihue, HI

Secretary – Board of Directors, March 2012-present

Work closely with the Executive Director and other board members to ensure the organizations stays true to its mission and stays fiscally sound. Encourage the development of projects and programs that meet the qualifications for YWCA Hallmark programs. Support the agency in its endeavor to promote safety for women and children. Support the agency in its many fundraising efforts. Take notes and Prepare minutes for monthly board meetings.

Kauai Domestic Violence Task Force, Lihue, HI

Member, August 2009-Present

DVTF is a project based task force with an emphasis on educating the community about ending and preventing domestic violence. Attend meetings and participate in discussion on ending domestic violence in the community.

Kauai Outrigger Association (KOA),

Vice President, January 2015 -present

Attend meetings regarding Outrigger Canoe Paddling on Kauai, participate in association oversight and decision making, chair of the discipline committee.

Attachment “F”

Job Descriptions

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Executive Director**

Date: May 24, 2017

FLSA Status: **Exempt**

Reports to: **Board of Directors**

Job Summary

The Executive Director provides leadership, direction and management of a complex non-profit law firm with over 40 projects and funding sources, and eleven principal offices on six islands, to ensure that the Legal Aid Society of Hawaii can realize its mission and vision. The Executive Director works with a committed Board of Directors and an excellent, creative and energetic staff, as well as supportive community advocates, private lawyers, government agencies and the judiciary to expand and strengthen access to justice, strengthen communities, and effect systemic change to ensure that it will continue to play a vital role as a leading law firm for the at-risk population in Hawaii.

Essential Functions

The Executive Director has primary responsibility for oversight and operations of the Corporation.

A. Leadership

1. Provides strategic direction to the Corporation to provide effective and broad-based comprehensive legal assistance to those in need, ranging from pro se assistance to full representation of low-income individuals from multicultural communities.
2. Is a leader in the access to justice community and the community at-large on issues affecting low-income persons while being conscious and respectful of local cultures and traditions.
3. Leads, develops, and mentors a dedicated, creative, and highly entrepreneurial staff to ensure that high quality advocacy continues to enable the Corporation to develop an even greater and more effective presence in the client communities it serves.
4. Builds on the Corporation's commitment to provide broad-based innovative service, representation and advocacy models while setting a strategic direction for expansion of client services.
5. Raises the Corporation to greater local and national prominence as a model of effective representation of low-income clients and advocacy for justice.

B. Management

1. Supervises and directs the day-to-day activities of senior management, including the Comptroller and Managing Attorneys.
2. Delegates appropriately to senior management, provides guidance and assists as necessary to ensure appropriate management of the organization.
3. Ensures the financial stability of the organization through strategic planning and careful oversight of the Corporation's finances.
4. Promotes staff morale and retention while ensuring compliance with state and federal labor laws.
5. Strengthens and expands the Corporation's litigation capacity.
6. Strengthens the firm's information technology systems and infrastructure.

C. Governance

1. Works closely with the Board of Directors to set the direction of the Corporation, including assisting the Directors in formulating strategic planning, and implementing major initiatives (including fundraising) to ensure that the Corporation has the resources to fulfill strategic plans.
 2. Maintains open lines of communication with, and provides support as needed to, the Board of Directors.
- D. Fund Development
1. Maintains and expands current and traditional sources of funding.
 2. Increases and diversifies the financial base through fundraising and entrepreneurial efforts, including, but not limited to enhancing:
 - i. Financial support from the legal community;
 - ii. Funding from the state legislature;
 - iii. Foundation, governmental, and corporate funding; and
 - iv. Fee for service initiatives
- E. Community and Public Relations
1. Solidifies and creates partnerships, relationships and strategic alliances with community leaders and advocates, including other non-profit legal service providers, private lawyers, government agencies, the legislature, political leaders, and the judiciary.
 2. Increases the positive visibility and presence of the Corporation in client communities and communities-at-large on all islands.
- F. Compliance
1. Ensures regulatory and on-going compliance as required by law, LSC regulations, and Corporation policies and procedures.
 2. Submits timely reports and forms required by law, LSC regulations, and Corporation policies and procedure; and ensures that staff do the same.
 3. Review and act on time and reimbursement requests for all office/unit staff on a timely basis.
- G. Regular attendance is required for the position.
- H. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities as the Board of Directors deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrates attitudes and behavior that reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrates attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence
- C. Demonstrates attitudes and behaviors that benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;

4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage collaboratively with others with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Effectively completes written communications.
 - E. Plans and delivers effective oral communications.
 - F. Understands demographics, politics and culture of the state of Hawai'i.
 - G. Must have a deep commitment to promoting and supporting diversity.
 - H. Recognizes when assistance or guidance is needed and demonstrates willingness to seek such guidance.
 - I. Must be people-oriented and able to work well with others.
 - J. Must be prompt and dependable.
 - K. Has strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) and web-based platforms preferred.
 - L. Must be able to travel inter-island to offices and community meetings, as well as to the Mainland to interface with other legal services organizations as necessary.

Education, Training and/or Experience Requirements

- A. Must be a graduate of an ABA Accredited law school.
- B. Must be a member of the Bar of the State of Hawai'i in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- C. Must have a demonstrable commitment to or experience with low-income population or issues affecting low-income population.
- D. Must have financial management experience and acumen in understanding the complexities of a large corporation with diversified funding sources.
- E. Should have demonstrable experience with a board of directors and/or staff of a complex multi-office, mission-driven charitable organization.
- F. Should have demonstrated enthusiasm for, and track record of, raising funds and support from a variety of sources, including legislative, private bar, businesses, foundations, community groups and non-legislative governmental sources.
- G. Should have demonstrated ability to think creatively and strategically and to plan effectively, adeptly managing change and seizing opportunities for growth in a complex environment
- H. Should have a track record of working effectively to achieve desired results.

- I. Should have experience in developing and supervising legal and administrative staff.
- J. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Must be attentive to detail, alert to handle unexpected events, and able to concentrate on tasks at hand
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X		X X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X				X X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X			X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)	X				
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)	X				
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites			X		

Equipment, Machines, Tool, Vehicles Used

- A. Must be able to use computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Should have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee Handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Compensation

As determined by the Board of Directors.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. The Board of Directors has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Deputy Director**

Date: November XX, 2017

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

The Deputy Director assists the Executive Director in providing leadership, direction and management of a complex non-profit law firm with over 40 projects and funding sources, and eleven principal offices on six islands, to ensure that the Legal Aid Society of Hawaii can realize its mission and vision. The Deputy Director works with the Executive Director and an excellent, creative and energetic staff, as well as supportive community advocates, private lawyers, government agencies and the judiciary to expand and strengthen access to justice, strengthen communities, and effect systemic change to ensure that it will continue to play a vital role as a leading law firm for the at-risk population in Hawaii.

Essential Functions

The Deputy Director assists with the oversight and operations of the Corporation.

A. Leadership

1. Assists in providing strategic direction to the Corporation to provide effective and broad-based comprehensive legal assistance to those in need, ranging from pro se assistance to full representation of low-income individuals from multicultural communities.
2. Is a leader in the access to justice community and the community at-large on issues affecting low-income persons while being conscious and respectful of local cultures and traditions.
3. Leads, develops, and mentors with the Executive Director a dedicated, creative, and highly entrepreneurial staff to ensure that high quality advocacy continues to enable the Corporation to develop an even greater and more effective presence in the client communities it serves.
4. Builds on the Corporation's commitment to provide broad-based innovative service, representation and advocacy models while setting a strategic direction for expansion of client services with the Executive Director.
5. With the Executive Director, raises the Corporation to greater local and national prominence as a model of effective representation of low-income clients and advocacy for justice.

B. Management

1. Supervises and directs the day-to-day activities of senior management team members as directed by the Executive Director. In the absence of the Executive Director, supervises and directs the day-to-day activities of senior management, including Directors and Managing Attorneys.
2. Delegates appropriately to senior management, provides guidance and assists as necessary to ensure appropriate management of the organization.
3. Assists in ensuring the financial stability of the organization through strategic planning and careful oversight of the Corporation's finances.

4. Promotes staff morale and retention while ensuring compliance with state and federal labor laws, including key responsibility for oversight of human resources.
 5. Strengthens and expands the Corporation's litigation capacity, including key responsibility for assisting in the coordination of impact, appeals, and statewide litigation, and oversight on professional development, including staff training.
 6. Strengthens the firm's information technology systems and infrastructure, including key responsibility for the oversight of the case management system and other technology tools related to Corporation services.
- C. Program Development
1. Leads the strategy, development, implementation and coordination of new programs and projects for the Corporation at the direction of the Executive Director.
- D. Fund Development
1. Assist with the maintenance and expansion of current and traditional sources of funding, including, but not limited to writing and reporting on grants when needed.
 2. Assist with increasing and diversifying the financial base through fundraising and entrepreneurial efforts, including, but not limited to enhancing:
 - i. Financial support from the legal community;
 - ii. Funding from the state legislature;
 - iii. Foundation, governmental, and corporate funding; and
 - iv. Fee for service initiatives
- E. Community and Public Relations
1. Solidifies and creates partnerships, relationships and strategic alliances with community leaders and advocates, including other non-profit legal service providers, private lawyers, government agencies, the legislature, political leaders, and the judiciary.
 2. Increases the positive visibility and presence of the Corporation in client communities and communities-at-large on all islands.
- F. Compliance
1. Ensures regulatory and on-going compliance as required by law, LSC regulations, and Corporation policies and procedures.
 2. Submits timely reports and forms required by law, LSC regulations, and Corporation policies and procedure; and ensures that staff do the same.
 3. Review and act on time and reimbursement requests for all office/unit staff on a timely basis.
- G. Governance
1. In the absence or at the direction of the Executive Director, works closely with the Board of Directors to set the direction of the Corporation, including assisting the Directors in formulating strategic planning, and implementing major initiatives (including fundraising) to ensure that the Corporation has the resources to fulfill strategic plans.
- H. Regular attendance is required for the position.
- I. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities as the Executive Directors deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrates attitudes and behavior that reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrates attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
 - Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence
- C. Demonstrates attitudes and behaviors that benefit the Corporation, such as:
 - 1. Initiative, organization, cooperation, and creativity;
 - 2. Sensitivity to resource limitations;
 - 3. Ability to work with low-income and disadvantaged populations;
 - 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 - 5. Ability to interact and engage collaboratively with others with tact, diplomacy and integrity.
 - 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Effectively completes written communications.
- E. Plans and delivers effective oral communications.
- F. Understands demographics, politics and culture of the state of Hawai'i.
- G. Must have a deep commitment to promoting and supporting diversity.
- H. Recognizes when assistance or guidance is needed and demonstrates willingness to seek such guidance.
- I. Must be people-oriented and able to work well with others.
- J. Must be prompt and dependable.
- K. Has strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) and web-based platforms preferred.
- L. Must be able to travel inter-island to offices and community meetings, as well as to the Mainland to interface with other legal services organizations as necessary.

Education, Training and/or Experience Requirements

- A. Must be a graduate of an ABA Accredited law school.

- B. Must be a member of the Bar of the State of Hawai'i in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- C. Must have a demonstrable commitment to or experience with low-income population or issues affecting low-income population.
- D. Financial management experience and acumen in understanding the complexities of a large corporation with diversified funding sources preferred.
- E. A demonstrated enthusiasm for, and track record of, raising funds and support from a variety of sources, including legislative, private bar, businesses, foundations, community groups and non-legislative governmental sources preferred.
- F. Experience in thinking creatively and strategically and to plan effectively, adeptly managing change and seizing opportunities for growth in a complex environment preferred.
- G. Should have a track record of working effectively to achieve desired results.
- H. Should have experience in developing and supervising legal and administrative staff.
- I. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Must be attentive to detail, alert to handle unexpected events, and able to concentrate on tasks at hand
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				

9. Pushing				X	
10. Pulling:			X		
• Less than 25 lbs.					X
• 25-50 lbs.					X
• More than 50 lbs.					
11. Lifting:					
• Less than 25 lbs.	X				X
• 25-50 lbs.					X
• More than 50 lbs.					
12. Carrying:					
• Less than 25 lbs.	X			X	
• 25-50 lbs.					
• More than 50 lbs.					X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)	X				
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)	X				

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites			X		

Equipment, Machines, Tool, Vehicles Used

- A. Must be able to use computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Should have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee Handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Compensation

As determined by the Board of Directors.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. The Board of Directors has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Director of External Relations**

Date: April 8, 2016

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

The Director of External Relations is responsible for the external communications of the Corporation in order to ensure on-going communication and awareness of the Corporation and to raise funds for the Corporation through corporate and firm donations. The Director of External Relations participates as a key member of the Corporation's management team.

Essential Functions

The Director of External Relations has primary responsibility for communications, private bar and corporate fundraising, and private bar involvement. The Director of External Relations is also responsible for improving access to justice for self-represented litigants.

A. Communications:

1. Coordination of Outreach and Education, including, but not limited to:
 - a) Assisting with the coordination of outreach and education activities when needed,
 - b) Ensuring on-going record keeping of activities,
 - c) Working in coordination with the AmeriCorps program and substantive law Managing Attorneys to maintain legal information brochures,
 - d) Overseeing A2J activities and outreach.
2. Overseeing and maintaining Legal Aid's websites and social media sites.
3. Legal Aid's Quarterly Newsletter and Bi-Weekly Tidbits and Thoughts.
4. Coordination and communication with media, including press releases and specific outreach to ethnic-specific media.
5. Communicating with community organizations and government entities as deemed appropriate by the Executive Director.
6. Providing support to Legal Aid staff for media appearances and encouraging staff to gather client testimonials to support Legal Aid's external communication efforts.

B. Private and Corporate Donations:

1. Coordination and support of Board Directors and other volunteers involved in Legal Aid's Justice Campaign.
2. Coordination and support of the Board of Directors' Fundraising Committee.
3. Coordination and support of Legal Aid's Fundraising Events, including, Justice Games and when applicable Legal Aid's Anniversary Dinners.
4. Maintaining a donor database of both donors and prospects, including thank you notes and other on-going communication with donors.
5. Establish a planned giving campaign.
6. Working with the Executive Director to develop relationships with private business to develop collaborative partnerships for future funding.

C. Private Bar Involvement:

1. Supervision of the Pro Bono Coordinator.
 2. Review and close pro bono cases.
 3. Representing Legal Aid on the Access to Justice Commission's Pro Bono Committee and other Committee's as related to this position.
 4. Overseeing of the Access to Justice Room and coordination of monthly meetings of Self Help Center AmeriCorps Members.
 5. Working with the Executive Director on Access to Justice Initiatives.
- D. Administrative Compliance:
1. Timely submit and ensure that staff timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedure.
 2. Process and close cases in manner necessary to ensure compliance with LSC regulations and Corporation policies.
 3. Timely complete and submit timesheets and reimbursement requests.
 4. Review, approve, and ensure timely submission of timesheets and reimbursement requests for all office/unit staff.
- E. Corporation Program Management:
1. Participate actively in overall program management and assist in charting program direction.
 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports.
 3. Attend monthly management team meetings
 4. Participate in management retreats.
 5. Leadership and oversight of state-wide projects as developed with Executive Director.
- F. Regular attendance is required for the position.
- G. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Executive Director deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in

- collaboration.
5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Ability to effectively complete written communications including but not limited to reports, analysis, newsletters, press releases, and annual reports.
 - E. Ability to plan and deliver effective oral communications including but not limited to interviews with the media, and internal and external presentations.
 - F. Understands demographics, politics and culture of the state of Hawai'i.
 - G. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
 - H. Must be people-oriented and able to work well with others.
 - I. Must be prompt and dependable.
 - J. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) and web-based platforms preferred.
 - K. Ability to travel to community meetings as may be necessary depending on duties and geographic assignment.

Education, Training and/or Experience

- A. Graduate of an ABA Accredited law school or other relevant educational experience.
- B. Be a member of the Bar of the State of Hawaii in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- C. Supervisory and/or management experience required.
- D. Demonstrable commitment to or experience with low-income population or issues affecting low-income population required.
- E. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.

- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X		X X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X				X X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X			X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
6. Written communication to business associates (outside contractors, government officials, etc.)	X				
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)	X				
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings

and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Director of Finance**

Date: October 19, 2017

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

The Comptroller is responsible for overseeing all financial aspects of the Corporation. The Comptroller participates as a key member of the Corporation's management team.

Essential Functions

The Comptroller is responsible for the budget and finance for the Corporation, overseeing accounting and financial operations, oversees payroll operations and works with the Director of Professional Development and Compliance on the administration of benefit plans, and works with the Director of Grants Management on individual funding requests.

A. Budgeting and Finance:

1. Prepare operating and capital budgets.
2. Monitor implementation of approved budgets.
3. Prepare financial reports, including income statements, balance sheets, and reports.
4. Work with auditor to prepare audit and IRS 990 tax returns.
5. Prepare reports for government regulatory agencies.
6. Supervise investment of funds.

B. Accounting:

1. Oversee accounting and internal audit functions.
2. Review revenue reports and compare to budget projections.
3. Review expense reports for compliance with established policies and approved budget.

C. Operations:

1. Review reports to analyze projections of revenue and profit against actual figures, budgeted expenses against final totals, and suggests methods of improving the planning process as appropriate.
2. Meet regularly with management to provide technical financial advice and offer assistance in coordinating and prioritizing planning.
3. Work with management to pinpoint opportunities and areas that need to be expanded, reorganized, downsized or eliminated.
4. Responsible for the Corporation's risk management functions.
5. Advise management, from the financial perspective, on any contracts into which the Corporation may enter.
6. Oversee maintenance of financial records.

D. Human Resources:

1. Oversee payroll and payment of benefits.
2. Oversee production of W-2s and other personnel tax related forms.

3. Coordinate with Director of Professional Development and Compliance on administration of benefit plans.
- E. Fund Development:
1. Works with Director of Grants Management on individual funding requests by producing budgets and other required documents.
 2. Provides information as needed for external audits by funders on finances.
- F. Administrative Compliance:
1. Timely submit and ensure that staff timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedure.
 2. Timely complete and submit timesheets and reimbursement requests.
- G. Corporation Program Management:
1. Participate actively in overall program management and assist in charting program direction.
 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports.
 3. Attend monthly management team meetings
 4. Participate in management retreats.
 5. Leadership and oversight of state-wide projects as developed with Executive Director.
- H. Regular attendance is required for the position.
- I. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Executive Director deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.

- D. Understands demographics, politics and culture of the state of Hawai'i.
- E. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
- F. Must be people-oriented and able to work well with others.
- G. Must be prompt and dependable.
- H. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word), accounting software and web-based platforms preferred.
- I. Ability to travel to across the state.

Education, Training and/or Experience

- A. Must possess a Master's degree in business administration, or equivalent work experience.
- B. At least 5 years of accounting experience is required. CPA license is preferred.
- C. Experience in grant administration, government contract administration or non-profit experience is preferred.
- D. Supervisory and/or management experience preferred.
- E. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.
- F. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	

3.	Stooping, kneeling, crouching and/or crawling				X	
4.	Standing			X		
5.	Walking			X		
6.	Handling or fingering	X				
7.	Eye-hand-foot coordination	X				
8.	Use of vision	X				
9.	Pushing				X	
10.	Pulling: • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs.			X	X X	
11.	Lifting: • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs.	X			X X	
12.	Carrying: • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs.	X			X X	

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)			X		
3. Talking (in person) to the public (including clients)					X
4. Talking on the telephone	X				
5. Written communication to coworkers			X		
6. Written communication to business associates (outside contractors, government officials, etc.)				X	
7. Written communication to the public (including clients)					X

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers			X		
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)					X
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an “at will” employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid’s needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Director of Grants Management**

Date: December 1, 2014

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

The Director of Grants Management is responsible for ensuring that our clients are provided with access to justice by developing adequate resources and creating programs to address community needs. The Director of Grants Management participates as a key member of the Corporation's management team.

Essential Functions

The Director of Grants Management has primary responsibility and oversight for developing, writing, management, implementation and reporting of the Corporation's grants.

- A. Grant Development
 1. Work closely with Executive Director to develop and maintain strategic plan for grant development activities.
 2. Oversee and coordinate grant seeking for the Corporation.
 3. Develop and write, when appropriate, grant applications in collaboration and coordination with staff responsible for service delivery in the area of service.
 4. Ensure that a grant calendar is maintained.
- B. Grant Management
 1. Oversee implementation for most statewide grants and Oahu-based grants and work closely with Managing Attorney or Directors leading other grants.
 2. Ensure reporting compliance for all grants.
 3. Ensure that information is provided in a timely basis as needed for statewide grants and reports.
 4. Ensure that grant files are maintained both electronically and physically.
 5. Troubleshoot when necessary to ensure that grant outcomes are met.
- C. Fiscal Management
 1. Ensure that all grants are invoiced in a timely manner and follow-up when necessary in coordinator with the Accounting Department for Accounts Receivable.
 2. Work closely with the Comptroller and Executive Director on the Corporation budget and updates for the Board of Directors.
 3. Develop allocations for staff to ensure on-going billing.
 4. Troubleshoot when necessary to ensure that grant billing is met.
- D. Administrative Compliance:
 1. Timely submit and ensure that staff timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedure.
 2. Process and close cases in manner necessary to ensure compliance with LSC regulations and Corporation policies.

3. Timely complete and submit timesheets and reimbursement requests.
- E. Corporation Program Management:
1. Participate actively in overall program management and assist in charting program direction.
 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports.
 3. Attend monthly management team meetings
 4. Participate in management retreats.
 5. Leadership and oversight of state-wide projects as developed with Executive Director.
- F. Regular attendance is required for the position.
- G. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Executive Director deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Ability to effectively complete written communications including but not limited to grant applications, reports, and other documents necessary to facilitate grants management.
- E. Ability to plan and deliver effective oral communications including but not limited to internal and external presentations, and one-on-one conversations with grant funders.
- F. Understands demographics, politics and culture of the state of Hawai'i.
- G. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.

- H. Must be people-oriented and able to work well with others.
- I. Must be prompt and dependable.
- J. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word).
- K. Ability to travel to community meetings as may be necessary depending on duties and geographic assignment.

Education, Training and/or Experience

- A. Graduate degree or other relevant experience.
- B. Supervisory and/or management experience preferred.
- C. Demonstrable commitment to or experience with low-income population or issues affecting low-income population required.
- D. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	

10. Pulling:					
• Less than 25 lbs.			X		
• 25-50 lbs.					X
• More than 50 lbs.					X
11. Lifting:					
• Less than 25 lbs.	X				
• 25-50 lbs.					X
• More than 50 lbs.					X
12. Carrying:					
• Less than 25 lbs.	X				
• 25-50 lbs.				X	
• More than 50 lbs.					X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)	X				
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)	X				

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Director of Technology**

Date: November 7, 2016

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

The Director of Technology is responsible for providing direction and vision for the utilization of technology as well as to maintain all aspects of technology usage. The Director of Technology participates as a key member of the Corporation's management team.

Essential Functions

The Director of Technology is also responsible for maintaining all aspects of the organization's computer system and for supporting the computer operations, including, but not limited to, performing system installation, maintenance, training, and user support.

- A. Technology Planning
 1. Provide technological guidance and planning for the organization in consultation with the Executive Director and other members of the Management Team with an understanding of both staff needs and resource needs for serving the client population.
 2. Utilize cost-benefit analysis when looking a technology planning for the organization.
 3. Assess and anticipate technology projects and recommend appropriate action and resources.
 4. Propose hardware/software solutions to accomplish organizational objectives.
- B. System Oversight, Installation and Maintenance
 1. Supervise information system and communications network, including computers and internet access.
 2. Participate in vendor contract negotiations for all new information system and communication systems.
 3. Coordinate and conduct installation of new systems.
 4. Ensure on-going maintenance and appropriate replacement of systems.
- C. Training
 1. Develop and conduct relevant trainings for staff.
 2. Maintain on-going updates to staff about relevant technology information, including status on system changes, building awareness for system safety, and providing short-cuts or tips.
- D. User Support
 1. Respond as soon as practicable to user support requests.
 2. Develop system solutions for common user support requests when appropriate.
- E. Administrative Compliance:
 1. Timely submit and ensure that staff timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedure.

2. Timely complete and submit timesheets and reimbursement requests.
- F. Corporation Program Management:
1. Participate actively in overall program management and assist in charting program direction.
 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports.
 3. Attend monthly management team meetings
 4. Participate in management retreats.
 5. Leadership and oversight of state-wide projects as developed with Executive Director.
- G. Regular attendance is required for the position.
- H. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Executive Director deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Understands demographics, politics and culture of the state of Hawai'i.
- E. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
- F. Must be people-oriented and able to work well with others.
- G. Must be prompt and dependable.
- H. Strong computer skills and familiarity with basic computer programs (Excel, Outlook,

Microsoft Word) and web-based platforms preferred.

- I. Ability to travel to across the state.

Education, Training and/or Experience

- A. Bachelor of Arts in Management Information Systems or other relevant experience.
- B. Demonstrable commitment to or experience with low-income population or issues affecting low-income population required.
- C. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X	X X	

11. Lifting:					
• Less than 25 lbs.	X			X	
• 25-50 lbs.				X	
• More than 50 lbs.					
12. Carrying:					
• Less than 25 lbs.	X			X	
• 25-50 lbs.				X	
• More than 50 lbs.					

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)			X		
3. Talking (in person) to the public (including clients)					X
4. Talking on the telephone	X				
5. Written communication to coworkers			X		
6. Written communication to business associates (outside contractors, government officials, etc.)				X	
7. Written communication to the public (including clients)					X
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers			X		
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)					X
12. Training and/or giving verbal instructions			X		

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Accountant**

Date: February 27, 2017

FLSA Status: **Exempt**

Reports To: **Director of Finance**

JOB SUMMARY

Performs bookkeeping functions for Legal Aid Society of Hawaii. Works with Controller and outside accountants on various financial reports, accounting functions, and internal audit functions.

ESSENTIAL FUNCTIONS

1. Maintains operating expense account, company and general ledger. Processes accounts receivable and accounts payable. Checks accuracy of figures, calculations, and postings pertaining to transactions recorded by other workers. Computes, classifies, and records numerical data to keep financial and accounting records complete.
2. Processes all income received and makes deposits.
3. Collaborates with Senior Accounting Clerk in the processing of payroll and coordinating distribution of paychecks or pay records.
4. Assists Controller and outside accountants in obtaining and/or completing various accounting forms in accordance with established procedures. Transmits completed forms to outside accountants for processing.
5. Coordinates annual audit.
6. Maintains back accounts including account transfers, inactive account, abandoned property account, litigation accounts and LSC eligible client trust accounts.
7. Prepares and distributes W-2, 1099, and 1095-c forms.
8. Files all periodic tax related and payroll related forms and pays all payroll related taxes.
9. Prepares financial statements for Director of Finance for use at Board of Directors meetings.
10. Maintains Life Insurance spreadsheet for monthly billing purposes, including adding and removing employee participants in coordination with human resources staff.
11. Maintains Accounts Payable when Senior Accounting Clerk is on leave.
12. Together with Senior Accounting Clerk, set up and maintain employee records in MIP including wages, deductions, and leave accrual and usage.
13. Accept additional responsibilities as experience grows and opportunities present themselves

and willing to expand responsibilities when Manager or Executive Director deem necessary.

ADMINISTRATIVE COMPLIANCE

1. Timely submit all reports or forms required by law, LSC regulations, and Corporation policies and procedures.
2. Timely submit timesheets, leave requests and reimbursement requests.

KNOWLEDGE, SKILLS AND ABILITIES

1. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
2. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
 - Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
3. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
 - a. Initiative, organization, cooperation, and creativity;
 - b. Sensitivity to resource limitations;
 - c. Ability to work with low-income and disadvantaged populations;
 - d. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 - e. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 - f. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
4. Must have good working knowledge of business and accounting systems.
5. Must have strong computer skills, including Word, Excel, and accounting software (preferably MIP), and ability to learn other 3rd party software programs.
6. Must be organized and self-starter.
7. Must have ability to effectively supervise employees within a small department, to work as a team, and to manage projects independently.
8. Must exercise independent judgment to prioritize projects and respond to potentially complex situations as they arise with limited supervision.
9. Must have ability to collaborate and interact with others effectively, including handling interactions involving sensitive or moderately complex issues with diplomacy, explanation and/or persuasion.

10. Must be prompt and dependable. Regular attendance is required.
11. Must project a professional demeanor.
12. Must have good oral and written communication skills including ability to draft simple communications

EDUCATION, TRAINING AND/OR EXPERIENCE

1. Must possess a Bachelor's degree in accounting from four-year College or University, or equivalent work experience.
2. At least 2 years of experience in business and accounting is required.

MENTAL DEMANDS

1. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
2. Requires the ability to read, perform mathematical calculations, and perform statistical and financial analyses.
3. Requires concentration, alertness and attention to detail.
4. Must be able to exercise discretion and independent judgment.
5. Wide degree of flexibility is expected.
6. Must be able to perform under stressful conditions.
7. Must maintain a friendly and helpful demeanor at all times.

PHYSICAL DEMANDS

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing					X
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing			X		

10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X	X	X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X	X	X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X	X	X

COMMUNICATION DEMANDS

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers		X			
2. Talking (in person) to business associates (outside contractors, government officials, etc.)		X			
3. Talking (in person) to the public (including clients)				X	
4. Talking on the telephone		X			
5. Written communication to coworkers			X		
6. Written communication to business associates (outside contractors, government officials, etc.)			X		
7. Written communication to the public (including clients)				X	
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
9. Responding to written or verbal requests from coworkers		X			
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)				X	
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions		X			
15. Receiving written instructions		X			
16. Reading	X				
17. Visiting and/or working at other work sites				X	

EQUIPMENT, MACHINES, TOOL, VEHICLES USED

Computer, calculator, typewriter, telephone, copy machine, fax machine, and other equipment as required.

DESCRIPTION OF WORK ENVIRONMENT

Work is performed primarily indoors, although employee may be asked to visit other parts of the property from time to time (including outdoor areas). Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

ADDITIONAL INFORMATION

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an “at will” employment relationship. The Executive Director has the authority to amend this job description to meet Legal Aid’s needs.

**LEGAL AID SOCIETY OF HAWAII
JOB DESCRIPTION**

Position Title: **Office Manager**

Date: July 1, 2014

FLSA Status: **Exempt**

Reports to: **Managing Attorney**

Job Summary

Coordinates the operations of the Honolulu office, manages the purchase and inventory of all equipment and supplies, oversees the duties and responsibilities of support personnel (in coordination with Managing Attorney) and assists offices statewide with various needs.

Essential Functions

A. Facilities Equipment & Supplies:

1. Responsible for Honolulu office facilities maintenance, including but not limited to seeking bids for services, coordinating services, reviewing vendor contracts, invoices and creating purchase orders.
2. Responsible for purchase and maintenance of office equipment and furniture statewide.
 - a. Purchasing, securing repairs, reviewing vendor contracts, invoices and creating purchase orders.
 - b. Maintains schedule of Honolulu office shared technology and equipment, including but not limited to PowerPoint projector, conference call equipment, & lap top computer.
 - c. Coordinates, in consultation with Director of Technology, purchase, maintenance and monitoring of billing for cellular phone, cellular phone plans, hot spots, and related mobile technologies.
3. Responsible for Honolulu office supplies, including but not limited to purchasing, organizing, reviewing invoices and creating purchase orders.
4. Primary responsibility for Honolulu Office OSHA compliance and safety issues, in coordination with Managing Attorney.
5. Assist Director of Technology in maintaining and storing daily data back-ups of entire network system.

B. File Retention: Ultimate responsibility Honolulu office file storage and retention.

C. Staff Support:

1. Ensures access to appropriate work area, necessary supplies and similar.
2. Provides and oversees administrative support to staff as needed.
3. Orders and distributes business cards statewide.
4. File and maintain all Lobbyist paperwork including applications and filing of quarterly reports.

D. Honolulu Office Reception:

1. Provides reception desk coverage as needed.
2. Assists with challenging situations in reception area.
3. Oversees postage distribution and receipt, including postage meter.

F. Provides Notary Public Service and coordinates training, certification and compliance of Notary Publics statewide.

- G. Supervision:
1. Supervises the day-to-day function of Administrative Assistant(s).
 2. Primarily responsibility for on boarding, training and exiting of Administrative Assistant(s).
 3. Creates and oversees reception desk coverage schedule.
 4. Provides input on hiring, evaluation, discipline and termination of Administrative Assistant(s).
- H. Administrative Compliance:
1. Timely submit all reports or referrals required by law, LSC regulations, and Corporation policies and procedures.
 2. Timely submit timesheets, leave requests, and reimbursement requests.
- I. Regular attendance on a daily basis is required for this position.
- J. Perform other duties as assigned and accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities as necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion, &
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, and cooperation;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Customer service oriented and able to work well with others.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Must have good working knowledge of office administrative systems.
- E. Must have ability to draft basic uncomplicated written communications.
- F. Strong computer skills required. (Experience with Excel, Outlook, Microsoft Word preferred).
- G. Must use judgment to respond to situations as they arise.

H. Must be prompt and dependable.

Education, Training and/or Experience

- A. Associates Degree or equivalent from two-year college or technical school or equivalent experience required.
- B. Experience working in an office environment or in customer service required
- C. Experience in purchasing or other equivalent office management experience required.
- D. Supervisory experience preferred.
- E. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.
- F. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.

Mental Demands

- A. Must be able to organize variety of different operations and tasks within time limitations.
- B. Requires the ability to read and perform basic mathematical calculations.
- C. Requires concentration, alertness and attention to detail.
- D. Must be able to perform under stressful conditions while maintaining courteous and professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	

10. Pulling:			X		X X
<ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 					
11. Lifting:	X			X	X
<ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 					
12. Carrying:	X			X	X
<ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 					

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)			X		
7. Written communication to the public (including clients)			X		
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers			X		
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)			X		

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
11. Responding to written or verbal requests from the public (including clients)			X		
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions			X		
14. Receiving verbal instructions	X				
15. Receiving written instructions		X			
16. Reading	X				
17. Visiting and/or working at other work sites					X

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description Of Work Environment

Work is performed primarily indoors, although employee may be asked to visit other parts of the property from time to time (including outdoor areas). Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Managing Attorney**

Date: July 1, 2014

FLSA Status: **Exempt**

Reports to: **Executive Director**

Job Summary

A Managing Attorney renders civil legal services to eligible persons and groups and provides supervision for staff and projects. A Managing Attorney is responsible for an office or function of the Corporation. A Managing Attorney participates as a member of the Corporation's management team, providing input on operations when requested. A Managing Attorney address the legal needs of Hawaii's low income population by engaging in and supervising activities which may include but are not limited to:

- ❖ Advice and counsel
- ❖ Limited action
- ❖ Individual full representation
- ❖ Holistic services
- ❖ Complex advocacy
- ❖ Policy advocacy
- ❖ Community education and outreach
- ❖ Social service provider education and outreach
- ❖ Pursuing options to increase funding to expand access to justice
- ❖ Expanding legal resources for clients and building capacity to respond to critical legal needs through work with the private bar, judiciary, other legal service providers, client groups and other interested partners

Essential Functions

The Corporation recognizes that each geographic area assigned to a Managing Attorney is unique. Demographics as well as staff size will require different levels of responsibility. It is expected that Managing Attorneys with less responsibility in particular areas will take on more responsibility and leadership in statewide efforts, including, but not limited to the development of litigation skills, administrative hearing skills, and self-help services.

A. Legal Practice:

1. Maintain current and active caseload commensurate with experience and area of practice.
2. Conduct competent and effective practice of law in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, applicable grant requirements, and all court policies, rules and procedures.
3. Supervise and conduct complex litigation and appeals when opportunities exist.
4. Participate in strategic planning regarding the identification of practices and/or laws that adversely affect the rights and diminish the benefits of the poor in Hawaii and devise creative strategies for addressing these problems.
5. Primary responsibility for the acquisition of and distribution to Corporation staff knowledge in at least one field of poverty law.

6. Primary responsibility for the development, assignment, supervision and final approval of intake scripts, brochures, handbooks, manuals, checklists, briefs, and other legal documents.
 7. Conduct home or hospital visits with clients when necessary.
- B. Staff Supervision:
1. Supervise and train attorneys, paralegals, and other non-attorney staff and volunteers to ensure high quality and effective representation of clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, applicable grant requirements, and all court policies, rules and procedures.
 2. Routinely hold case conferences to discuss existing and emerging legal issues.
 3. Meet regularly with attorneys and paralegals to provide feedback on performance and assistance in achieving development goals.
 4. Conduct annual evaluations of attorneys and paralegals aimed at providing constructive feedback, set annual goals and development strategies and discuss working relationships.
 5. Primary responsibility for on-boarding of new staff including but not limited to assessing skills and development needs, creating and implementing training plans, introduction to community members, court personnel, and fellow staff members.
 6. Ensure staff participation in statewide training opportunities and routine subject matter case conferences.
 7. Review and submit substantive law training requests for staff as necessary for skill development.
 8. Recommend personnel changes including promotions, demotions, compensation level, hiring, discipline and firing
 9. Primary responsibility for documenting performance successes, failures, misconduct and discipline and communicating with Executive Director regarding potential issues.
 10. Responsible for exiting staff in accordance with Corporation procedures.
- C. Community Engagement & Outreach:
1. Primary responsibility for identifying, developing opportunities for community outreach and engagement for self and staff members.
 2. Establish self as leader in geographic and/or subject matter area(s).
 3. Communicate with and establish on-going contacts and relationships with local government, community organizations and low-income groups. Facilitate and monitor such contacts and relationships of staff members.
 4. Conduct community outreach and education to client community in geographic area of responsibility and ensure all staff do the same.
 5. Serve in a leadership role in and make significant contributions to task forces, Bar Association committees, Access to Justice Commission committees and other similar professional activities. Able to make decisions and speak on behalf of the Corporation in such committees and/or task force decisions in consultation with Executive Director.
 6. May be expected to teach or co-teach law school course depending on experience and other responsibilities.
- D. Grant & Project Management:
1. Primary responsibility for developing, writing, management and reporting of locally-based or subject matter grants, including, but not limited to grants from local counties and foundations, in consultation with Executive Director and Director of Grants Management.
 2. In coordination with Director of Grants Management, implement statewide grants in geographic or subject matter area.

3. Ensure completion and transmission of grant documents, application materials, billing documents and all other relevant materials to Director of Grants Management.
- E. Administrative Compliance:
1. Timely submit and ensure that staff timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedure.
 2. Process and close cases in manner necessary to ensure compliance with LSC regulations and Corporation policies.
 3. Timely review office/units closed cases to ensure compliance with LSC regulations, grant requirements and Corporation policies.
 4. Timely complete and submit timesheets, leave requests and reimbursement requests.
 5. Review, approve, and ensure timely submission of timesheets, leave requests and reimbursement requests for all office/unit staff.
- F. Fiscal Management:
1. Primary responsibility for management of client trust fund;
 2. Ensure timely transfer of funds received to Honolulu office or for deposit;
 3. Approval of reimbursement requests for staff;
 4. Approval of office expenditures.
- G. Office Management (where applicable):
1. Ensure upkeep and maintenance of physical office;
 2. Maintain primary conduct with landlord, if rented space, on any problems that arise with notification to Executive Director.
- H. Corporation Program Management:
1. Participate actively in overall program management and assist in charting program direction;
 2. Assist and ensure that information is provided in a timely basis as needed for statewide grants and reports.
 3. Attend monthly management team meetings
 4. Participate in management retreats.
 5. Leadership and oversight of statewide projects as developed with Executive Director.
- I. Regular attendance is required for the position.
- J. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Executive Director deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.

- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Possess an advanced understanding of, the area of law which is the primary focus of his/her practice. In addition, all attorneys are expected to have a basic understanding of all the areas of law in which the organization practices or a willingness to develop this experience.
- E. Ability to effectively complete written communications including but not limited to negotiation letters, settlement agreements, motions, pleadings, and court briefs.
- F. Ability to plan and deliver effective oral communications including but not limited to negotiations, court presentations (arguments, direct examination, cross examination), formal and informal presentations.
- G. Understands demographics, politics and culture of geographic area to which he/she is responsible.
- H. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
- I. Must be people-oriented and able to work well with others.
- J. Must be prompt and dependable.
- K. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) preferred.
- L. Ability to travel to home visits and other community meetings may be necessary depending on duties and geographic assignment.

Education, Training and/or Experience

- A. Graduate of an ABA Accredited law school.

- B. Be a member of the Bar of the State of Hawaii in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- C. Supervisory and/or management experience required.
- D. At least five (5) years of litigation experience and at least three (3) years of practice in relevant legal subject matter areas strongly preferred.
- E. Demonstrable commitment to or experience with low-income population or issues affecting low-income population required.
- F. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X		X X

11. Lifting:					
• Less than 25 lbs.	X				X
• 25-50 lbs.					X
• More than 50 lbs.					
12. Carrying:					
• Less than 25 lbs.	X			X	
• 25-50 lbs.					X
• More than 50 lbs.					

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)		X			
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions				X	

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Staff Attorney**

Date: July 1, 2014

FLSA Status: **Exempt**

Reports to: **Managing Attorney**

Job Summary

A Staff Attorney renders civil legal services to eligible persons and groups. A Staff Attorney addresses the legal needs of Hawaii's low income population by engaging in activities which may include but are not limited to:

- ❖ Advice and counsel
- ❖ Limited action
- ❖ Individual full representation
- ❖ Holistic services
- ❖ Complex advocacy
- ❖ Policy advocacy
- ❖ Community education and outreach
- ❖ Social service provider education and outreach
- ❖ Pursuing options to increase funding to expand access to justice
- ❖ Expanding legal resources for clients and building capacity to respond to critical legal needs through work with the private bar, judiciary, other legal service providers, client groups and other interested partners

Essential Functions

The Corporation recognizes that a Staff Attorney will be assigned to cover a variety of areas of law depending on his/her location. Staff Attorneys in branch offices are expected to practice as generalists, having knowledge in all areas of law. Staff Attorneys in the Honolulu Office may focus on one areas of law, but should be prepared to either shift focus or become generalists depending on the needs of the organization.

A. Legal Practice:

1. Maintain current and active caseload commensurate with experience and area of practice.
2. Conduct competent and effective practice of law in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, applicable grant requirements, and all court policies, rules and procedures.
3. Participate with other staff in conducting complex litigation and appeals when opportunities exist;
4. Identify practices and/or laws that adversely affect the rights and diminish the benefits of the poor in Hawaii and devise creative strategies for addressing these problems.
5. Assist Managing and/or Senior Attorney(s) with the acquisition and distribution to Corporation staff, knowledge in their primary area of practice. Delivery of such specialized knowledge could include preparation of intake scripts, brochures, handbooks, manuals, checklists, briefs, and other legal documents in the specialty area(s).

6. Conduct home or hospital visits with clients when necessary.
 7. Practice areas and responsibilities will depend on the needs of the office and organization.
- B. Staff Supervision:
1. Assist Managing Attorney with the supervision of the day-to-day legal work of non-attorney staff and volunteers to ensure high quality and effective representation of clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, grant/funder requirements, and all court policies, rules and procedures.
 2. Assist Managing and Senior Attorneys as needed with review of closed cases for LSC, Code of Professional Responsibility, and Case Management Manual compliance.
- C. Community Engagement & Outreach:
1. Communicate with and establish on-going contacts and relationships with local government, community organizations and low-income groups as assigned by Managing Attorney.
 2. Conduct community outreach and education to client community in geographic area of responsibility as assigned by Managing Attorney.
 3. Encouraged to contribute to committees, task forces and bar association committees in consultation with Senior and/or Managing Attorney.
- D. Administrative Compliance:
1. Timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedures.
 2. Process and close cases in manner necessary to ensure compliance with LSC regulations and Corporation policies.
 3. Timely complete and submit timesheets, leave requests and reimbursement requests.
 4. Timely submit and respond to request for information required for grant reporting and billing.
- E. Office Fiscal Management:
1. Have understanding of client trust fund and process required for deposits and recordkeeping;
 2. Assist Managing Attorney with fiscal management upon request.
- F. Regular attendance is required for the position.
- G. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Managing and/or Senior Attorney deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
 - Justice
 - Equality

- Integrity
 - Respect
 - Compassion
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Possess at least a basic understanding of the area of law which is the primary focus of his/her practice. In addition, all attorneys are expected to have or to obtain a basic understanding of all the areas of law in which the organization practices.
- E. Ability to effectively complete written communications including but not limited to negotiation letters, settlement agreements, motions, pleadings, and court briefs.
- F. Ability to plan and deliver effective oral communications including but not limited to negotiations, court presentations (arguments, direct examination, cross examination), formal and informal presentations.
- G. Understands demographics, politics and culture of geographic area to which he/she is responsible.
- H. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
- I. Must be people-oriented and able to work well with others.
- J. Must be prompt and dependable.
- K. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, and Microsoft Word) preferred.
- L. Ability to travel to home visits and other community meetings may be necessary depending on duties and geographic assignment.

Education, Training and/or Experience

- A. Graduate of an ABA Accredited law school.
- B. Be a member of the Bar of the State of Hawaii in good standing or admitted to practice law in the State of Hawaii within a reasonable length of time after employment.
- C. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.

- D. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Mental Demands

- A. Must be able to coordinate and organize a large volume and wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X		X X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X				X X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 	X			X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)		X			
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers		X			
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions				X	
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions			X		
16. Reading	X				
17. Visiting and/or working at other work sites		X			

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Corporation Management has the authority to amend this job description to meet Legal Aid's needs.

Accepted by:

Name Print:

Date:

Signature:

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Intake Attorney**

Date: July 1, 2014

FLSA Status: **Non-Exempt (does not meet earnings threshold if part-time)**

Reports to: **Managing Attorney**

Job Summary

An Intake Attorney renders civil legal services to eligible persons and groups through the Corporation's Hotline programs and provides supervision to paralegals assigned to this Department.

Essential Functions

An Intake Attorney plays a critical role for the Corporation in providing intake services and supervision to Intake paralegals.

A. Legal Practice:

1. Conduct intake and provide legal advice within the scope of materials developed by the Corporation to eligible clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, and all court policies, rules and procedures;
2. Assists the Managing Attorney in ensuring that scripts, questionnaires, and brochures are regularly organized and updated.

B. Staff Supervision:

1. Assist Managing Attorney with the supervision of the day-to-day legal work of intake paralegals to ensure high quality and effective representation of clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, applicable grant requirements, and all court policies, rules and procedures;
2. Assist Managing Attorney with on-boarding and orientation of new staff.
3. Assist Managing Attorney with initial and on-going training of paralegals.
4. Assist Managing Attorney with intake shift scheduling.

C. Administrative Compliance:

1. Timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedures.
2. Timely submit timesheets, leave requests, and reimbursement requests.
3. Timely cases to ensure compliance with LSC regulations and Corporation policies.

D. Regular attendance is required for the position.

E. Accept additional duties as experience grows and opportunities present themselves. Willing to expand responsibilities when Managing Attorney deems necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address

critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.

- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
 - Justice
 - Equality
 - Integrity
 - Respect
 - Compassion
 - Excellence
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
 1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Possess a basic understanding of all of the areas of law in which Legal Aid practices or a willingness to develop this experience.
- E. Willingness to seek assistance or guidance for complex issues, legal issues beyond one's scope of experience and knowledge, and where detailed information beyond scripts is needed.
- F. Excellent oral communications, including conversing by telephone required.
- G. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) preferred.
- H. Possess basic understanding of demographics, politics and culture of Hawaii.
- I. Must be people-oriented and able to work well with others.
- J. Must be prompt and dependable.

Education, Training and/or Experience

- A. Graduate of an ABA Accredited law school.
- B. Be a member of the Bar of the State of Hawaii in good standing.
- C. Management and/or supervisory experience preferred.
- D. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.

Mental Demands

- A. Must be able to coordinate wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment within the scope of materials and processes provided.
- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.
- E. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 				X	X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 		X			X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 				X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)					X
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers	X				
9. Responding to written or verbal requests from coworkers			X		
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)				X	
11. Responding to written or verbal requests from the public (including clients)	X				
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions				X	
16. Reading		X			
17. Visiting and/or working at other work sites					X

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.

Description of Work Environment

Work is performed primarily indoors at the Honolulu Office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Management has the authority to amend this job description to meet Legal Aid's needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Paralegal (Including Non-Attorney Guardian Ad Litem)** Date: July 1, 2014

FLSA Status: **Non-Exempt**

Reports to: **Managing Attorney**

Job Summary

A Paralegal renders civil legal services under the supervision of an attorney to eligible persons. A Paralegal addresses the legal needs of Hawaii's low income population by engaging in activities which may include but are not limited to:

- ❖ Advice and counsel
- ❖ Limited action
- ❖ Individual full representation
- ❖ Holistic services
- ❖ Complex advocacy
- ❖ Policy advocacy
- ❖ Community education and outreach
- ❖ Social service provider education and outreach
- ❖ Pursuing options to increase funding to expand access to justice
- ❖ Expanding legal resources for clients and building capacity to respond to critical legal needs through work with the private bar, judiciary, other legal service providers, client groups and other interested partners

Essential Functions

The Corporation recognizes that a Paralegal will be assigned to cover a variety of areas of law depending on his/her location. While some paralegals may focus primarily on one areas of law, all paralegals should be prepared to either shift subject matter focus or become generalists, depending on the needs of the organization.

A. Legal Practice:

1. Maintain a current and active caseload commensurate with experience and area of practice.
2. Provide competent and effective services, under the supervision of a licensed attorney, in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, applicable grant requirements, and all court policies, rules and procedures.
3. Practice areas and responsibilities will depend on the needs of the office and organization.
4. Provide assistance to attorneys when needed and requested.
5. Conduct home or hospital visits with clients when necessary.
6. Appear in administrative or court hearings when necessary.

B. Community Engagement and Outreach:

1. Communicate with and establish on-going contacts and relationships with local government, community organizations and low-income groups as assigned by Managing Attorney;
2. Conduct community outreach and education to client community in geographic or subject matter area of responsibility as assigned by Managing and/or Senior Attorney.

- C. Administrative Compliance:
1. Timely submit all reports or referrals required by law, LSC regulations, and Corporation policies and procedures.
 2. Process and close cases in manner necessary to ensure compliance with LSC regulations and Corporation policies.
 3. Timely submit timesheets, leave requests, and reimbursement requests.
- D. Grant & Project Management:
1. Timely submit and respond to request for information required for grant reporting and billing.
 2. Where applicable and in consultation with Managing or Senior Attorney, assist in the writing and reporting of locally-based or subject matter grants.
 3. Where applicable, assist Managing or Senior Attorney in transmitting documents, application materials, billing documents and all other relevant materials to Director of Grants Management.
- E. Office Fiscal Management:
1. Where applicable, basic understanding of client trust fund and process required for deposits and recordkeeping;
 2. Assist Managing Attorney with fiscal management upon request.
- F. Participation in training as directed and as mandated by funder(s) required.
- G. Regular attendance is required for the position
- H. Accept additional responsibilities as experience grows and opportunities present themselves. Willing to expand responsibilities when Managing Attorney deems it necessary.

Knowledge, Skills and Abilities

- A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.
- B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:
- Justice
 - Equality
 - Integrity
 - Respect
 - Compassion, &
 - Excellence.
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems in collaboration with supervisor.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.

- D. Possess at least a basic understanding of the area of law which is the primary focus of his/her practice. In addition all paralegals are expected to have a basic understanding of all the areas of law in which the organization practices or a willingness to develop this experience.
- E. Understands demographics, politics and culture of geographic area to which he/she is responsible.
- F. Ability to recognize when assistance or guidance is needed and willingness to seek such guidance.
- G. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) preferred.
- H. Must be people-oriented and able to work well with others.
- I. Must be prompt, dependable, and responsible.
- J. Ability to travel to home visits and other community meetings may be necessary depending on duties and geographic assignment.

Education, Training and/or Experience

- A. Associate's degree or equivalent from two-year college or technical school or equivalent experience required.
- B. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.

Mental Demands

- A. Must be able to organize a significant volume and variety of different cases and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to work under the direction of Supervisor, Staff, Senior and/or Managing Attorney and within the limits of the Hawaii Rules of Professional Conduct and Corporation rules and procedures.
- D. Must be able to perform under potentially stressful conditions while maintaining a professional demeanor.
- E. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 			X		X X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 		X			X X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 		X		X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
6. Written communication to business associates (outside contractors, government officials, etc.)		X			
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers				X	
9. Responding to written or verbal requests from coworkers	X				
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)		X			
11. Responding to written or verbal requests from the public (including clients)		X			
12. Training and/or giving verbal instructions				X	
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions		X			
15. Receiving written instructions		X			
16. Reading	X				
17. Visiting and/or working at other work sites			X		

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.
- B. Have access to an automobile or other means of transportation. Daily and/or regular access to an automobile, possession of a valid driver's license and compliance with all other requirements for vehicle operation specified in the Legal Aid Society of Hawaii Employee handbook may be required depending on duties and geographic location.

Description of Work Environment

Work is performed primarily indoors, although employees are expected to attend meetings, hearings

and other events outside of the office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an “at will” employment relationship. Management has the authority to amend this job description to meet Legal Aid’s needs.

LEGAL AID SOCIETY OF HAWAII

JOB DESCRIPTION

Position Title: **Intake Paralegal**

Date: March, 2018

FLSA Status: **Non-Exempt**

Reports to: **Managing Attorney**

Job Summary

An Intake Paralegal screens applicants for eligibility and renders civil legal services to eligible persons and groups through the Corporation's Hotline programs.

Essential Functions

An Intake Paralegal plays a critical role for the Corporation in providing intake services and supervision to Intake paralegals.

A. Legal Practice:

1. Conduct intake and provide legal advice within the scope of materials developed by the Corporation to eligible clients in accordance with all applicable laws, including LSC statutes and regulations, Corporation standards, policies and procedures, the Code of Professional Responsibility, and all court policies, rules and procedures;
2. Provide appropriate referrals for applicants and clients.
3. Assists the Managing Attorney in ensuring that scripts, questionnaires, and brochures are regularly organized and updated.

B. Administrative Compliance:

1. Timely submit all reports and forms required by law, LSC regulations, and Corporation policies and procedures.
2. Timely submit timesheets, leave requests, and reimbursement requests.
3. Timely cases to ensure compliance with LSC regulations and Corporation policies.

C. Regular attendance is required for the position.

D. Accept additional duties as experience grows and opportunities present themselves. Willing to expand responsibilities when Managing Attorney deems necessary.

Knowledge, Skills and Abilities

A. Demonstrate attitudes and behavior which reflect the mission of the Corporation to address critical legal needs through high quality legal advocacy, outreach and education, in the pursuit of fairness and justice.

B. Demonstrate attitudes and behaviors in his/her work with clients, co-workers and in the community that exemplify the Commitments of the Corporation to:

- Justice
- Equality
- Integrity

- Respect
 - Compassion
 - Excellence
- C. Demonstrate attitudes and behaviors which benefit the Corporation, such as:
1. Initiative, organization, cooperation, and creativity;
 2. Sensitivity to resource limitations;
 3. Ability to work with low-income and disadvantaged populations;
 4. Maturity and ability to troubleshoot and resolve problems both independently and in collaboration.
 5. Ability to interact and engage in collaboration with tact, diplomacy and integrity.
 6. Understanding of individual role as part of larger Corporation whole and impact of individual role on the Corporation.
- D. Possess a basic understanding of all of the areas of law in which Legal Aid practices or a willingness to develop this experience.
- E. Willingness to seek assistance or guidance for complex issues, legal issues beyond one's scope of experience and knowledge, and where detailed information beyond scripts is needed.
- F. Excellent oral communications, including conversing by telephone required.
- G. Strong computer skills and familiarity with basic computer programs (Excel, Outlook, Microsoft Word) preferred.
- H. Possess basic understanding of demographics, politics and culture of Hawaii.
- I. Must be people-oriented and able to work well with others.
- J. Must be prompt and dependable.

Education, Training and/or Experience

- A. Associates degree or equivalent from two-year college or technical school or equivalent experience required.
- B. Client or customer service experience preferred.
- C. Demonstrable commitment to or experience with low-income population or issues affecting low-income population preferred.

Mental Demands

- A. Must be able to coordinate wide variety of different operations and tasks within time limitations.
- B. Requires concentration, alertness and attention to detail.
- C. Must be able to exercise discretion and independent judgment within the scope of materials and processes provided.

- D. Must be able to perform under stressful conditions while maintaining a professional demeanor.
- E. Must pass criminal, sex offender, and child abuse and neglect background checks as required by applicable funding sources and/or where rationally related to job responsibilities.

Physical Demands

Physical Demands	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of the time	Seldom or Never
1. Sitting	X				
2. Climbing				X	
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing				X	
10. Pulling: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 				X	X X
11. Lifting: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 		X			X X
12. Carrying: <ul style="list-style-type: none"> • Less than 25 lbs. • 25-50 lbs. • More than 50 lbs. 				X X	X

Communication Demands

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Talking (in person) to coworkers	X				
2. Talking (in person) to business associates (outside contractors, government officials, etc.)	X				

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
3. Talking (in person) to the public (including clients)	X				
4. Talking on the telephone	X				
5. Written communication to coworkers		X			
6. Written communication to business associates (outside contractors, government officials, etc.)					X
7. Written communication to the public (including clients)		X			
8. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers	X				
9. Responding to written or verbal requests from coworkers			X		
10. Responding to written or verbal requests from business associates (outside contractors, government officials, etc.)				X	
11. Responding to written or verbal requests from the public (including clients)	X				
12. Training and/or giving verbal instructions			X		
13. Training and/or giving written instructions				X	
14. Receiving verbal instructions			X		
15. Receiving written instructions				X	
16. Reading		X			
17. Visiting and/or working at other work sites					X

Equipment, Machines, Tool, Vehicles Used

- A. Computer, calculator, typewriter, telephone, copy machine, fax machine, and other office equipment as required.

Description of Work Environment

Work is performed primarily indoors at the Honolulu Office. Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to moderate levels of noise.

Salary

Based upon the Corporation salary grades.

Additional Information

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. Management has the authority to amend this job description to meet Legal Aid's needs.

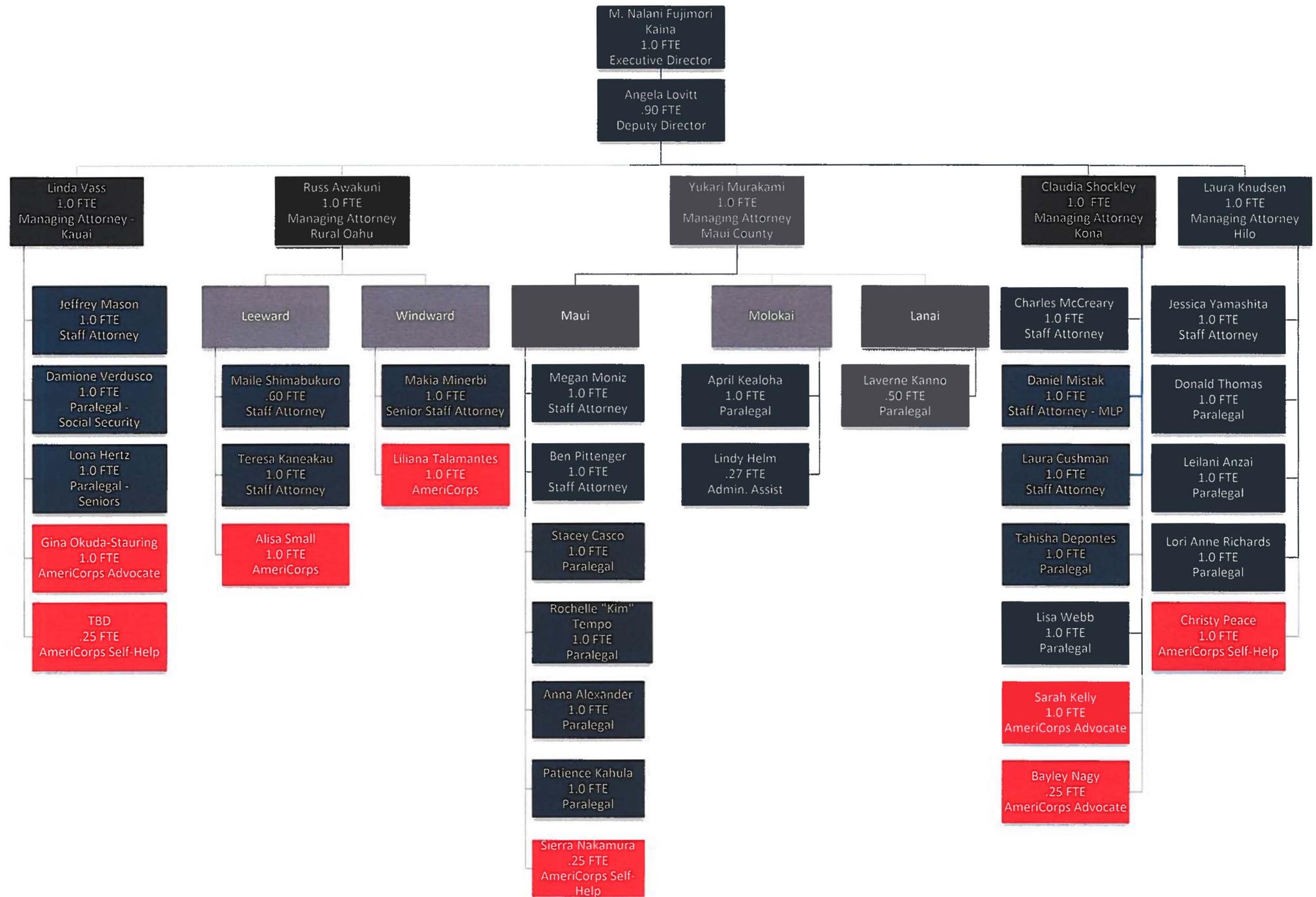
Attachment “G”

Organizational Chart

Legal Aid Society of Hawaii's Honolulu Office Organizational Chart



Legal Aid Society of Hawaii's Branch Office Organizational Chart



Legal Aid Society of Hawaii's
Administration Staff Organizational Chart

