

Hawaii
Statewide Automated Victim Information and
Notification (SAVIN) Technical Assistance

REPORT AND RECOMMENDATIONS

Sponsored by the

National SAVIN Training and Technical Assistance Project

with support from the

**Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice**

Technical Assistance Provided by:

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Draft Recommendations

Following the SAVIN Technical Assistance Site Visit conducted from March 1 to 4, 2011, there are 12 key recommendations that can help Hawaii's SAVIN program effectively sustain itself for the next five years, and improve its overall governance and management. (See "Draft Recommendations and Narrative" on page 8 for more details.)

Sustainability and Funding

1. Research a variety of SAVIN funding strategies and develop a summary report that highlights the benefits of and challenges to each strategy.
2. Develop recommended strategies for ongoing funding of SAVIN through June 30, 2012, with a summary of recommendations and options provided to the Hawaii Legislature.
3. Draft legislation for 2012 that provides a foundation for the long-term sustainability of the Hawaii SAVIN program.

Project Management

4. Continue to house the SAVIN Program in the Department of Public Safety (DPS), with supervision and leadership provided by a DPS Deputy Director.
5. Create an updated mission statement, goals and measurable objectives for Hawaii SAVIN.
6. Develop a "skills set" and updated job description for the SAVIN Administrator.
7. Develop memoranda of understanding among key agencies and organizations that have a role and responsibility for implementing and promoting Hawaii SAVIN.
8. Develop a summary of key roles and responsibilities for the SAVIN Governance Committee (SGC), and provide training to ensure that Committee members understand their roles.
9. Add at least one victim/survivor to the SAVIN Governance Committee.
10. Develop and implement an outreach and training plan for key line staff who have responsibilities for implementing SAVIN and/or promoting SAVIN services to crime victims and survivors.
11. Update the Hawaii SAVIN website to include content that helps victims and survivors understand their rights under law, and the range of victim services available to assist them.

12. Begin the development of a comprehensive public awareness/education and professional training campaign to promote Hawaii's SAVIN Program.

Background and Statement of Need

For over a decade, Hawaii has sponsored efforts to plan and implement a statewide automated victim information and notification (SAVIN) program. Through collaborative efforts of state Executive branch agencies, the Hawaii Legislature, criminal justice agencies, and victim assistance programs, Hawaii's SAVIN program commenced in 2007, initially with support from the state's Victims of Crime Act (VOCA) fund, and then from a SAVIN grant received in 2008 from the Bureau of Justice Assistance, U.S. Department of Justice. A sole source contract was negotiated and signed with Appriss, a Kentucky-based company that provides SAVIN services in many states.

The SAVIN program was housed at the Hawaii Department of Public Safety (DPS), under the supervision of Deputy Director Tommy Johnson. This initial placement is noteworthy, as its high level within DPS sent a powerful message of SAVIN's high priority status, and the leadership and vision provided by Johnson helped the new program achieve viability and success very quickly.

Similar to many states in 2011, Hawaii is facing significant budget challenges. The state's efforts to balance its budget coincide with the end of federal funding for its SAVIN program, with the current BJA funding due to expire on June 30, 2011. As such, the ongoing sustainability of the SAVIN program was the impetus for Hawaii's technical assistance request to the BJA-sponsored National SAVIN Training and Technical Assistance Project (National SAVIN Project). In its application, Hawaii identified key issues and questions to be addressed through technical assistance, and goals for the technical assistance project:

Issues/Questions to be Addressed through Technical Assistance

The Department of Public Safety currently provides automated notification of the custody status of inmates and parolees to crime victims, victim service providers, law enforcement agencies, and members of the public through the SAVIN program.

Critical issues confronting the SAVIN program include:

1. Sustainability of the SAVIN program in light of current State budget constraints and the pending expiration of federal grant funds that support the SAVIN program—the transfer of the SAVIN program from federal funding to state funding; and
2. Placement of SAVIN. Various SAVIN Governance Committee Members have unresolved concerns about which State agency should house the SAVIN program.

Goal of Technical Assistance

Hawaii's goal is to receive technical assistance from the National SAVIN Project to engage key SAVIN stakeholders and the SGC Members in a strategic planning process to:

1. Create a plan to facilitate the transfer of the SAVIN program from federal funds to state funds and ensure the sustainability of the SAVIN program; and
2. Determine the appropriate placement of the SAVIN program.

Project Methodology

A comprehensive project methodology was developed that provided for basic education of Hawaii SAVIN stakeholders about other states' approaches to SAVIN sustainability and placement of their SAVIN programs; and opportunities for stakeholders to provide individual and group input to address these issues. The strategy included personal meetings and teleconferences with many stakeholders, and two group meetings that engaged Hawaii Victim/Witness Coordinators and the Hawaii SAVIN Governance Committee (see "Site Visit Schedule" in *Appendix A*).

The methodology also included:

- Advance review of Hawaii SAVIN resources by the TA Consultant
- On-site review of SAVIN resources (that resulted from feedback from stakeholders)
- Materials produced for SAVIN stakeholders for information, education and facilitation purposes (five documents)

A detailed summary of the site visit methodology is in *Appendix B*.

Summary of Site Visit Data

The cumulative data from the advance, on-site and follow-on site visit activities can be summarized in two main categories: 1) Sustainability and funding; and 2) Project management.

Sustainability and Funding

Hawaii expenditures for its SAVIN program have changed over time. The initial annual budget that included start-up costs was \$400,000. The current annual budget is approximately \$300,000, with \$128,000 of the budget allocated through a sole source contract to Appriss, provider of Hawaii's SAVIN service.

There is currently \$150,000 left under the BJA SAVIN grant, which is due to end on June 30, 2011. DPS plans to request a "no-cost extension" for one year (until June 30, 2012) for its BJA

grant funds. In addition, its contract with Appriss expires on June 30, 2011, and DPS indicates that any new contract must be competitive (versus a “sole source”).

Through resources provided by the National SAVIN Project, input from Hawaii SAVIN stakeholders, and creative brainstorming among SGC members, there are six recommendations that can contribute to SAVIN sustainability through June 30, 2012 and quite possibly much longer. These are described in Recommendation # 1 of this Report, and require further research from SGC members in order to develop a “recommended strategy report and plan” for the Hawaii Legislature to consider in drafting long-term SAVIN sustainability legislation in 2012 (see Recommendation #2 of this Report).

Discussions about determining immediate cost savings for Hawaii’s SAVIN program addressed:

- Changing the salary level of the SAVIN Administrator to more adequately reflect the job responsibilities (a desk audit conducted by DPS [this has not yet been made available to the TA Consultant], and a “SAVIN Administrators Skill Set” developed by the TA Consultant based upon site visit input [see *Appendix C*] can contribute to this strategy).
- Maintaining the SAVIN Administrator as a half-time (versus FTE) position through June 30, 2012.
- Eliminating the position of secretary/administrative assistant from the SAVIN budget.
- Further review of the SAVIN budget to determine any other potential cost savings.

Currently, the official position of “SAVIN Administrator” in Hawaii is vacant. It is important to note that most stakeholders strongly support maintaining the SAVIN Administrator as a FTE position, with the proposed half-time position for the next 15 months recommended as an unwelcome but necessary cost savings measure (this approach is also supported by the TA Consultant). The implementation of the recommendations in this Report will require a highly organized, connected and committed professional in a full-time capacity.

Project Management

Location of Hawaii SAVIN

There was unanimous support for keeping Hawaii SAVIN within the DPS (NOTE: The Hawaii Paroling Authority indicated its willingness to house the program, but SGC members felt that DPS was a better placement due to its ongoing access to *all* relevant offender data needed for SAVIN implementation, and its proven leadership since the inception of Hawaii SAVIN). There was also unanimous support providing oversight and supervision of SAVIN at the DPS Deputy Director level, which indicates the priority status of SAVIN to both the Department and to the state of Hawaii.

Rationale for Continuing the Administration of SAVIN with the Hawaii DPS

Through the many meetings and interviews conducted by the TA Consultant, the following “rationale” to keep the SAVIN program within the Hawaii DPS was offered:

- DPS is doing a “damn good job” and, so far, it has gone very well.
- DPS is the agency that manages offender data and, thus, is well-suited to use these data for victim information and notification.
- DPS is the only agency that has the authority to directly manage the staff who are responsible for SAVIN implementation, i.e., DPS staff who provide data input about offenders who are under the agency’s management and/or supervision.
- Providing a valuable service to crime victims and survivors in Hawaii helps the DPS to fulfill its mission, mandate, and statutory obligations to victims.
- There is a “crime prevention” aspect to SAVIN that also helps fulfill DPS’s mandate.
- SAVIN services are an integral component of “public safety.”
- The Hawaiian public appreciates and likes the SAVIN program, so much goodwill emanates from DPS’s sponsorship of SAVIN.
- SAVIN is used as an investigative tool by Hawaii prosecutors, which contributes to more effective prosecutions and an overall sense of justice.
- SAVIN is an integral component of victim safety planning in Hawaii, which is an important component of overall “public safety” in Hawaii.

SAVIN Structure and Leadership

Once the SGC has reviewed and approved this Report, there is a need to also review and update the mission statement and goals for Hawaii SAVIN. The TA Consultant can help develop measurable objectives for any of her recommendations that are accepted as “goals” for the SGC. Similarly, the job description for the SAVIN Administrator must be updated to reflect duties and responsibilities (and the “skills set” included in *Appendix C*), including contributing to the implementation of the TA site visit recommendations.

Hawaii’s SGC is comprised of enthusiastic leaders who represent criminal justice agencies and both system- and community-based victim assistance programs. However, the SGC currently lacks representation of a victim/survivor, and has indicated its willingness to add a survivor in the near future (preferably, one who has directly benefitted from SAVIN services).

SGC members collectively emphasized the “need to strengthen” its role in program implementation. Following review of this Report, the SGC will likely have a clearer idea of its roles and responsibilities related to providing Hawaii SAVIN with leadership and collaboration

for its successful implementation and sustainability. These “roles and responsibilities” should be documented to provide a framework for all SGC activities in the future.

A similar “framework” is recommended for all key stakeholders who interact with the DPS-sponsored SAVIN program, which include (but are not limited to):

Attorney General and its victim services

Law enforcement

Jails

Prosecutors

Courts

Probation

Parole

Community-based victim services

System-based victim services

State hospital

Allied service providers (i.e., medical, mental health, social services, child protective services, etc.)

Business community

Tourism industry

Memoranda of understanding between the DPS and key stakeholders can clarify the roles of and commitment required by these important stakeholder groups to successfully implement and sustain Hawaii SAVIN. The TA Consultant will provide sample MOUs from other state SAVIN programs for review and consideration in Hawaii.

Training and Outreach

Since its inception, Hawaii SAVIN has done an excellent job of training criminal justice and victim assistance professionals about the program. However, input from the site visit indicated a need to provide additional training and increase awareness of the importance and value of SAVIN for three key constituencies:

1. DPS staff who enter offender data into the SAVIN system
2. Parole officers
3. Probation officers

Findings from the survey of victim/witness coordinators conducted prior to the TA site visit offer important information about the importance of SAVIN in enforcing victims’ rights, promoting victim safety and autonomy, and augmenting other Hawaii victim services. This information should be incorporated into overall SAVIN training and, specifically, for the three target constituencies described above.

In addition, there are many resources available from the National SAVIN Training and Technical Assistance Project that can contribute to enhancing Hawaii’s SAVIN training program.

One of the most important resources for victim/survivor and public outreach is the Hawaii SAVIN website, which can be a portal not only for SAVIN registration, but also for providing broader information about victims' rights and services in Hawaii. The TA Consultant recommends that the following information be provided through the Hawaii SAVIN website:

- A summary of victims' statutory rights in Hawaii.
- Basic victim assistance information (such as safety planning, how to obtain a protective order, how to document financial losses for the purposes of restitution, etc.).
- Adding e-mail addresses and, where relevant, website URLs to contact information for system- and community-based victim services in Hawaii.
- Updated national information and referral resources for victims (using the resources included in the 2011 National Crime Victims' Rights Week Resource Guide published by the Office for Victims of Crime, U.S. Department of Justice).
- Links to very basic victim informational resources targeted to specific victim populations, published online by the Office for Victims of Crime (www.ovc.gov).

The SGC strongly supported the development of a statewide public awareness campaign to promote SAVIN. Initial discussions recommended partnering with public relations agencies that provide pro bono support for cause-related marketing efforts, and expanding ongoing media relations efforts. Resources available from the National SAVIN Project can augment such a campaign.

DRAFT Recommendations and Narrative

There are 12 recommendations that can contribute to the sustainability and ongoing successful implementation of SAVIN in Hawaii:

Sustainability and Funding

1. Research a variety of SAVIN funding strategies and develop a summary report that highlights the benefits of and challenges to each strategy.

The SGC received an overview from the TA Consultant about how other states are funding and sustaining their SAVIN programs, and had the opportunity to offer their own suggestions for long-term sustainability. The goal of Hawaii's initial SAVIN funding strategy is to provide enough funds to sustain SAVIN through June 30, 2012; provide a sustainability plan to the Hawaii Legislature; and work with the Legislature to implement the plan, and develop and pass legislation to guarantee long-term sustainability.

The options below that were discussed by the SGC are *not* mutually exclusive and may, in fact, require a *combination* of funding strategies to attain the goal described above. Six options were discussed for further consideration:

- ***Take a percentage of funds derived from inmate telephone calls (proceeds from the inmate call system now go into the Hawaii General Fund).***

This is based upon the Colorado SAVIN funding model, which takes 1 ¼ cent per inmate phone call to fund its SAVIN program. There was strong support for this option based upon the concept of "offender accountability" that would directly fund a vital victim service.

DPS's revenue from inmate phone calls over a three-year period is as follows:

- 2009: \$104,875
- 2008: \$ 99, 443
- 2007: \$118,882

- ***Take a percentage of inmate canteen accounts and/or sales.***

Currently, inmates in Hawaii are allowed up to \$250 per month in their canteen accounts. A small percentage of these funds could contribute to SAVIN sustainability and, again provide a link between offender accountability and funding an important victim service.

- ***Renegotiate the existing SAVIN contract with Appriss, provider of the Hawaii SAVIN/VINE service, to receive a more cost-effective approach to program implementation.***

The initial contract with Appriss included costs for planning, start-up and other expenses that may no longer be relevant to ongoing implementation. The SGC proposed that efforts be undertaken to adjust what Hawaii is charged for SAVIN implementation in its new contract negotiations with Appriss (which expires *on June 30, 2011*). As one stakeholder noted, Hawaii “is a piece of cake” with a single SAVIN system and only four counties.”

The TA Consultant provided contact information for six SAVIN Administrators, and developed a worksheet to document their contracts with Appriss. Two SGC members have volunteered to complete calls to six states, and document their findings for review by the SGC.

In addition, DPS has determined that any “no cost extension” sought to continue funding SAVIN through June 30, 2012 *cannot* be a sole source, so a “request for proposals” must be developed for such an extension.

- ***Write a grant to the Office of the Attorney General to secure partial funding for SAVIN through its Byrne/JAG funding for 2011.***

The Byrne/JAG fund for 2011 includes approximately \$150,000 that will be available for competitive grants. The SAVIN Program can solicit partial funding (i.e., \$25-30,000) to help cover the costs of Project implementation through June 30, 2012.

- ***Seek a legislative appropriation from the Hawaii Legislature and General Fund to support SAVIN on an ongoing basis.***

The SGC’s “good faith effort” to seek alternative funding strategies for SAVIN through June 30, 2012 (see *Recommendation #2* below) can be presented to the Legislature in a Summary Report as a “foundation” for seeking ongoing funding (either full or supplemental to other funding streams) through Hawaii’s General Fund.

- ***Utilize funds from Hawaii’s proposed Justice Reinvestment Initiative to provide ongoing funding support for SAVIN.***

Discussions are currently underway (and a letter-of-interest has been sent to the National Justice Reinvestment Project for technical assistance) in Hawaii to promote “justice reinvestment” that examines data from the Department of Public Safety and allied agencies, and makes recommendations on how to be more *cost-effective* in offender management. Concurrently, discussions are also underway to bring Hawaii prisoners that are currently housed in Arizona home.

It was suggested that any funds derived from the “smart on crime” approach through Justice Reinvestment could be “reinvested” in Hawaii’s SAVIN Program.

NOTE: *Each of these recommendations requires further action from the SAVIN SGC (with support provided by the National SAVIN TA Consultant).*

- 2. Develop recommended strategies for ongoing funding of SAVIN through June 30, 2012, with a summary of recommendations and options provided to the Hawaii Legislature.**

The cumulative results of further research and action related to Recommendation 1 will be compiled into a “strategy report and plan” for the Hawaii Legislature.

- 3. Draft legislation for 2012 that provides a foundation for long-term sustainability of the Hawaii SAVIN program.**

The SAVIN strategy report and plan (see *Recommendation #2* above) can contribute to legislation that will guarantee the ongoing sustainability of SAVIN. The TA Consultant anticipates that this may include several funding options described in *Recommendation #1*.

In addition, there is currently no statute that provides for the *automation* of victim information and notification services in Hawaii. Any legislation should include language that clearly authorizes the use of technology to provide victims and survivors with information and notification services, in accordance with existing Hawaii law. Samples of other states’ laws that authorize the use of technology/automation for victim information and notification will be provided to the SGC by the TA Consultant.

Project Management

- 4. Continue to house the SAVIN Program in the Department of Public Safety (DPS), with supervision and leadership provided by a DPS Deputy Director.**

There was near-unanimous support for the DPS to continue administrating the SAVIN program (please see “Rationale for Continuing the Administration of SAVIN within the Hawaii Department of Public Safety” in this Report, which was derived from a discussion of the SGC). A majority of stakeholders feel it is important to retain the SAVIN Administrator as a full-time employee (although reducing the position to half-time through June 30, 2012 as a cost-saving measure is also acceptable for the next 15 months).

- 5. Create an updated mission statement, goals and measurable objectives for Hawaii SAVIN.**

The TA Consultant will work closely with DPS and the SGC to use the data and recommendations from the SAVIN Technical Assistance Site Visit to update the SAVIN mission statement, goals and objectives.

6. Develop a “skills set” and updated job description for the SAVIN Administrator.

The existing job description for the Hawaii SAVIN Administrator will be updated by DPS to include input from the Site Visit, and a “desk audit” recently conducted by the DPS. A recommended “skills set” for this position that is derived from all discussions and interviews conducted during the TA site visit is included in *Appendix C*.

7. Develop memoranda of understanding among key agencies and organizations that have a role and responsibility for implementing and promoting Hawaii SAVIN.

There are numerous state and local governmental agencies and non-profit community-based organizations that have important roles and/or responsibilities for SAVIN implementation, promotion and/or evaluation. The Consultant will work with the SGC to obtain sample MOUs from other states’ SAVIN programs, and develop MOUs that are specific and relevant to the successful implementation of SAVIN in Hawaii.

8. Develop a summary of key roles and responsibilities for the SAVIN Governance Committee, and provide training to ensure that Committee members understand their roles.

Since the inception of Hawaii’s SAVIN program, the overall effectiveness and ongoing input from its SGC have been limited due to budget constraints. The meeting with SGC members during the Site Visit clearly identified their enthusiasm for and commitment to SAVIN and its continuing success and sustainability.

The TA Consultant will work with the SGC to draft a summary of “SGC roles and responsibilities,” and to develop a training module that helps them fully understand and fulfill their roles. In addition, Hawaii SAVIN representatives’ participation in the National SAVIN Training Workshop in April 2011 will result in many ideas to strengthen their SGC.

9. Add at least one victim/survivor to the SAVIN Governance Committee.

The SGC has agreed to add at least one victim/survivor, with an emphasis on a victim/member who has directly benefitted from SAVIN services.

10. Develop and implement an outreach and training plan for key line staff who have responsibilities for implementing SAVIN and/or promoting SAVIN services to crime victims and survivors.

There is a tremendous need to help key line staff members who have a role in SAVIN's implementation understand the importance and value of the program to victims and to public safety; to clarify their specific role(s) in program implementation; and to obtain "buy-in" for support of the program. The Consultant will work with the SGC to develop training information and modules that educate and proactively engage key line staff, including (but not limited to):

- DPS staff who conduct data entry for SAVIN.
- Probation officers.
- Parole officers.

11. Update the Hawaii SAVIN website to include content that helps victims and survivors understand their rights under law, and the range of victim services available to assist them.

A thorough review of the Hawaii SAVIN website resulted in the following recommended *additions* to the information that is currently provided to victims and survivors:

- A summary of victims' statutory rights in Hawaii.
- Basic victim assistance information (such as safety planning, how to obtain a protective order, how to document financial losses for the purposes of restitution, etc.).
- Adding e-mail addresses and, where relevant, website URLs to contact information for system- and community-based victim services in Hawaii.
- Updated national information and referral resources for victims (using the resources included in the 2011 National Crime Victims' Rights Week Resource Guide published by the Office for Victims of Crime, U.S. Department of Justice).
- Links to very basic victim informational resources targeted to specific victim populations, published online by the Office for Victims of Crime (www.ovc.gov).

12. Begin the development of a comprehensive public awareness/education and professional training campaign to promote Hawaii's SAVIN Program.

There were many suggestions from all Site Visit contributors that can enhance victim/survivor and public awareness of Hawaii's SAVIN program. In addition, the National SAVIN Training and Technical Assistance Workshop in April 2011 has several sessions about public awareness and victim outreach, and resources from the National SAVIN Project can also contribute to this campaign.

**SCHEDULE FOR ANNE SEYMOUR
SAVIN TECHNICAL ASSISTANCE VISIT
SPONSORED BY THE BUREAU OF JUSTICE ASSISTANCE**

Tuesday, March 1

Pamela Ferguson-Brey, Director of Hawaii's Victim Compensation Program, picks up Anne at 4:00 pm

Dinner with Judge Steven Alm

Wednesday, March 2

Meet with Tommy Johnson, Hawaii Paroling Authority

Calls to Phyllis Shinno, Victim/Witness, Hawaii County, and Shaleigh Tice, Attorney General Victim Services

Meet with MADD staff and volunteers

Meet with Lina Aipopo, Department of Public Safety (current SAVIN sponsor)

Thursday, March 3

Meet with Georgia McCauley, New Director, Attorney General Victim Services

Meet with Victim/Witness Coordinators

Meet with SAVIN Governance Committee

Dinner with Pam Ferguson-Brey and Dennis Dunn, Honolulu Prosecutor Victim-Witness

Friday, March 4

Wrap-up and draft recommendations with Pam and Dennis

Develop initial follow-on activities

Meet with Rep. Marilyn B. Lee, Chair, Hawaii Legislature's Women's Caucus

Final meeting with Lina Aipopo, Department of Public Safety

Hawaii SAVIN Site Visit Methodology

Materials Reviewed and Created by the TA Consultant

Advance Review of Hawaii SAVIN Resources

Hawaii SAVIN proponents worked closely with the BJA Technical Assistance Project to make the most effective use of three on-site days. They provided a number of documents for *advance review* by the TA Consultant, including:

- Hawaii SAVIN Notable Accomplishments
- Abbreviated History of Hawaii SAVIN
- SAVIN BJA Application Program Narrative
- SAVIN Project Plan
- Ten Core Rights
- Newspaper articles related to victim notification in Hawaii
- Cumulative responses from a survey of Hawaii victim/witness professionals about the importance and value of SAVIN
- Laws and draft legislation:
 - Chapter 801D, “Rights of Victims and Witnesses in Criminal Proceedings”
 - HB 1564, draft constitutional amendment for victims’ rights
 - HRS Provisions Relating to Victim’ Rights
 - SB 220 (draft 2011 legislation to provide for SAVIN)

On-site Review of Hawaii SAVIN Resources

As the site visit proceeded, additional resources were produced for review by the TA Consultant, including:

- SAVIN Coordinator job description
- Summary of revenues from Hawaii’s inmate telephone system
- Case law relevant to use of funds from an inmate telephone system

Materials Created/Produced for Hawaii

In order to meet Hawaii’s stated TA goals, the TA Consultant produced several documents to help facilitate site visit activities:

- Summary of where other states’ SAVIN programs are located
- Matrix of “sustainability approaches” from other SAVIN states
- List of SAVIN Administrators nationwide

- “Alpha-delta” worksheet to help identify participants’ recommendations about the placement of Hawaii’s SAVIN program (NOTE: This worksheet was not used, due to the unanimous support for placing the program at DPS)
- Survey to help Hawaii determine other state SAVIN program’s costs (NOTE: This was developed at the end of the site visit, and the TA Consultant offered recommendations for six states to survey—the survey is currently being conducted by telephone and email by Pamela Ferguson-Brey)

On-site Activities

The Hawaii SAVIN team planned a site visit that would result in education provided by the TA Consultant to key stakeholders about the range of options for sustaining SAVIN and determining its most appropriate placement; and input provided by stakeholders to contribute to recommendations for sustainability and program placement (see *Appendix* for the site visit schedule). This included individual meetings and teleconferences with:

- Pamela Brey-Ferguson, Hawaii Victim Compensation
- Tommy Johnson, Hawaii Paroling Authority
- Dennis Dunn, Honolulu Prosecutor Victim/Witness
- Phyllis Shinno, Hawaii County Victim/Witness
- Shaleigh Tice, Attorney General Victim Services
- Rosalina Aipopo, Department of Public Safety
- Georgia McCauley, Attorney General Victim Services
- Representative Marilyn Lee, Chair, Hawaii Legislature’s Women’s Caucus

In addition, the TA Consultant met with eight participants at the Victim/Witness Coordinators Meeting, and 11 members of the SAVIN Governance Committee in half-day sessions.

Follow-on Activities

There were four follow-on activities for this TA project:

- Conducting the “Hawaii Outreach–Cost of SAVIN Programs” survey of six other SAVIN programs to determine annual costs for SAVIN implementation, with information about offender population and types of SAVIN services included (survey is currently underway)
- Review of revenues from Hawaii’s inmate telephone system
- Draft of initial recommendations
- Draft of *Final Report and Recommendations* for review by the SGC and BJA

Skills Set for Hawaii SAVIN Administrator*

Knowledge Base

The Administrator must be knowledgeable about:

- Hawaii's criminal justice system, and SAVIN's role within the system in providing victims with rights and services relevant to information and notification.
- The Department of Public Safety overall mission and goals.
- Statutory rights for crime victims in Hawaii.
- System- and community-based victim services in Hawaii.
- The impact of crime on victims.
- Information technology specific to offender and victim data and SAVIN.
- National victim assistance and criminal justice resources that can enhance Hawaii SAVIN

Skills Set

Program management

Strategic planning and implementation

Program evaluation

Grant writing

Basic victim assistance and response (including crisis intervention)

Strong communication skills (oral, written, telephonic, and via computer)

Capacity to plan, conduct and document meetings

Information technology skills (computer software, communications software, website development, and program management databases)

Ability to establish and maintain positive working relationships with an extensive, diverse group of stakeholders and end users

Cultural competence

Providing leadership to promote collaboration in program planning, implementation and evaluation

****Requires further review and input by DPS and the SGC***