

The State Satellite Office Program

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FOREWORD

This report was prepared in response to Senate Concurrent Resolution No. 105, H.D. 1, adopted during the Regular Session of 1992. The Concurrent Resolution requested the Legislative Reference Bureau to conduct a study on the permanent establishment of the state satellite office program, including an examination of the scope and efficiency of the available services. The findings and recommendations to that end are the culmination of this report.

The Bureau extends its appreciation to all who cooperated and assisted with its investigation. Special thanks to Jim Manke, Director, Governor's Office of Information; Anna Hoover, Administrator, State Satellite Program, Governor's Office of Information; and all the individual state satellite office employees who assisted greatly by offering their full cooperation on this study. Specific thanks are also extended to Carol Costa, Director, Mayor's Office of Information and Complaint; the Mayor's offices for the Counties of Hawaii, Maui, and Kauai; Liane M. Moriyama, Administrator, Hawaii Criminal Justice Data Center, Department of the Attorney General; Ralston Nagata, State Parks Administrator, State Parks Division, Department of Land and Natural Resources; and the many others who contributed to this study.

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Chapter 1

INTRODUCTION

Origin of the Study

This report is in response to Senate Concurrent Resolution No. 105, H.D. 1, entitled "Senate Concurrent Resolution Requesting A Study on the State Satellite Office Program".¹ A copy of the Concurrent Resolution is included as Appendix A. The state satellite office pilot project was established two years earlier as a result of Act 303, Session Laws of Hawaii 1990. Act 303 allowed the Governor's Office of Information to create satellite offices in each of the four counties. The satellite office pilot program sprang from the research of two earlier commissions, The Governor's Commission on Public Records and The Fair Access Commission.² Those commissions held hearings on all islands and found that people, particularly those on the neighbor islands, were dissatisfied and frustrated with the limited access to state government.³ A feasibility study⁴ was completed by the Office of State Planning that recommended opening satellite offices on Maui, Kauai, Hawaii and in suburban Oahu. Under the authority of Act 303, the Office of Information opened six satellite offices, two in suburban Oahu, two on Hawaii, one on Maui and one on Kauai.

Purpose of the Study

The purpose of this study is to evaluate the state satellite office pilot project that has been operational for almost two years and explore the permanent establishment of the state satellite office program. Act 303, which established the program, required the Office of Information to recommend whether or not the program should be continued in a permanent status.⁵ That recommendation to proceed with the program has been made by the Governor's Office of Information.⁶ The Concurrent Resolution, and both House and Senate Committee Reports do not ask whether the program should be continued. The focus of this study is on evaluating the elements of the program in a permanent status. The Concurrent Resolution requires the study to make an examination of the scope and availability of the services rendered by the satellite offices and requests recommendations of ways to increase the effectiveness of the program, among other specific inquiries.

Methodology

The general approach to this study has been directed by the purpose stated above. Each satellite office was visited and observed in operation. Research focused on the future requirements of the program, the operational procedures, and policy issues connected with those two items. The data in this report were gathered from several resources including field studies, interviews, surveys and written material.

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This report is arranged so that each chapter may be read independently of others. Chapter 2 examines the specific elements of the state satellite program describing each satellite office and all the services offered. Chapter 3 looks at the feasibility of additional satellite offices and chapter 4 evaluates additional proposed services the satellites could offer. Chapter 5 focuses exclusively on the state civil identification card from a historical, present, and future point of view. Chapter 6 discusses the issues related to determining the most efficient administrative home for the program. Chapter 7 explores the dynamics of the current joint state/county facility and reports the opinions of the county administration on state/county facilities. Finally, findings and recommendations can be found in chapter 8.

ENDNOTES

1. S.C.R. No. 105, H.D. 1 was adopted by the Senate, April 13, 1992, by the House of Representatives, April 24, 1992, and then house amendments were adopted by the Senate, April 27, 1992.
2. Davis, Michael. Fair and Equal Access to State Government, Kennedy Western University, February 1991. [Note: Michael Davis is the Governor's Liaison Officer on Maui at the date of this report.]
3. Ibid., p. 34.
4. Ho, Walter and Yamasaki, Wayne. Feasibility Study of Satellite State Offices Prepared for Office of State Planning State of Hawaii, Honolulu, December 1989.
5. 1990 Haw. Sess. Laws, Act 303 Section 3(c)(4).
6. Hawaii, Governor's Office of Information, Report to the Legislature on the status of The State Satellite Office Pilot Program Pursuant to Act 303, 1990 Legislature, January 31, 1992, p. 15.

Chapter 2

THE STATE SATELLITE OFFICES

The state satellite offices were established as a pilot project within the Governor's Office of Information and opened under the authority of Act 303, Session Laws of Hawaii 1990. This chapter examines the criteria used in the selection of each satellite office site and gives a brief overview of each particular satellite office. Finally, this chapter describes the different services currently available at the satellite offices.

Location Selection Criteria

The state satellite office locations were selected by the Governor's Office of Information on the basis of several criteria. Act 303 authorized five satellite offices throughout the State to be placed in a variety of settings to explore the working arrangements of different environments. Specifically, the Act suggested that at least one of the offices be located as an independent unit in a high traffic shopping mall, one in a shared location with a county office and one at a neighbor island state office building. There are now six state satellite centers, two in independent units in high traffic shopping malls, one at a shared county facility, and three located in adjacent offices to governor's liaison offices on neighbor islands.¹

A feasibility study on establishing state satellite offices prepared in December, 1989 recommended a minimum office area of 600 square feet.² Four of the six satellites meet this requirement (see Table 1). The 600 square foot minimum is a criteria that should be strictly adhered to if all services are to be offered by the office. The processing of the state civil identification card in satellite offices that do not meet the minimum square foot area is difficult and limits the availability of the other services while the identification card service is in progress. The scheduling of appointments for identification card processing minimizes the overcrowding but does not solve the problem.

Another criteria stated in the Feasibility Study was that ample public parking be available when selecting specific sites.³ All the satellite offices except Hilo have ample free public parking. The Hilo satellite is located at the State Building where parking is fifty cents an hour.

The feasibility study did not place much emphasis on current population figures for determining criteria for site selection of state satellite offices because data were unavailable to determine from what areas of Oahu that state agencies were processing the most requests.⁴ For the purposes of this study the population of the intended areas of service for each satellite office was examined and has been recorded in Table 1. The feasibility study did emphasize that the selection criteria should consider locations of potential population growth, for example, the north-west area on the island of Hawaii and locations that would

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reduce traffic into the downtown area of Honolulu such as a location in Leeward or Windward Oahu.⁵

Accessibility and high visibility were additional criteria recommended in the feasibility study for the selection of the locations of the state satellite offices.⁶ The sites selected should be on public transportation routes if available. The specific site should also be a place that would be easily noticed by the public to increase the awareness of the satellite office. This criteria was met by most of the satellite offices. The two satellite offices located in shopping malls and the joint facility with the county have the most visibility and accessibility. The satellite offices located in state buildings on neighbor islands had moderate visibility because they are located on the first floor, just inside the main entrance. The satellite office in Kona did not have such an ideal location in terms of visibility. Its location in a well-known office building was tucked away off the street. Chances of accidentally finding the satellite office were limited, but its location in the same building as some of the county offices offers some unanticipated exposure.

The final criteria is, of course, cost. Rental for the considered location should be within budget constraints. The Feasibility Study done in December 1989 estimated that 600 square feet of office space in Leeward and Windward Oahu would cost \$1,580/month including maintenance at 30 cents per square foot and utilities at \$200/month.⁷ The data on this criteria can be easily manipulated. Examining the program as a whole, the total amount paid in rent is less than the budgeted \$1,580 per satellite office. This statement can be made because no rent is paid for the offices in East Hawaii and Kauai because they are located in state office buildings. On the other hand, the rent for the Kailua-Kona satellite office greatly exceeds the budgeted amount because the rental includes the space set aside for the Governor's Liaison Office. The Windward Satellite Office and the Maui Satellite Office, both situated in retail shopping malls, are slightly over the anticipated budgeted amount which can be attributed to higher rental rates for those locations and an increase in the overall rental market. Financially, the most efficient rental situation is the partnership with the county facility. The rent comes in substantially lower than the anticipated budget and provides one of the largest spaces.

Table 1 consolidates and compares the above information according to each satellite office.

Table 1

	Windward Oahu	West Hawaii	East Hawaii	Leeward Oahu	Kauai	Maui
600 Square Feet or More	X	X	No	X	No	X
Ample Parking	X	X	1	X	X	X
Population Served*	112,603	39,082	80,976	210,934	48,472	102,947
Potential Population Growth Areas	No	X	No	X	No	No
No Duplication of Services from other Agencies in the Area	X	X	X	X	X	X
Potential Traffic Reduction	X	X	No	X	No	No
Type of Facility	A	C	C	B	C	A
Accessibility	X	X	X	X	X	X
High Visibility	X	No	No	X	No	X
Within Budget	No	2	3	X	3	No

Notes

*Estimated by resident population of representative districts in surrounding areas.

1 Parking was not free.

2. Lease rent would be within budget if accessed for square feet of area used exclusively for satellite office and did not include Governor's liaison office.

3. Lease rent carried on Governor's liaison office budget. See text above for details.

A. Independent unit in shopping mall.

B. Shared facility with the county satellite.

C. Neighbor island state building or with Governor's liaison office.

The State Satellite Offices

A brief description of each of the satellite offices follows. The descriptions are based on field visits to each of the satellite offices. Detailed information about each satellite, for example address, phone number and monthly operational statistics can be found in Appendix B. The descriptions of each state satellite office appear in the order the offices opened.

The satellite offices are independent units with no computer link-ups to each other at this time. There is a co-ordinator for the program located at the administrative headquarters of the Governor's Office of Information in the Hemmeter Center in downtown Honolulu. The satellite offices exchange comments, service highlights, and other pertinent information through a monthly newsletter produced by the co-ordinator.

Windward Oahu

The State Satellite Office-Windward Oahu [hereafter "Windward Oahu"] is located at the Windward City Shopping Center in Kaneohe. Windward Oahu was the first state satellite opened and continues to be one of the busier offices.⁸ Conveniently located for all Windward Oahu residents, the shopping center offers ample free parking and is where many windward residents shop regularly for groceries and other necessities of daily life. The state satellite office has a large glass storefront. The employees at Windward Oahu prepare inviting and informative displays in the storefront to attract the attention of shoppers. The displays provide new or updated information about the state satellite center services as well as regular information about on-going services and activities in and around the State. Many of the displays are based on seasonal issues, for example, tax issues in the spring, or education and election issues in the fall. It is an effective way to reach those who may not be aware of the state satellite office and to inform others of changes or new information or to introduce a new service offered.

Windward Oahu is one of the largest offices and carries a diverse selection of informational brochures. The brochures are grouped by category and stored all around the office. With a minimal amount of assistance one would be able to locate the information available on any one topic. Some of the informational brochures are not for public dissemination either because the item is too costly to reproduce in quantity or because the supply has been exhausted. In that instance, Windward Oahu has several public areas to sit and review materials in addition to space that is provided to operate the Hawaii Access System, Hawaii F.Y.I., and the Telecommunications Device for the Deaf.

Windward Oahu also has a conference room area that can be used for private discussions. This conference room area is used by the satellite office to process identification cards and is also offered to windward legislators for meetings with constituents. To date only one legislator, Representative Terrence Tom has taken the opportunity to meet with constituents there.

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Normally, Windward Oahu is staffed by two people but during the summer of 1992, Windward Oahu received additional temporary personnel through the Alu Like program. The summer intern assisted with some of the clerical duties including data input into the computer and fielding or screening phone calls. The extra person allowed the regular staff an opportunity to accomplish tasks without interruption as well as provided coverage for well-deserved vacation days.

West Hawaii

The satellite office located on the west coast of the Island of Hawaii [hereafter "West Hawaii"] is adjacent to the Governor's Liaison Office. Hanama Place is a well-known office building within walking distance of Kailua-Kona's main shoreline thoroughfare. This location is more convenient than most other state offices serving the west coast of the Big Island because it is more centrally located. The majority of other state offices serving the same population are located in Captain Cook, about a twenty minute car ride away from downtown Kailua-Kona.

West Hawaii shares an address with the Governor's Liaison Office. The shared suite has four separate rooms, two for the Governor's Liaison and two for the West Hawaii Satellite Office. The shared suite situation has both advantages and drawbacks. One advantage is that a larger space is available on the occasions that the Governor's Liaison is not in or is not using both rooms. A drawback of sharing an office is there is very little distinction between the Liaison's office and the Office of Information. All phones are answered by the satellite office staff and messages are taken by satellite staff when the Liaison is unavailable. A recent fiscal decision will require the two offices to share one copier which is anticipated to create inefficiency in both offices as well as overload the single copier.

The satellite office occupies the two mauka rooms of the suite. There is just enough room for several chairs, a table, a Hawaii Access terminal, the Hawaii-FYI terminal, a copier and a desk. An L-shaped counter offers a reception area that operates effectively in keeping the traffic flow in the office manageable. The second room is reserved for civil identification card equipment and storage. In a pinch, the equipment could be moved to provide a small private conference area.

The West Hawaii office also provides a telecommunications device for the deaf. The telecommunications device for the deaf has been used once to date which is more than the device has been used in all the other offices except Kauai, but the phone that it is connected to is used regularly by others.

West Hawaii has a wide variety of different informational brochures. Most are set out in display racks with the balance available on request. Brochures that not on display are either discontinued or too popular to set out. Both state and county job opening lists are available for research.

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West Hawaii also offers a unique service in cooperation with the County of Hawaii. The building permit process has recently added another level of scrutiny before issuance. Now the state Department of Health must examine plans and sign off on each permit before the county will issue the permit. The West Hawaii satellite office is located in the same office complex as the county Building Department, the state Department of Health is located in Captain Cook. Currently, the county Building Department and the state Department of Health use the West Hawaii satellite office as an exchange point where building permits are picked up and dropped off. The permits are carried by internal messenger between the offices. Before this internal exchange point was established the procedure required all permit applicants to walk the permit through the steps themselves. The old procedure often added substantial amounts of time to the process because the applicant had to be notified by the county Building Department that the permit was ready to be reviewed by the state Department of Health. Then the applicant would pick the permit application up in Kailua and drive it down to Captain Cook. When the state Department of Health informed the applicant of its approval then the applicant would have to bring the permit back from Captain Cook to the county Building Department in Kailua for final approval. Eventually, the county would notify the applicant the building permit was issued and ready for pick up. This service has eliminated two trips for building permit applicants.

Hilo-East Hawaii

The satellite office in Hilo is located in the State Building. Although the East Hawaii office has a separate entrance from the Governor's Liaison office it is connected to the Governor's Liaison office by shared lunchroom facilities. Recent budget cuts have prohibited the renewal of a contract for a leased copying machine in the satellite office which will require the satellite office to share the Governor's Liaison's copying machine. It is anticipated that this situation will affect the efficiency of both offices and overwork the single copy machine.

East Hawaii appears to be the smallest office of all the satellite offices. The square footage is in fact similar to that of Kauai but in Hilo there are two rooms, in contrast to the Kauai office in which the same area is in a single room. The space is too small for a Hawaii Access terminal and the Hilo office is the only satellite without one. Fortunately, the space is set up efficiently and there is ample storage space. The anteroom is used as a reception area, where a limited number of informational brochures are displayed, a Hawaii FYI terminal and a telecommunications device for the deaf is available, and a counter area provides space for the staff to assist or interview people as needed for the civil identification cards and marriage licenses. The back room is used for storage and to take photos for the civil identification card.

The Feasibility Study commented that there may be a duplication of services in Hilo and Kauai as there already appeared to be volunteer "information" people posted at the Governor's Liaison Office.⁹ These volunteer information people are sponsored by the Department of Accounting and General Services and are stationed at the State Buildings in each county to direct people to various offices in the building. The hours that the volunteer

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desk is staffed are irregular and not continuous. The volunteers are not equipped to offer specific information about "what" the offices do, the volunteers are there only to indicate "where" certain offices are located in the building. There does not appear to be any duplication of the services offered by the volunteers and the satellite staff.

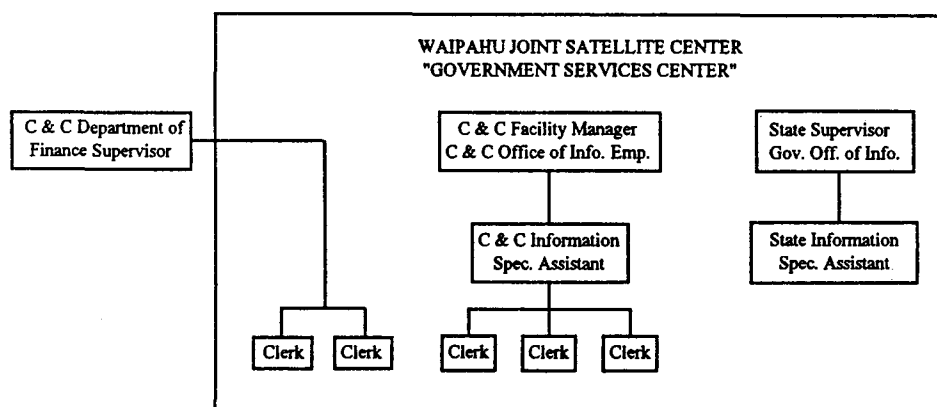
The East Hawaii satellite office is staffed by one full-time, and one part-time employee. The part-time employee works on the days that civil identification cards are processed. This office designates three days a week for the processing of identification cards, while the other satellites designate only two days. While this provides an added benefit for those living in East Hawaii, the additional day does generate a greater number of applications waiting to be processed and contributes to the backlog of the issuing of the identification cards from the Downtown office (See below, State Civil Identification Cards subheading and also Chapter 5, for a more complete discussion of the identification card backlog.)

Leeward Oahu

The state satellite office in Leeward Oahu is a joint facility with the county's satellite city hall in Waipahu. The shared facility is located in the Waipahu GEM shopping center on Farrington Highway. It is identified outside by a sign above the door that reads "Government Services Center" with the county and state seals at either end.¹⁰ Originally, the satellite city hall half of the joint venture was located two doors away from the current location of the joint facility in the same shopping center. The interior of the new space has been tastefully remodeled to accommodate the joint venture.

The shared facility has many interesting features that do not exist in the other offices. The supervisory structure of the facility is set up so that both state and county workers are independent although the county takes entire responsibility for managing the facility. The facility manager supervises the county office of information employees and oversees the county Department of Finance employees. The county Department of Finance employees are actually supervised by an individual located off-site. There are two state Office of Information employees at the facility, a supervisor and an assistant. To date this arrangement has worked well with all those working at the facility. The chart below illustrates the supervisory scheme.

CHART 1



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Presently, there are three different agencies working under one roof with three different reporting procedures. The system has been functional for more than a year.

The physical layout of the facility is simple. One side is City and County, the other is State. The County occupies two-thirds of the square footage, the State occupies one-third, with shared kitchen facilities. Resembling a bank, there is a koa wood counter with cashier's windows separating the shared public lobby from the work area. One could imagine that with such a simple layout there would be little confusion on the patron's part but this is not true. Most people appear to be unaware of the separate government functions. The lines at the county side are usually longer than lines in front of the state service counter. Naturally, people want to come to the shorter state line. The state employees are very helpful about educating the public and assist the County by passing out forms for people to fill out while waiting on line. One of the state employees was formerly with the county so is very knowledgeable on the county procedures. The specific personnel at this facility must be credited with making it all work. This situation is acceptable now, but as the state services expand and the state personnel do not have time to service the city and county overflow, adjustments may have to be considered.

The state satellite office in the joint facility has had to abandon leaving general informational brochures out for people to pick up and take home. Due to the number of people that pass through the office, the brochures are gone almost as quickly as they are put out. Now, the public has to request the specific information although all job listings, including county listings, are still left out on the counter. There is a bulletin board where notices are posted, and current program posters are hung but this does not appear to be noticed by too many and is too far away for people waiting in the county line to read. It is unfortunate that there cannot be a more public display of the information available.

The public lobby area is large and has several chairs. There is also a small counter where the Hawaii ACCESS and Hawaii FYI terminals reside. The telephone for the Telecommunications Device for the Deaf has been removed from the public area because some individuals were abusing the service. The telephone is now available on request.

Kauai

The satellite office in Kauai is located just inside the main entrance on the first floor of the State Building in Lihue. It is right next door to the Governor's Liaison Office and across the hall from a volunteer information desk, part of the Department of Accounting and General Services' program that assists people in locating particular offices in the building. The volunteer program is a limited service that does not duplicate the services offered by the satellite office.

The Kauai office is a small office and does not meet the recommended 600 square foot area. It is a small single room that provides space for a few chairs, staff desks, a table for the Hawaii-FYI terminal and a telecommunications device for the deaf. Originally, there was a

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Hawaii Access Terminal in the office which has been moved out into the hall so it does not interfere with the processing of civil identification cards. A reasonable number of informational brochures are available along with state job listings and applications.

The field visit to Kauai was not as thorough as other field visits because it was made after Hurricane Iniki. In the weeks following the Hurricane the satellite office was able to offer direct aide to Iniki victims as a clearinghouse for sources of help and particularly by processing identification cards for those who lost important documents and needed identification.

Maui

The State Satellite Office-Maui [hereafter "Maui Office"] was the last of the six offices to open. It is located in the Kahului Shopping Center. Similar to the Windward Oahu office, the Maui office is a storefront operation in one of the older shopping centers. Originally, the Office of Information considered locating the satellite at the State Building in Kahului but the Department of Health's Women Infant and Children Program decided not to move out so no space was available. The Kahului Shopping Center location is a convenient, well-recognized landmark to the community with ample parking.

The Maui Office is similar in layout to that of Windward Oahu. There is a large public area with places to sit and a table to work at, in addition to the Hawaii ACCESS, Hawaii FYI terminals and the area for the telecommunications device for the deaf. There is an ample service counter, an adequate conference room for up to six or eight people and a small kitchen facility. The conference room is used to process identification cards and is also offered to state legislators and administrators as a meeting room. The Maui Office has a large attractive koa wood brochure rack that displays most of the informational brochures available to the public. The brochure rack is situated so that people walking outside can see the different types of information available. The Maui Office had on hand the largest variety of brochures for dissemination and other literature for reference use in the satellite office.

The Maui Office, as are most of the satellite offices, is staffed by two full-time employees. Vacation and sick time absences present problems and are currently being handled with the co-ordinator of the program filling any staffing gaps at all of the satellite offices. To date this has not been an unreasonable burden because the staff has been healthy and not taken any extended vacation time. This is a situation that needs to be dealt with at every satellite office. The Maui Office has had an exceptional growth rate and there is concern about whether or not two employees will be able to handle the public if the activity continues at this rate.

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Services Provided

There are a wide variety of services available at each satellite office. Some of the services are offered on a help-yourself basis and others the staff has been trained to provide.

Information Dissemination

Brochures, applications, notices, fliers, etc. A list of all the brochures, applications, notices and fliers that are available at the state satellite offices appears in Appendix C. This list was generated as a result of a field study of each of the six satellite offices and not a canvas of each departments' public information. Before the opening of the satellite centers much of this type of information was available on a limited basis. There has never been one location where all the state departments have been able to dispense information to the public.

Not all of the brochures and information listed in Appendix C were available at all times at every satellite office as the supply is limited to each satellite. Most offices keep a record of each brochure that has been available to them and attempt to re-order when the supply diminishes. There is no standard procedure on replenishing supplies of brochures. Some satellite offices had direct contact with departmental suppliers for certain brochures. This method appeared to be the most effective at keeping adequate supplies of brochures on hand. Some brochures were forwarded by departments to the administrative office of the satellite centers in downtown Honolulu and then dispersed to the individual satellite offices by the Governor's Office of Information staff. Currently there is no standard policy on dissemination for departments publishing informational brochures.

There is currently no policy on the type of brochures that satellite offices disseminate. Most of the brochures available in the satellite offices were generated by the different state departments, county officials or federal agencies. Occasionally, brochures that had no apparent link to any government supported purpose were on display. These types of brochures ranged from recycling enterprises and walk-a-thon applications to geothermal informational brochures and wedding consultants. Some of the brochures were on display because employees had participated in those events as private citizens. Some were first discovered by the writer with the satellite office employees having no idea as to where the brochures originated.

There should be a standard policy on the informational brochures that are dispensed through the satellite offices. A simple line to draw would be to include only those publications published by state, county or federal government agencies, including any publications that are published as a partnership between a government agency and another entity. This policy would exclude publications published exclusively by both non-profit and profit enterprises, for example, publications by the Chamber of Commerce, some recycling enterprises, Mothers Against Drunk Driving, and geothermal brochures produced by the University of Utah unless there was a federal affiliation. This does not imply that publications produced by private

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entities do not contain beneficial information. But such a policy would provide a relatively clear line of demarcation that would likely produce more consistent administration statewide.

Person-to-person. Satellite office employees interact everyday with both walk-in and phone-in requests. The staff acts as a clearing house for many requests from the public and direct people to the appropriate agencies. This service is similar to the ASK 2000 line that is a project sponsored by a partnership between the State of Hawaii and Aloha United Way. Many of the requests the satellite staff respond to are directly related to the services offered at the office. The making of appointments for civil identification cards and marriage licenses, along with recitations of required documentation for those services, are common requests.

During the tax season, Department of Taxation employees and Volunteer Income Tax Assistance (VITA) volunteers were stationed at selected satellite offices at selected times to assist people with their tax returns. This service has not been used extensively to date but it has had a limited opportunity for evaluation and is expected to generate more interest as public knowledge of the program increases. Otherwise, state tax assistance is presently available only at the Department of Taxation's downtown Honolulu offices.

Electronic access to information. Each satellite office has a Hawaii-FYI terminal available for public use. These terminals can be connected to the legislative ACCESS program that allows the public to obtain copies of bills, and follow their progress through the legislative process. The public is also at liberty to make use of other services available free of charge on Hawaii-FYI. Having the FYI terminals in the satellites has a two-fold educational effect: first, they supply important information; and second, they have the ability to educate the user about other available resources due to the wide variety of services available.

Another form of electronic access to information available in every satellite but East Hawaii is "Hawaii Access," an interactive informational stand-alone computer system. Hawaii Access offers the less computer literate person a user friendly method of activating information about a variety of topics of concern, including the State Health Insurance Program, the court system, and workers' compensation claims, to mention a few. Hawaii Access requires the user to only point to the activity or area of interest to start the program. The program is both audio and visual and can be activated in English, Samoan or Tagalog.

Job listings. All satellite offices carry current recruitment notices for open state positions. As part of this service the satellites provide applications for all positions. The Leeward satellite office and the West Hawaii office also display current recruitment notices for county employment. On the neighbor islands, prior to the satellite offices operation, notices for open state positions were available only at the Department of Labor and Industrial Relation's Employment Services Offices and the county personnel offices. The Department of Personnel Services has had an increase in inquiries to notices for open state positions that is attributed to the display of the notices in the satellite offices.¹¹ Additionally, by supplying potential employees with the correct applications, the step in the process of requesting the correct application from the Department of Personnel Services has been eliminated. Overall,

the satellite offices provide a helpful environment in which to explore, research, and process this type of material.

State Civil Identification Cards

The processing of the state civil identification card is by far the most popular service at all the satellites. All six satellites offer the service at least two days a week. East Hawaii processes civil identification cards three days a week. All satellite offices make appointments for applicants so the timing of the traffic is steady and controlled. Available appointments for identification cards vary with each satellite office, ranging from Maui where they were booked almost six full weeks in advance on the day of the field visit to East Hawaii where they book appointments for one week in advance. Satellite staff inform applicants of the necessary documents required. The satellite office staff will accommodate walk-in applicants for a civil identification card if the applicant has the required documents, there is time available, and there is some urgent need for the card.

Normally, applicants appear at the appointed time, with the required documents at the satellite office and fill in an application. The staff will review the documents, make copies of the originals, and interview the applicant regarding the information set out in the application. When the staff is satisfied that the application is complete and the documents are genuine they will type up the information on a card and allow the applicant to be photographed and fingerprinted. Although the card can be produced in approximately fifteen minutes, all cards along with fingerprints are sent to the Hawaii Criminal Justice Data Center (HCJDC) to allow for the fingerprints to be categorized and compared against others on file in an effort to eliminate impersonations. Not including the waiting period for an appointment, the complete processing of the civil identification card may take up to six weeks.¹² The reasons for this delay are more fully explained in Chapter 5. The charge for this service is currently \$6.

There is a good working relationship between the personnel at the HCJDC and the staff of the satellite offices.

Marriage Licenses

Marriage licenses are issued under the authority of the Department of Health and at least one employee at each satellite office has been authorized by the Department of Health to issue marriage licenses. All satellite offices require the betrothed couple to make an appointment. The entire processing of the license can take between 20 and 30 minutes and therefore the satellite offices do not like to issue marriage licenses during the same time identification cards are being processed.

The Department of Health has been very pleased with satellite offices issuing marriage licenses.¹³ Before the satellite offices were operational the Department of Health was contracting with individuals on the neighbor islands to issue the marriage licenses. The \$16 fee was split equally, \$8 to the state general fund, and \$8 to the marriage license contractor.

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The Department of Health would like to have the satellite program remain issuing marriage licenses because there is more control over the issuance of marriage licenses through a branch of the State than through a private individual or enterprise.¹⁴ The Department of Health believes that issuing licenses through the satellite offices instills more confidence in the applicants of the license's legitimacy.¹⁵ The Department of Health has received many phone calls from applicants inquiring about the legality of marriage licenses that were issued by private contractors, for example, feed store operators. The Department of Health would eventually like to allow the contracts with the independent contractors to expire and have the marriage licenses issued exclusively through satellite offices.¹⁶ Of the total 18,112 marriage licenses issued in fiscal year 1988-1989, only two per cent were issued by actual state agents. Independent agents issued 17,880 and were paid \$143,000 for those licenses.¹⁷ Since the first satellites have opened in November of 1990 there have been 2,749 marriage licenses issued by satellite offices. This means the total \$16 fee has been deposited into the general fund, generating almost \$44,000. For fiscal year 1991-1992, almost eleven per cent of the total number of marriage licenses issued were issued by the satellite offices during their first year of operation.¹⁸

Other Assorted Services

There are several other services offered by the satellite offices that are seasonal or have not been as much requested as the services described above but deserve mentioning. The Department of Labor and Industrial Relations (hereafter "DLIR") allows the satellite offices to process applications for work permits for minors. This includes reviewing the required documentation and the application form. If all is in order then the application can be accepted, the documentation returned to the minor and a copy of the documentation and the application is faxed to the DLIR. The DLIR then mails the work permit directly to the minor. This process saves the minor, and most likely the parent of the minor from making a trip to the DLIR.

All satellite offices will make photocopies and fax state-related paperwork in reasonable quantities at no charge. This includes legislative testimony to the House and Senate among other documents.

The satellite offices also had an active voter registration drive. Citizens were encouraged to fill out the registration form at the office to have the satellite office send the completed form to the Office of the Lieutenant Governor.

All of the offices have a notary public on the premises who is available to notarize any documents related to state business. There is no charge for this service.

There is a telecommunications device for the deaf in each satellite office. This service has not been used as was anticipated. In fact, in all the satellite office reports the only regular use reported is in Kauai, once a month.

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The various applications that are available in each satellite office assist the public by providing access to the correct forms to request documents and apply for several programs. Satellite offices carry applications for the State Health Insurance Program (SHIP) in six different languages. Applications are also available for Hawaii Housing Authority assistance programs as well as forms for official documents, such as birth, death, or marriage certificates, issued by the Department of Health.

Summary

The satellite offices are located in diverse settings. Each setting has been a success in terms of providing accessibility of state services to the general public and has been received most favorably by those whom the offices are established to serve. Satellite offices with less than 600 square feet are inadequate spacewise to provide all the available services. Staffing of the satellite offices needs to be expanded from two employees to three as planned in the feasibility study. Standard procedures need to be set up for all state departments to ensure that adequate amounts of their published informational material are dispensed to the satellite offices. A standard policy needs to be adopted on the type of brochures the satellite offices will dispense. It is recommended that only brochures authorized and approved by either the federal government, the county government or the State, in writing directly on the brochure, be distributed through satellite offices.

Several state departments are served by the satellite offices, including the Department of the Attorney General, the Department of Health, the Department of Labor and Industrial Resources, the Office of the Lieutenant Governor and the Department of Personnel Services. Additionally, the satellite offices have operated as a clearinghouse of information and a resource for dissemination of information for all the state departments. The services offered have generated revenues for the State and provided increased access to government. Overall the satellite program continues to be a successful program.

ENDNOTES

1. Although Act 303 authorized only five state satellite centers there are six currently operational. The sixth office is located in Hilo and was opened to accommodate the demand by constituents who were both persistent and persuasive in their desire for the services offered by the state satellites, particularly the state civil identification card.
2. Ho, Walter, and Yamasaki, Wayne, Feasibility Study of Satellite State Offices Prepared for: Office of State Planning, Honolulu, December 1989, p. 43. [Hereafter "Feasibility Study"]
3. Ibid., p. 33
4. Ibid., p. 30.
5. Ibid., p. 33.

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6. Ibid., p. 47.
7. Ibid., p. 43
8. See Appendix B for monthly operational statistics of all state satellite offices.
9. Feasibility Study, p. 26.
10. The name of the facility was previously "City and State Satellite Office", but was changed at the request of Mayor Fasi. It was Mayor Fasi's opinion that "Government Services Center" was a more accurate reflection of the activities.
11. Telephone interview with James Dote, Information Specialist, Department of Personnel Services, November 9, 1992.
12. As a result of shortening public hours in the downtown Honolulu office, the processing time has been reduced to 7 to 10 working days. Letter from Jim Manke, Director, Governor's Office of Information, to Samuel B. K. Chang, Director, Legislative Reference Bureau, dated December 29, 1992.
13. Interview with Dr. Alvin Onaka, Assistant Chief and Registrar, Department of Health, June 19, 1992.
14. Ibid.
15. Ibid.
16. Ibid.
17. Feasibility Study, p. 39
18. This figure is computed by dividing the total number of marriage licenses issued as computed by the statistics quoted in Appendix B by the statewide total of marriage licenses issued in 1991-1992 of 18,410 (as reported by the Department of Health, Marriage License Office).

Chapter 3

PROPOSED STATE SATELLITE OFFICES

Sites Proposed

One of the directives in Senate Concurrent Resolution No. 105, H.D. 1, was to determine the feasibility or desirability of targeting a satellite office for East Honolulu. The report to the Sixteenth Legislature in January 1992 from the Governor's Office of Information identified several additional proposed sites for satellite offices.¹ This chapter examines the issue of the feasibility of all the proposed satellite offices by comparing the location criteria identified in Chapter 2 to the proposed sites. The evaluation of the feasibility or desirability of the proposed sites also draws on a study conducted for the City and County of Honolulu in selecting a site for a satellite city hall in East Honolulu.²

East Honolulu

"East Honolulu" is a vaguely defined area. One definition includes all the area east of Kalihi to the eastern edge of Hawaii Kai.³ Another definition includes a smaller area from Kaimuki to Hawaii Kai.⁴ This report examines the issues as related to both stated definitions of East Honolulu.

There are several considerations when determining an effective location of a satellite office to provide government services for this expansive area. In terms of the number of residents a satellite office would serve in that area, it would be at least equal to the numbers served at existing satellite offices.⁵ The number of residents who would actually use the satellite office in the East Honolulu corridor is uncertain. The City and County of Honolulu operated a Satellite City Hall at the eastern end of the East Honolulu corridor in Hawaii Kai and closed it due to lack of walk-in traffic. While no formal studies were conducted as to why the satellite city hall in Hawaii Kai was not frequented it was assumed that many of the potential clients were commuting into downtown for work and could use the downtown satellite city hall.⁶ The City and County now operates a mobile satellite city hall in the East Honolulu communities.

A state satellite office might ensure an active satellite office in East Honolulu by keeping a broader market in mind. The number of potential clients using a state satellite office in East Honolulu might increase if the location was easily accessible to both Waikiki residents and tourists as well as to residents in the East Honolulu corridor. A location closer to the mid-point of this area, for example in the Kahala Mall area, directly off the H-1 freeway and on the Bus Routes 58, 14 and 1, would meet that criteria.

Locating a satellite office in the East Honolulu traffic corridor could be a potential traffic reduction mechanism. The actual reduction of traffic is unclear because the specific

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location of the satellite office may affect the traffic benefit. For instance, locating the satellite office on either end of the East Honolulu traffic corridor may thwart any traffic benefit. Locating the satellite office somewhere near the mid-point may serve to lessen the overall travel time but it is questionable whether or not traffic congestion will be decreased, especially while construction on Kalanianaʻole Highway is still in progress.

Presently, there are no state offices located in the East Honolulu area (as defined by the narrower definition) that offer the same services as the satellite offices. Consequently, no duplication of services would be expected. In fact, if the state civil identification card division is transferred from the Hawaii Criminal Justice Data Center to the Governor's Office of Information (see Chapter 5 for a more in depth discussion of this proposal) and the downtown office that issues the civil identification cards is closed, then the East Honolulu satellite office would be servicing the broader definition of East Honolulu including both the Waikiki and the Downtown market in addition to areas east of Kaimuki for purposes of the state civil identification card.

It can be disputed whether or not East Honolulu can be categorized as an area of potential population growth. While there is some development activity in the East Honolulu area especially in Hawaii Kai, East Honolulu has not been designated as a potential growth area in state and county planning documents as areas on the Ewa side of Oahu,⁷ and on the Big Island in North Kohala and Kamuela have been identified.⁸

A study completed for the City and County on site selection for a satellite city hall in East Honolulu⁹ included an expansive list of criteria related to site selection attributes.¹⁰ An analysis of every item reviewed by the City and County in identifying a location for the replacement for the Pawaa Street facility is beyond the scope of this study. It appears, however, that the Pawaa Street facility criteria for the site selected for the East Honolulu state satellite office should include as a minimum, a highly visible location that is easily accessible and where there is ample parking. The fair market value for the space requirement of a minimum of 600 square feet ranges from \$2.45 to \$4.50 in the East Honolulu market.¹¹ These data indicate that space could be located within the stated budgets of the satellite offices. While a location in one of the commercial retail centers either in Kaimuki, Kahala Mall or Aina Haina would most likely meet the criteria of accessibility, high visibility and ample parking, recent studies done by the City and County would probably eliminate Kaimuki. The City and County study indicated an unwillingness of the Kaimuki business community to have a government facility that would monopolize parking which is already limited.¹²

Overall it would be desirable to locate a satellite office in the East Honolulu corridor, especially if the downtown Honolulu state civil identification card division is closed. In that case, the state civil identification card service alone will provide an adequate clientele. While criteria for feasibility are met in theory, the final analysis in determining whether it would be feasible to establish a satellite office in East Honolulu depends on the availability of leasing office space and the appropriation of funds from the Legislature for a new satellite.

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Central Oahu

The report of the Governor's Office of Information to the Legislature¹³ identified central Oahu as a proposed satellite office location that would be operational by July 1, 1993. A satellite office in central Oahu would alleviate the workload of the Leeward Oahu satellite office. The Leeward Oahu satellite serves the largest, most populated area of the island.

Central Oahu has also been designated by the Office of State Planning as a potential population growth area.¹⁴ There may be state facilities to provide the office space. The Hawaii Telework Center in Mililani Technology Park has been developed with similar decentralization theories in mind. The Hawaii Telework Center is a facility that allows employees of the State as well as private firms to telecommute to their positions in downtown offices.¹⁵ The Hawaii Telework Center is a potential site where space may be designated to operate a state satellite office out of the facility. A satellite center located at the Hawaii Telework Center would need less start-up capital but would also have less visibility than a location in one of the retail markets of Central Oahu. In the plus column, there is ample parking and the Mililani High Technology Park is easily accessible off H-2, and via the Bus route 52.

Discussions with the administrator of the Satellite City Hall program indicated there may be a possibility of a co-facility with the City and County of Honolulu. See chapter 7 for more discussion on joint facilities.

Waimea/Kamuela

A satellite office in the Waimea/Kamuela area of the Big Island was another proposed site suggested by the Report to the Legislature from the Governor's Office of Information.¹⁶ On the field visit to the satellite office in West Hawaii, discussions were held with county officials about the need for government facilities in the Waimea/Kamuela area. The local officials agreed with state planners that this area of the Big Island will see a large population growth in the next fifteen to twenty years.¹⁷ As the increase in population occurs there will obviously be an increase in the need for government services. The projected date for opening this satellite office was January 1, 1994.¹⁸ The January, 1994 date may be premature because the existing population needs and the projected growth do not warrant the priority of opening a satellite center. There is a high degree of interest on the county level in developing a joint facility in the Waimea/Kamuela area that should be explored. This is discussed further in Chapter 7.

South Shore of Maui

The south shore of Maui has also been proposed as a site for a new satellite center to be opened by January 1, 1994.¹⁹ No actual locations have been designated or identified. Ideally, the Office of Information would like to establish an office in Lahaina. A location in Lahaina would serve both resident and tourist populations. Lease rents in Lahaina are high

and there appears to be no available state facility in the area. Opening an independent state facility may be desirable but may not be feasible.

Maui county is a unique county in terms of the three separate islands it incorporates. This split-islands county presents different concerns and intensifies accessibility issues for people on Molokai and Lanai. It has been suggested that perhaps Lahaina, and Maui's south shore, Molokai and Lanai could all be served by one state satellite office if it was a mobile unit. It has been demonstrated in both the City and County of Honolulu²⁰ and on the island of Maui²¹ that mobile units are more cost effective in reaching smaller pockets of population areas. Of course, applying this theory to three islands, the mobile unit would have to be either a plane or boat. A boat would be a lower capital investment and selecting a boat design such as a tri-maran (a triple hulled catamaran), would enable the boat to dock easily in Manele Bay, Lanai, Kaunakakai, Molokai and Lahaina Harbor and provide ample square feet to offer the services of regular state satellite offices.

During the field visit to the Maui satellite office that is located in Wailuku discussions were held with County of Maui officials concerning the prospect of sharing a facility for the purpose of providing both county and state government services. More discussion on this topic is pursued in Chapter 7.

Kapolei (Ewa Oahu)

A state satellite office is proposed at the appropriate time for the second city development of Kapolei. There are already plans for government facilities at the retail markets. The Office of Information should monitor these plans to ensure that space for a state satellite office or a joint facility with the county is included. This type of satellite office planning should be pursued.

Kaunakakai Civic Center, Molokai

The Island of Molokai has relatively few state services available directly there. Accessibility to government is still limited as there is currently no satellite office on Molokai. Molokai and Lanai are still subject to the old processing procedures of state civil identification cards (See Chapter 5). There is an urgent need to provide government services to the people on Molokai. The problem is that there is a limited population that may not warrant the expense of providing an independent satellite office on Molokai. The Governor's Office of Information has indicated to the Department of Accounting and General Services Planning Branch in the Public Works Division that they would like to reserve office space for a satellite office in the Kaunakakai Civic Center when it is constructed. This office would probably be open on a part-time basis only during its initial phases. No dates have been confirmed concerning the construction of the Kaunakakai Civic Center. The possibility of sharing a mobile marine satellite office with the south shore of Maui and Lanai may provide quicker realization of meeting the needs of all three places with one capital investment.

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Discussions with County of Maui officials indicate that there may be a possibility of a joint facility sometime in the future. This idea is explored more fully in Chapter 7.

Cost Requirements

The feasibility of any of these proposed satellites depends on the availability of funds. This section examines the expenses of the satellite offices.

Staffing

All state satellite offices are currently staffed with two full-time employees except East Hawaii and Kauai, which have only one full-time employee and one part-time employee. This is a difficult situation especially when one employee is ill. The present procedure is for the administrator of the program to assist the satellite office on the days that an employee is ill. Otherwise, the office must close, especially where there is only one full-time employee. Originally, it was recommended that there be three employees at each satellite.²² If the program is to continue to be efficient, efforts should be made to increase the staff of each satellite to a minimum of three employees. Financially, this means all new satellites must include in their budget \$76,000 for salaries.²³ These budget figures represent the current exempt positions presently staffing the satellite offices, Information Specialist II and Clerk Typist II.

The current Administrator of the program coordinates the activities, acts as a liaison with the different departments, troubleshoots problems and fills in for those satellite employees who are unavailable for work. The position of Administrator of the satellite offices is essential if the program is to continue efficiently. The cost of this Administrator should be included in the final budget analysis. The cost of the administrator is currently carried on the Governor's Office of Information budget.

Space Requirements

The second most costly item in the operating budgets of the satellite offices is rent. Projected monthly costs of \$1,580²⁴ have been met only by those offices in shared facilities. Lease figures are somewhat skewed in the shared facilities with Governor's liaison offices because there is no rent charged in state office buildings as in Hilo and Kauai and sometimes the Governor's Liaison Offices rent is included on the satellite office budget as in Kailua-Kona. But the average cost per square foot in the shared facilities with the Governor's liaison offices is \$2.24²⁵ and in the joint facility with the City and County of Honolulu in Leeward Oahu the cost per square foot was only \$1.61.²⁶ Costs per square foot ran as high as \$3.41 in some retail market storefronts.²⁷ Budget figures in the most current draft of the proposed expenses for new satellite offices have been adjusted from \$1,580 per month including utilities to \$2,000 per month plus \$200 per month for utilities. This is a more accurate figure for the current retail leasing situation.

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Financially speaking, the best situation measures out to have a shared facility with the county. It should be noted that this statement may not be totally valid because favorable lease rents negotiated with the landlord of the joint facility were determined to be special rates and not market values.²⁸ It provides a larger space to work in with the least expensive cost per square foot. While shared facilities, tucked away with the Governor's liaison office, were under budget on the average, there was a measured loss of visibility to the general public that exists with the satellite office locations in retail markets. The joint facility with the county did not sacrifice the visibility and accessibility by operating as an independent unit in a retail market location. The shared lease rent afforded a bigger space for the lowest cost per square foot.

Equipment

Equipment needed for each office is budgeted as a one time capital expense. The initial budget proposed allowed for \$21,546²⁹ for each office based on three employees. The most current budget set by the Governor's Office of Information estimates \$25,000,³⁰ for start-up costs for each three-employee office. The items listed for start-up costs by the Governor's Office of Information resemble the initial proposed budget and are still valid.

General

The total operating budget anticipated for the current six satellite offices in fiscal year 1992-1993 is \$401,000.³¹ This figure includes only two employees for each satellite (ten full-time and two part-time). To add a new third full-time employee for each office and to upgrade the part-time employees to full-time would cost an additional \$168,000³² annually for all the six operational satellite offices bringing the average operating cost for each satellite office to approximately \$94,000 a year per satellite. Two of the satellite offices (Hilo and Kauai, see Chapter 2) are currently in inadequate spaces and should be upgraded. Additional annual lease rent for this expansion should be budgeted as an additional \$48,000 expense, bringing the real average operating figure for each operating satellite office to approximately \$102,000.

All six satellite offices collected a total of \$78,178 in a twelve month period³³ issuing marriage licenses and state civil identification cards. These figures add up to an overall cost of \$53,800 for each satellite office³⁴ During that twelve-month period a total of 102,095 transactions were carried on at the satellite centers. This calculates to an average of fifty cents per person served to provide accessible government services during the first operational year of the program.

The proposed budget for new satellite offices includes an operating budget of \$130,000 with \$25,000 start-up costs for the first year. Thereafter the operating budgets are projected with a five per cent increase each year.³⁵ These figures reflect the real average operating expenses of a three-employee office as computed above.

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A final financial comment focuses on \$1,800 included on the proposed budgets for the leasing of a copier.³⁶ Recent budget constraints have forced the offices sharing facilities with the governor's liaisons to eliminate the leased copier and share a copier with the governor's liaison office. The copier is an essential part of many of the revenue producing tasks of the satellite. This situation will most likely create a bottleneck leading to extreme inefficiency. This situation may be remedied in the future by purchasing the copier as a start-up cost as originally anticipated³⁷ and negotiating an annual maintenance contract over a longer-term. As a pilot program there was not sufficient justification for purchase of the copier.

Summary

Determining whether or not it would be desirable or feasible to establish new satellite offices involves a broad examination of a variety of criteria. Combining all the different criteria examined to determine the desirability or feasibility of establishing a satellite office in East Honolulu, it appears that East Honolulu should be a priority location for a new satellite office. At least \$155,000 would have to be appropriated in fiscal year 1992-1993 for that purpose. Other sites identified that should be pursued in the near future are Lahaina and Molokai. The possibility of serving both these sites plus Lanai using a mobile marine state satellite unit should be explored in more depth. Finally, Central Oahu, Kapolei and Waimea/Kamuela proposals should be monitored for appropriate entries into these markets.

For optimum operation, funds should be appropriated to increase staffing at all satellites from two to three employees. A full-time satellite office program administrator should be included in the budget program.

ENDNOTES

1. Hawaii, Governor's Office of Information, Report to the Legislature on the Status of the State Satellite Office Pilot Program Pursuant to Act 303, 1990 Legislature, p. 15.
2. Noe & Noe Architects, East Honolulu Satellite City Hall Site Selection Study Final Submittal, Honolulu, December 11, 1989.
3. This is the opinion of the Director of the Governor's Office of Information, as reported in an interview with Anna Hoover, Administrator, State Satellite Program, Governor's Office of Information, November 21, 1992.
4. Noe & Noe, p. 1.
5. Using the definition of East Honolulu with the smallest area it would cover 4 House of Representative district areas (District Nos. 15, 16, 17, and 18) amounting to approximately 80,000 people. Using the broader definition of East Honolulu would add 8 for a total of 12, House of Representatives district areas (District Nos. 19, 20, 21, 22, 23, 24, 25, and 26) adding 160,000 people, for a total of 240,000 residents.
6. Interview with Carol Costa, Director, Mayor's Office of Information and Complaint, City and County of Honolulu, November 23, 1992.

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7. Hawaii, Office of State Planning, State Land Use District Boundary Review Oahu, Executive Summary Draft, Honolulu, March 1992, p. 29.
8. Interview with David Fuyertes, Deputy Managing Director, County of Hawaii, October 28, 1992.
9. Noe & Noe, see note 2.
10. Site selection criteria in the City and County of Honolulu feasibility study for a satellite city hall in East Honolulu included the following allotments for space:

Public counter (12 stations @ 64 sq. ft. each)	768sf
MVR Office	100sf
Driver's License Office	100sf
SCH Office	100sf
Work Stations (6 @ 90sf)	540sf
Cashiering 1	100sf
Cashiering 2	100sf
Balancing Room (common)	200sf
Testing room (written)	1,000sf
Testing room (renewal)	1,000sf
Storage (common)	500sf
<u>Furniture/Equipment</u>	<u>500sf</u>
SUBTOTAL	5,008sf

Waiting area (16 sf/person x 48)	768sf
Employee Lunch room	176sf
Janitorial room	25sf
Public restrooms M-126sf/F-99sf	225sf
Employee Restrooms M/F 126sf each	252sf
Mechanical Equipment rooms	705sf
Chiller enclosure	280sf
<u>Trash bin enclosure</u>	<u>80sf</u>
SUBTOTAL	2,511sf

TOTAL building sq. ft. requirements.....7,519sf
 (accommodates 22 employees and 60 public customers)

Additionally it included the following evaluation criteria for possible sites selected:

1. Existing commercial zone
2. Site owned by City and County
3. Possible consolidation of use
4. Easily accessible to/from major traffic corridors
5. Visible or easily located from existing landmark
6. Community acceptance of project is positive
7. Site not difficult to obtain for immediate use
8. Meets sq. ft. requirements (consolidation incl.)

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9. Site available for sale or lease by all owners
10. Site doesn't involve displacement of many existing long term leasees
11. Site doesn't involve existing long term leasees
12. New building, not necessary/renovations necessary
13. New or additional parking not necessary
14. Site reasonably priced
15. Topography not to diverse
16. Existing infrastructure adequate/convenient
17. Street widening will not interfere with project
18. Parking and new building will not interfere with project
19. Existing site not in use
20. Roadwork not necessary for convenient entry/exit to and from site.

Noe & Noe Architects, East Honolulu Satellite City Hall Site Selection Study, Final Submittal, (City and County of Honolulu, Building Dept., December 11, 1989.

11. Lease quotations are estimates from Michael L. Norton, (RA), Real Estate Consultant/Retail Specialist, Pacific Equity, KFC. Hawaii, Inc., Ph. 545-2121; 672-8430, December 4, 1992.
12. Costa interview.
13. Office of Information, p. 12.
14. State Land Use District Boundary Review, p. 29.
15. The Hawaii Telework Center located in Mililani High Technology Park allows employees to commute to the telework center instead of commuting downtown. From the telework center the employees are hooked in electronically to the downtown office through their computers.
16. Office of information, p. 12.
17. Interview with David Fuertes, Deputy Managing Director, County of Hawaii, October 28, 1992.
18. Office of Information, p. 15.
19. Office of Information, p. 12.
20. Costa interview.
21. Interview with Pamela Y. Dodson, Public Information Officer, Office of the Mayor, County of Maui, November 17, 1992.
22. Ho, Walter & Yamasaki, Wayne, Feasibility Study of Satellite State Offices, Prepared for the Office of State Planning, Dec. 1989, p. 42.
23. Hawaii, Governor's Office of Information, First Draft Proposed Expenses for Each New Satellite Information Office.

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24. Ho, Walter & Yamasaki, Wayne, Feasibility Study of Satellite State Offices, Prepared for the Office of State Planning, Dec. 1989, p. 43. Feasibility study based cost on 600 sq. ft. at \$2.00 sq. ft. plus maintenance at \$.30 sq. ft. and Utilities at \$200 for a monthly expense of \$1,580.
25. This figure is computed by adding the square footage of Hilo (160 sq. ft.) and Kauai (160 sq. ft.), where there is no lease rent, to the total West Hawaii square footage (960 sq. ft.) where the entire lease for both the Governor's liaison office and the satellite office are charged to the satellite office budget then dividing the cost of the three offices (Hilo \$200/Kauai \$200/West Hawaii \$2,470) including utilities by the total square feet.
26. This figure is computed by taking one-third of the square foot area of the entire facility (1/3 of 2,300 sq. ft. = 766 sq. ft.) then dividing that into the lease rent for the facility plus utilities (\$1,230). [Note: The Governor's Office of Information clarified that this favorable rate was offered as a special deal by the landlord, GEM.]
27. This figure is computed from windward Oahu satellite budget figures. The satellite leases 600 sq. ft. at \$1,850/mo. plus approx. \$200/mo. utilities.
28. Letter from Jim Manke, Director, Governor's Office of Information, to Samuel Chang, Director, Legislative Reference Bureau, dated November (sic) 16, 1992. (December 16, 1992.)
29. Feasibility Study, p. 45.
30. First Draft Proposed Expenses.
31. This figure reflects the budgeted \$380,000 amount plus \$21,000 from the Governor's office budget to pay for the Governor's Liaison Office in Kona.
32. The third employee is expensed at \$23,000 annually. Upgrading the half-time employees adds \$25,000 to the budget.
33. Figures have been computed using data from December of 1991 through November of 1992. See Appendix B.
34. This figure was computed by taking \$401,000 less \$78,178 and dividing by six.
35. \$136,500/2nd year of operation; \$143,325/3rd year of operation; \$150,500/4th year of operation. First Draft Proposed Expenses For Each New Satellite Information Office, Governor's Office of Information.
36. First Draft proposed Expenses.
37. Feasibility Study, see note 21 p. 45.

Chapter 4

PROPOSED ADDITIONAL SERVICES

This chapter explores ideas concerning the expansion of the satellite services. Although the services currently offered draw from many state departments, typically, information dissemination is the most common type of service offered. This chapter focuses on satellite offices offering additional, more active services and examines the pros and cons of the proposed additional services.

Criteria

Part of the planning process of the program included surveying all state departments to determine what services could be offered through the satellite offices.¹ The initial criterion for the type of services that would be suitable for the satellite services was defined as services that are most frequently requested and do not require a professional or highly trained staff.² This criterion is still valid and perhaps speaks to a subtle undertone that exists when one employee is expected to master several diverse tasks, as is the situation for the staff at the satellite offices. Employees with more than one common task that each, in itself, does not require a highly trained staff can fail to juggle all of the tasks properly if not monitored closely. To extend the juggling analogy, a juggler can start out simply with oranges and apples; then a bowling pin is added, then more bowling pins. Finally, flames are added to the bowling pins. Eventually, the flaming bowling pins dominate the jugglers' focus and other tasks are overwhelmed, and the oranges and apples tossed aside. Once the flaming bowling pins have been added, they are hard to remove from the act. This is the lesson that can be learned from the City and County of Honolulu's satellite city halls.

The satellite city halls were started as a grass roots effort to stay in touch with the people of different communities, and to provide a conglomeration of services. During efforts to decentralize government operations, the functions relating to motor vehicles and driver licensing came to dominate the focus of attention of the satellite city halls. The original purpose of the satellite city halls as community service links has been obstructed by long lines that appear in many satellites caused by the single task of registering automobiles. This situation is currently being handled by making separate lines for different services and having satellite employees do line checks to ensure people in line have the correct documents.³ Ultimately, when selecting the criteria for services that could be available at the state satellite offices care must be taken that the staff learns how to juggle each additional item before another is added. The moral of this story is that the design, training, and implementation of a new service is critical to the successful management of that service.

The original criteria also specified that the ideal services would not require access to a large data base.⁴ This criterion is becoming obsolete as the state-wide computer network

increases. It is true that many of the state departments have developed their computer networks independently of one another and as a result can not speak directly to each other. But with the introduction of the personal computer, sophisticated software and assistance from the Information and Communication Services Division of the Department of Budget and Finance (ICSD), the bridges to these large data bases can, and are, being built.⁵

Some of the proposed services will need to rely on available departmental hotlines.⁶ Services requiring satellite employees to have immediate contact with departmental authorities, or a connection to a central data base impose an additional hoop to jump through that could be solved by the use of a dedicated departmental hotline. This could exist in the form of a fax line, computer hook-up, or regular phone line.

The final criterion in evaluating whether a service is appropriate for the satellite offices is the availability of that service from other sources.⁷ The satellites have been set up to provide accessibility to government services. If there is already easy access to a service, duplication at the satellite office would be wasteful.

State Park Permits

The Department of Land and Natural Resources (hereafter "DLNR") has the authority to issue permits for the use of all state parks for camping and other recreational activities as required by law. DLNR has its main administrative office for issuing park permits in downtown Honolulu. There are also DLNR offices that issue park permits at the state buildings in Maui, in East Hawaii, and Kauai. The parks have limited capacity and all permits are issued under strict guidelines through one central data bank. The DLNR staff has recognized a gap in their ability to provide adequate access to the permit process due to lack of facilities especially in West Hawaii and parts of Oahu. The DLNR is working together with the Information and Communications Services Division and the state Satellite Office Program to allow select satellite offices to issue some state park permits.⁸

DLNR is concerned about retaining the strict guidelines for the issuing of permits and fears that allowing an uncontrolled expansion of the permit issuing process will result in a loss of accountability.⁹ Having DLNR personnel staff satellite offices for the purposes of providing DLNR services was considered but abandoned. Although the DLNR is pursuing concepts of one-stop shopping for DLNR, multi-agency services, the idea has not been developed fully enough to put DLNR personnel into satellite offices at this point.¹⁰ In pursuit of providing access to the permit process balanced with the interest of fairness, if the services of the satellite offices are expanded to include the issuing of park permits the DLNR will require the satellite offices to subscribe to the same rules as the offices in Wailuku, Hilo, and Lihue, plus some additional limitations. No manual permits,¹¹ no special use permits,¹² and no large group permits¹³ will be allowed to be issued from the satellite offices. Finally, the satellite offices will be limited to issuing only non-revenue permits.¹⁴

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Two particular sites are being focused on to experiment with the satellite offices issuing permits. One site is West Hawaii, the other is Leeward Oahu.

West Hawaii has been selected as a preliminary site because Hilo is presently the only place on the island of Hawaii to obtain a park permit. This is a major inconvenience for those in West Hawaii. Although park permits on the Big Island can be applied for over the phone and mailed out, obtaining a same day park permit can amount to a full-day round trip. Discussions with DLNR administrators on site in the West Hawaii satellite office have led to a belief that a computer link up to the central camping permit data bank could be effected with a regular telephone line modem but communications software would have to be purchased.¹⁵ DLNR has located printing equipment that would be available for temporary use by the West Hawaii satellite office to print the permits during this experimental stage.

The other site targeted for processing park permits is the Leeward Oahu satellite office. The joint facility with the City and County was selected as a good experimental site because the county already issues county park permits from that satellite. People do not always distinguish between state and county parks and become frustrated when they cannot get the park permit they need. Allowing permits to be issued by the Leeward Oahu satellite office should make it operationally easier and more economical to work out the "kinks" in the program because of the geographical proximity to the administrative offices of DLNR.

If park permits are issued from the satellite offices, then the staff will need additional training. There is no formal training process within DLNR for the issuing of park permits but the DLNR has agreed to provide informal training for the satellite office staff at the main administrative office in Honolulu. The computer program for the park permits is menu driven and it is believed by members of DLNR and ICSD that it would not be a difficult task to learn.¹⁶ Additional training may be required on site at the satellite offices.

Issuing park permits from the satellite offices would benefit the population that is not located in the vicinity of a DLNR office. Providing the park permits on a limited basis at selected sites is a good way to test the program.

Other Proposed Services

1. The Department of Commerce and Consumer Affairs originally suggested that the satellites might distribute license applications and sell copies of the statutes and rules.¹⁷ This proposed service has not been pursued to date. The licensure of regulated industries is a precise activity. Applying for a professional or vocational license is an important step people take in the pursuit of a career. Accessibility to professional and vocational license applications has not been identified as an obstacle in the pursuit of those professions and vocations. License applications are currently available at all Regulated Industries Complaint Offices on Oahu, Maui, Hawaii and Kauai. Having the license applications available at the satellite offices would be a convenience but it may be a more suitable pursuit for an outreach

PROPOSED ADDITIONAL SERVICES

program focused more on business, for example the Small Business Action Center. Professional and vocational licenses are specific commercial activities as opposed to general business permits, such as the general excise tax license.

Selling copies of the related statutes and rules of each profession and vocation would require an extensive inventory and accounting that the satellite program in its present state is not ready to handle. The Hawaii Revised Statutes are already available for reference at the satellite offices while the rules must be ordered from the main DCCA office. Again accessibility to this information has not been identified as an obstacle to the pursuit of the particular professions and vocations.

2. The Department of Transportation outlined two services that might be appropriate for the satellite offices. One is the registration of vessels through the Office of Safety and Enforcement and the other, through the Motor Vehicle Safety Office, was the dispensing and selling of assorted commercial vehicle certificates, identification, and inspection stickers.¹⁸ Efforts to offer these services have also not been pursued to date. Vessel registration is currently available on all islands in the harbor areas and would therefore represent a duplication of services.

The Motor Vehicle Safety Office operates offices in each county. There is no office on Molokai or Lanai. The Motor Vehicle Safety Office dispenses State/Federal Heavy Vehicle Use Tax Exempt certification forms and instructions, issues Motor Carrier Vehicle Identification Cards, and sells Motor Vehicle Safety Rules and Regulations, and Motor Carrier safety inspection stickers. All these items are related to commercial activities. Accessibility to these items is only a problem on Molokai and Lanai, which represents only a very small portion of the Motor Vehicle Safety Office's business. Offering this type of service would require collecting cash, maintaining sales records and being accountable for the inventory. The financial aspect of this service may be too burdensome for the current satellite structure. When a satellite opens on Molokai and Lanai this service should be re-evaluated to determine if it is an appropriate service for those satellites servicing those particular islands.

3. The proposed services addressed in this chapter are drawn from a report issued in 1989 and today may be incomplete. There may be other services that fit all the criteria of appropriate services for the satellite offices. The satellite office program should poll the state departments regularly to determine if there are any new services that the satellite offices could provide within the limits of the criteria established.

Summary

The satellite offices should be careful when taking on new services. Services that require financial accounting should be scrutinized with great care. The services that the satellite offices take on should match the purpose and structure of the program. Services

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should not require professional or highly skilled technicians. Accessibility and duplication of the services are additional criteria that need to be considered.

The satellite office program should pursue its efforts with DLNR to provide park permits at some of the satellite offices. This will require an appropriation for some additional equipment.

The satellite offices should not pursue dispensing professional and vocational license applications or selling statutes and rules for the Department of Commerce and Consumer Affairs. This is a commercial area where accessibility to these items has not been identified as an obstacle to the pursuit of a career. The satellites should not pursue vessel registration because it would duplicate the services offered by the Department of Transportation's Boating Safety and Enforcement Office at several harbors, on all islands. The satellite offices should also not pursue the services offered by the Motor Vehicle Safety Office because of its commercial nature. However, because there is no facility on the islands of Molokai and Lanai, if satellite offices are opened on those islands this service should be re-evaluated, at least with respect to those islands.

Finally, the satellite program should continue to poll all state departments to determine if there are new services the satellites can effectively provide to their communities.

ENDNOTES

1. Walter Ho and Wayne Yamasaki, Feasibility Study of Satellite State Offices, Prepared for: Office of State Planning, State of Hawaii, December 1989, pp. 53-64.
2. Ibid., p. 30
3. Interview with Carol Costa, Director, Mayor's Office of Information and Complaint, City and County of Honolulu, November 23, 1992
4. Feasibility Study, p. 31
5. Meeting with Ralston Nagata, State Parks Administrator, State Parks Division, Department of Land and Natural Resources; David Wharton, Dan Quinn, Dennis Takahashi, Norman Shiroma, Jeanette Tamayori, and Richard Kanayama, Department of Land and Natural Resources; Wayne Ursal, Gwen Nakahara, Charles Tarnay, Gerald Naughton, Leona Hongo, and Rodney Tatemichi, Department of Budget and Finance, October 9, 1992.
6. Feasibility study, p. 31.
7. Ibid.
8. Meeting with Ralston Nagata, et al., see note 5.
9. Ibid.
10. Ibid.

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11. The permit system is computerized, out of a central data base which provides for a minimal chance of issuing two permits for the same park site. If the system "goes down" some offices are authorized to issue manual permits after certain safeguards are taken, but the satellite offices would not be allowed to issue manual permits.
12. Special use permits require special consideration and authorization that is beyond the scope of the criteria for the services of a satellite office.
13. The term "large group" has not been defined as of the date of this report.
14. Non-revenue permits are free permits where there is no charge for the use of the parks. For example some parks have lodging facilities that are revenue producing. The satellite offices will not be able to accept permit applications for lodging, but will be allowed to issue permits for all non-revenue producing uses of the parks.
15. Interview with David C. Wharton, Data Processing Coordinator, Department of Land and Natural Resources, October 28, 1992.
16. Meeting with Ralston Nagata, et al. At the meeting, opinions were voiced that the computer program should be self explanatory. Contrary opinions were also voiced that satellite staff isolated from the guidance of regular DLNR staff may have difficulty with the program. See note 5.
17. Feasibility Study, p. 57.
18. Feasibility Study, p. 64.

Chapter 5

STATE CIVIL IDENTIFICATION CARDS

One of the services all state satellite offices provide is to process state civil identification card applications and then forward these applications to the central civil identification office in downtown Honolulu to issue the cards (see Chapter 2). Senate Concurrent Resolution No. 105, H.D. 1, requires this study to examine "the feasibility or desirability of having state photo ID cards issued only from satellite offices, thereby removing this function entirely from the downtown office of the Civil ID Section of the Department of the Attorney General". Currently, there are three ways to apply for a state civil identification card. The three methods are:

- (1) Apply at the downtown Honolulu office of the Hawaii Criminal Justice Data Center (hereafter "HCJDC") for same-day service;
- (2) Have an application processed at any state satellite office and have the card mailed to the applicant from the downtown Honolulu HCJDC office in two to six weeks; or
- (3) Mail in the requisite documents to the HCJDC, which will return the documents along with the state civil identification card by certified mail within two weeks.

Determining the desirability or feasibility of having state photo identification cards processed exclusively at state satellite offices requires an examination of the processing procedures, the purpose, and the parties involved. This chapter addresses those issues.

Current Processing Procedures

The state civil identification card is issued by the HCJDC which is a division of the Department Attorney General. It is the only civil function the HCJDC carries out. To receive a state civil identification card an applicant must present an original social security card and at least one other form of identification, then have a photo and ten fingerprints taken. The fee is six dollars.

Documents of identification are examined by the HCJDC staff or the satellite office staff to ensure authenticity and are returned to the applicants immediately. Fingerprints are examined by a specialist to be classified and to determine positive identification. The cards can be issued to the applicants anywhere from one to four hours for an application initiated at the downtown Honolulu office to two to six weeks for applications made at the state satellite offices.

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There are several reasons for the delay in issuing the cards. The rolling, examination and classification of the required ten fingerprints are time-consuming tasks. All classification of fingerprints is handled at the downtown Honolulu office of the HCJDC and the personnel available to handle the volume of applicants is limited.

Applications (including fingerprints) made at the state satellite offices are further delayed because the applications must be sent to the downtown Honolulu office either through the mail or through the state messenger service. On arrival at the HCJDC, the applications submitted by the state satellite offices have low priority (except for selected "rush" applications) for verification and are processed as time allows on a first in-first out basis. Before the card can be issued, fingerprints must be classified and verified and employees must enter the data from the applications into the computer. These procedures are in place to ensure the integrity and accuracy of each card issued.

Many employees at the HCJDC have previously worked voluntary overtime hours to remedy the backlog of applications, but the popularity of the cards and accessibility through the state satellite offices have made it impossible to keep up with the demand without more personnel. Unfortunately, recent economic conditions have forced cutbacks on both overtime expenditures and plans for additional staff. The delay in issuing the cards is an unsatisfactory situation to both the administration and the applicants. As of this writing an executive order has just been signed to shorten regular downtown Honolulu civil identification office hours from 7:45 - 3:30 to 8:00 - 2:00 in order to give regular HCJDC personnel time to process the satellite office applications backlog.¹ The backlog has now been reduced and total processing time has been reduced to seven to ten working days.²

Applications for state civil identification cards from Molokai and Lanai (where there are no state satellite offices yet) are still processed the way all neighbor island applications were processed before the creation of the state satellite office program. Residents of Molokai and Lanai must mail in their original documents, including a photo and fingerprints, to the Honolulu office of the HCJDC. There is no requirement that the photo or fingerprints be notarized nor that they be taken by any special authority which makes the mail-in method of obtaining a state civil identification lack the integrity of the face-to-face applications process at the state satellite offices and the downtown Honolulu HCJDC office. The processing of mail-in applications at the HCJDC is given a higher priority than satellite office applications because the original documents that are required to be submitted with the mail-in applications require special attention to ensure prompt return. The cards, along with original documents, are then returned via certified mail to the applicants within one to two weeks.

Until the advent of the state satellite office program only Oahu residents had any real access to the state civil identification card service, unless, of course, neighbor island residents were willing to risk the loss of original documents by sending them through the mail. Through the state satellite office program residents of Hawaii, Kauai and Maui now have access to the state civil identification card service but the waiting periods for all applicants is an area that needs to be addressed.

Purpose of the State Civil Identification Card

The state civil identification card has increased in popularity, experiencing a twenty per cent growth in the last five years.³ The accuracy of the cards is relied on heavily for identification purposes in both the banking and business communities.⁴ While there is no legislatively stated purpose for the card under the current law, most people (especially those without Hawaii drivers' licenses) use the card for identification purposes related to check cashing, second picture identification and to qualify for "kamaaiana rates".⁵ This has apparently been the case for some time, as Ernest T. Yonamine, former director of the Bureau of Crime Statistics and Identification, Department of the Attorney General, reported in a magazine article printed in 1974.⁶ It is clear that today, the state civil identification card is used by the population for their individual benefit and used almost exclusively for economically related activities consequently, it is not clear why the state civil identification card has its statutory authority within the bounds of the laws covering crimes and criminal procedure. A brief look at the legislative history sheds a considerable amount of light on the connection between crime statistics and civil identification.

Legislative History of the State Civil Identification Card

The origin of the state civil identification card is buried in legislation enacted during World War II. Shortly after the attack on Pearl Harbor, the Governor issued rules ordering a mandatory registration of all civilians. The purpose of the order was to promote the public health, welfare and safety of Oahu and later all of Hawaii.⁷ This mandatory civil registration during time of war evolved into the current voluntary program that exists today.

The original authority of the civil registration comes from the Hawaii Defense Act,⁸ approved October 3, 1941, by then Governor J. B. Poindexter. The Act gave the Governor the power "to prescribe rules and regulations having the force and effect of law."⁹ On December 7, 1941, the first rule prescribed under the authority of the Hawaii Defense Act permitted all rules and regulations to have the full force and effect of law without the requisite publishing or posting requirements set out in the Hawaii Defense Act.¹⁰ Rule 14 promulgated on December 27, 1941, provided for a population survey, the mandatory registration and identification of persons on Oahu and created the Division of Registration, a bureau in the Office of Civil Defense.¹¹ Rule 23 promulgated on February 28, 1942, extended the population survey and the registration and identification of civilians to the entire Territory.¹²

These rules were in effect until September 30, 1945, when Rule 146 was promulgated ending the mandatory registration and identification of everyone in Hawaii. Rule 146 of the Hawaii Defense Act rescinded Rule 14 and Rule 23, but retained the Director of the Division of Registration and required all neighbor island identification records to be transferred to the temporary custody of the local Chief of Police although still under control of the Director of the Division of Registration.¹³ Rule 146 also allowed for issuing of duplicate certificates in case

of loss or damage. During the war years it had become an established course of business to provide the identification certificate issued by the Division of Registration.¹⁴ In 1947, Act 246 created the Bureau of Civil Identification under the Department of the Attorney General and the voluntary program of civil identification registration was codified under a new chapter in Title 3 of the *Revised Laws of Hawaii*, 1945.¹⁵ The law specifically stated that the "chapter shall be construed as a continuation of the Hawaii Defense Act."¹⁶ The law remained basically unchanged until 1982,¹⁷ when Act 78, enacted during the regular session of 1983, repealed the law in its entirety as it existed in Title 4 (State Organization and Administration), *Hawaii Revised Statutes*, and reenacted almost identical provisions under the State's criminal laws in Title 38 (Procedural and Supplementary Procedure), *Hawaii Revised Statutes*, specifically, sections 846-21 to 846-38. The section providing for the construction of the law as a continuation of the Hawaii Defense Act was not reenacted and remains repealed today. Act 78 also added the requirement that the social security number of the applicant be part of the information secured for the card.

The purpose of moving the civil identification law from the government division to the crimes and criminal procedure division of the statutes was to: "(1) consolidate the functions of the bureau of crime statistics and civil identification with the functions of the Hawaii criminal justice data center; and (2) expand the purpose of the Hawaii criminal justice data center."¹⁸

Today the civil identification program remains under the authority of the Department of the Attorney General and continues to be governed by chapter 846, part II, *Hawaii Revised Statutes*. There are no formally adopted rules as allowed under section 846-23, *Hawaii Revised Statutes*, although draft rules have been prepared.

Legislative Purpose Summary

This examination of the legislative history explains why the cards were initially created. The initial purpose was for the safety and welfare of the population. The cards were issued after the bombing of Pearl Harbor and throughout World War II to all civilians in Hawaii, not strictly residents. Nonresidents were required to supply both a temporary local address and a permanent address among other things. Today only one address is required.

The link between the civil identification and crime statistics was also formed during the World War II years. After the war, the Bureau of Civil Identification was statutorily bound to crime statistics by requiring the Bureau Director also to be the Director of the Bureau of Crime Statistics and Identification.¹⁹ The information required for both bureaus is similar, but under current law civil and criminal information is required to be kept separate.²⁰ Additionally, the focus of the legislative purpose in 1983 appears to be concentrated more on gathering criminal statistics and fortifying the status of the HCJDC. Maintaining the authority of the Civil Identification Division within the HCJDC under the Department of the Attorney General appears to be more a matter of convenience relating to the similarity of data collected than thoughtful consideration of a stated purpose.

The Parties

Determining the desirability of having the state satellite offices issue civil identification cards exclusively requires the examination of the opinions and ideas of the involved parties as they are the ones closest to the issues. The Governor's Office of Information which supervises the State Satellite Office Program and the HCJDC which supervises the Civil Identification Division were asked by the writer for their positions on the matter. Both parties agree for various reasons included throughout this chapter that allowing the State Satellite Office Program to issue civil identification cards exclusively and to remove that function from the downtown office of HCJDC would be desirable.²¹ Both agencies also agreed that if the civil identification cards are to be issued exclusively by the State Satellite Office Program then the Division of Civil Identification at the HCJDC should be transferred to the State Satellite Office Program and that the following recommendations should be considered if the transfer is to be feasible.

1. The Division of Civil Identification in the HCJDC should be transferred from the authority of the HCJDC/Department of Attorney General to the governing authority of the State Satellite Office Program, the Governor's Office of Information.²² The transfer should include all the equipment and the personnel of the Civil Identification Division of HCJDC. As the civil records are required by law to be kept separately from the criminal records this should not be a complicated procedure. The additional personnel would provide a resource for an already identified necessity of the State Satellite Office Program.

2. Disperse the personnel and equipment of the Civil Identification Division throughout the State and connect each Satellite office through a computer hook-up to the mainframe located at the governing authority of the State Satellite Office Program. Satellite personnel could use the computer link-ups to enter the data directly into the computer during civil identification interviews, reducing current duplicative, time-consuming procedures. Currently, there are four employees at the Division of Civil Identification authorized to categorize fingerprints. These personnel should be dispersed, one to each island where there are satellite offices. The remaining three employees at the Division of Civil Identification could be dispersed or maintained at the central office of the State Satellite Office Program.

3. Direct access should be provided for residents of Molokai and Lanai by expanding the State Satellite Program to those islands, even if only on a part-time basis or through an outreach program.

4. An additional satellite office should be added to the program outside downtown Honolulu to accommodate for the closing of the downtown Honolulu office for civil identification.

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5. Reexamine the current requirement that applicants submit ten fingerprints to determine whether dropping the requirement from ten fingerprints to one thumbprint would jeopardize the integrity of the card. Cutting the requirement from ten fingerprints to one thumbprint would reduce the time required for processing the cards.

6. Adopt formal rules, including provisions concerning residency, that reflect current legislative policies concerning the purpose of the civil identification card.

7. Increase the price of the civil identification card from \$6.00 to \$8.00. Even though the civil identification card program paid for itself last year,²³ the last price increase was made in 1982,²⁴ and the price increase will provide added revenue to fund the transfer as well as compensate for price increases on film and other supplies.

Summary

The Division of Civil Identification of the Hawaii Criminal Justice Data Center is the only civil function of the HCJDC. The current popularity of the civil identification card and the reliance of the business and banking communities requires that the service be continued. The transfer of the entire division to the State Satellite Office Program would be both beneficial to the satellite program and would allow the HCJDC to focus strictly on criminal issues. The transfer should provide for an additional satellite office just outside the downtown Honolulu area to accommodate for the closing of the downtown civil identification HCJDC office. A nominal increase in the fee for the card could provide any added revenue required for the transfer and would allow the program to continue to pay for itself as it has during this last year of operation.

ENDNOTES

1. Executive Order No. 92-01, September 21, 1992.
2. Letter from Jim Manke, Director, Governor's Office of Information, to Samuel B. K. Chang, Director, Legislative Reference Bureau, December 29, 1992.
3. Letter from Liane M. Moriyama, Administrator, Hawaii Criminal Justice Data Center, Department of the Attorney General, to Samuel B. K. Chang, Director, Legislative Reference Bureau, September 14, 1992.
4. Moriyama letter, supra note 2. See also Yonamine, Ernest T., "Hawaii's Civil Identification Program," FBI Law Enforcement Bulletin, December 1974, p. 12-13 (hereafter cited as "Yonamine").
5. Moriyama letter, supra note 2.
6. Yonamine, supra note 3, p. 13.
7. Rule 14, "Providing for a Population Survey and For Registration and Identification of Persons on the Island of Oahu", December 27, 1941, issued pursuant to Hawaii Defense Act, 1941 Haw. Sp. Sess. Laws,

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Act 24, with Rule 23, "Amending Rule No. 14, Promulgated Under Hawaii Defense Act, Relating to Population Survey and Registration and Identification of Civilians; and Providing for the Extension of Such Survey, Registration and Identification to the Entire Territory of Hawaii", February 28, 1942.

8. 1941 Haw. Sp. Sess. Laws, Act 24.
9. Ibid., §18.
10. Index, Summary and Cross Reference Tables for Rules Issued by the Governor Under the Hawaii Defense Act, 4th Revision, November 15, 1946, Legislative Reference Bureau, p. 1.
11. Rule 14, supra note 6, §2.
12. Rule 23, supra note 6.
13. Rule 146, issued pursuant to Hawaii Defense Act, 1941 Haw. Sp. Sess. Laws, Act 24, see also Index, Summary and Cross Reference Tables For Rules Issued by the Governor Under the Hawaii Defense Act, 4th Revision, November 15, 1946, Legislative Reference Bureau, p. 19.
14. Editors, "Public Print Shop", The Honolulu Advertiser, December 31, 1950, magazine section, p. 3. See also Editors, "1,000 ID Cards Issued Monthly in Honolulu", The Honolulu Advertiser, July 17, 1955, p. 18.
15. 1947 Haw. Sess. Laws, Act 24, §1.
16. Rev. Laws of Hawaii, §1540.18 (1945), as amended by 1947 Haw. Sess. Laws, Act 246.
17. Rev. Laws of Hawaii, §§1540.1-1540.18 (1945) were recodified as Rev. Laws of Hawaii, §§32-1 to 32-18, (1955), and recodified again in 1968 as Hawaii Rev. Statutes, §§28-31 to 28-49.
18. 1983 Haw. Sess. Laws, Act 78.
19. Rev. Laws of Hawaii, §1541.01 (1945), as amended by 1947 Haw. Sess. Laws, Act 246, inter alia.
20. Hawaii Rev. Stat., §846-35.
21. Moriyama letter, supra note 2, pp. 2 and 4, and Interview with Anna Hoover, State Satellite Office Program Coordinator, Governor's Office of Information, September 21, 1992.
22. At the time of this writing the State Satellite Office Program is currently under the authority of the Governor's Office of Information. Chapter 6 of this report explores the various other departments in which the State Satellite Office Program could have its administrative home. This report assumes that if the administrative authority is moved from the Governor's Office of Information that the references to the Governor's Office of Information in the body of the text can be replaced with the appropriate administrative agency.
23. Moriyama letter, supra note 2, p. 6.
24. 1982 Haw. Sess. Laws, Act 144.

Chapter 6

ADMINISTERING AGENCY OF THE SATELLITE OFFICES

This chapter addresses the concern of Senate Concurrent Resolution 105, H.D.1, to find the most efficient functionally and organizationally sound permanent administrative home for the satellite office program. The pilot program was established, and continues to be located, in the Governor's Office of Information. Determining the most efficient administrative home requires an examination of several factors including the functions of the office, the implications on the staff, and how other states and the City and County of Honolulu operate similar programs.

Functions of the Program

The program was established in the Governor's Office of Information because that is consistent with section 27C-2, Hawaii Revised Statutes. Chapter 27C was enacted in 1971 "to provide for the establishment of a centralized state information service in the office of the governor, consisting of a central office at the capital and satellite offices located in each county."¹ The substance of the law has remained unchanged to date.² There have been no satellite offices established until this pilot state satellite office program was established in 1990, yet there have been Governor's Liaison Offices for almost twenty years on several neighbor islands. The Feasibility Study conducted in 1989 indicated a difference between the statute established satellite offices (which were non-existent if you don't consider the Governor's Liaison Offices) and state satellite offices that were to be established by Act 303, Session Laws of 1990.³ The study suggested setting up statute satellite offices where there were Governor's Liaison Offices and setting up the state satellite offices in the pilot program elsewhere to avoid duplication of services.⁴ These points need clarification. First of all, the purpose of the Governor's Liaison Offices, while having operated as information offices in the past, exist to provide an administrative extension of the executive office that can interact with and offer a local resource to department officials, county officials and other commission and board members.⁵ Essentially, the Governor's Liaison Office is an administrative office, while the satellite offices are more service-oriented offices. The second point that needs clarification is that it is believed by the Governor's Office of Information and the writer that there is no difference between the statute created satellite offices and the state satellite offices created by Act 303, Session Laws of 1990.⁶

As a service-oriented office incorporating information from all state departments, clearly the function of the program is to provide one-stop shopping for government services, a convenience store approach to government agency assistance. Typically the catch-all for programs that have either a unique or overly broad scope have found themselves administratively located in the Department of Budget and Finance or the Department of General Accounting and Services.⁷ Either of these departments would be an appropriate administrative fit in terms of the variety of the services the satellites provide.

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The Department of Budget and Finance already has an Information and Communications Services Division (ICSD). While ICSD sounds like an ideal fit for the satellite offices, ICSD focuses on data processing and directs its programs to telecommunications such as computer networking and other data systems operations. While adding the program to any department will expand its responsibilities, the Department of Budget and Finance is not the best administrative home now, because the satellite program is still new and needs a department with more public visibility.

The Department of Accounting and General Services (hereafter "DAGS") is another department where the satellite program may sit administratively. The program would be compatible with other DAGS responsibilities and the Department's accounting functions may provide the expertise needed if additional services are added to the program and more fees are collected for different services. DAGS already operates a senior citizen volunteer building information program in the neighbor island state buildings. It is a limited program where the volunteers are only part-time and provide only information about where offices are located in the building.

The satellite office program could also be located for administrative purposes in one of the departments it serves, for example, the Department of Health (hereafter "DOH"). The DOH authorizes satellite office employees to issue marriage licenses. This is one of the predominant services provided by the satellite offices. The drawback in locating the satellite office program in a specific department, such as DOH, is that there is a possibility that the services related to that department may take on a higher priority. Selecting a specific department may create a biased situation.

The program is currently administered by the Governor's Office of Information. Having the program attached to the Governor's Office gives it special clout. The clout comes from the extension of power and authority as well as the visibility of the Office of Governor. The satellite offices under the administration of the Governor's Office indirectly gives the public a direct contact to the chief executive.

The Department of Personnel Services (hereafter "DPS") agrees that the variety and degree of services and information provided by the satellite offices as currently administered could be adequately handled within the Governor's Office of Information. DPS also recommends that a separate office be created to administer the program if the services provided increase the amount of specialized staff required.⁸ If the program expands, DPS believes that a separate office within the Office of the Governor or the Department of Budget and Finance may be more able to handle and set the priorities of different departments participating in the satellite program. The Office of Information is concerned that separating the program from the Office of Information would create the potential for disrupting an operational efficiency which has developed during the course of the program.⁹

A logical progression of administering agencies for the satellite office program appears to be to keep the program in the Governor's Office of Information, with a focus on expanding the program to eventually lead to an office separate from the Governor's Office of Information

but still within the Office of the Governor, for example, the Office of Children and Youth which followed a similar progression (See Endnote 1). If the program expands beyond a manageable point at that stage, perhaps then, would be an appropriate time to re-evaluate whether DAGS or the Department of Budget and Finance may be more able to handle the program.

Staff

The employees of the satellite offices all work for the Governor's Office of Information. The staff positions at all satellite centers are currently exempt as opposed to civil service positions. Generally, permanent positions are established as civil service positions.¹⁰ Exempt positions are authorized when there may be greater flexibility needed in the initial establishment of the position or if there are special or unique skills involved. Experience has shown that civil service positions provide continuity to positions while exempt positions "call for intermittent changes in managerial style and direction".¹¹ There are some organizations that have both civil service and exempt employees. In this hybrid type of agency, typically, the managerial positions would be exempt and the civil service employees would be at the worker level positions.¹² This hybrid condition may be beneficial to the satellite program. The structure of the services would have the continuity that a civil service position offers and the managerial positions would allow for intermittent changes that may reflect different administrations.

Another concern about the staff of the satellite offices is, which department should be the employer. Should staff come from only one department or could they come from several? Logically, if all the staff is from the Office of the Governor then this discussion would be moot. Considering the discussions held with the Department of Land and Natural Resources¹³ (hereafter "DLNR") where the idea of having DLNR employees come into some satellite offices to issue permits was considered, the concept of having staff in the satellites from different departments is not unreasonable. At the time of the meeting, it was decided that the likelihood of having a DLNR employee staff some satellite offices to provide park permits is very small but the likelihood might increase under long-term goals for the program that incorporated a planned joint government facility.¹⁴ Having different employees from different offices under one roof presents some interesting questions. However it is a situation that seems to be functioning in the Honolulu Satellite City Hall Program.

City and County of Honolulu

The City and County of Honolulu has been operating the satellite city hall system for many years. The program now has thirty-nine employees of the Mayor's Office of Information and Complaint and fifteen Department of Finance employees. Employees from both arenas are cross trained.¹⁵ All employees are civil service positions. The managers of the facilities are all employees of the Mayor's Office of Information and Complaint. The OIC managers supervise other OIC employees and manage the facilities. The Department of Finance

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employees are supervised by off-site supervisors. (See Leeward Oahu Supervisional Chart, Chapter 2.) The program's administrators feel that while the program is not perfect, it is working and getting better every day.¹⁶

Other States

A survey was sent to the other forty-nine states to determine if other states had a similar satellite office program. A copy of the survey is included as Appendix D. Thirty-six states responded to the survey. Only three states responded that they operated a program similar to the state satellite program in Hawaii. They were Alaska, Nebraska, and Indiana.¹⁷ In Alaska the administering agency of the satellite office program is the Legislative Affairs Agency; in Nebraska the administering agency is the Governor's Office; and in Indiana the administering agency is the Department of Administration. Alaska currently has between thirteen and twenty satellites operating, Nebraska has seven to twelve and Indiana has one operational regional office building.¹⁸ The employees of the satellite offices in Alaska and Nebraska are employees of the administering agency but the employees in Indiana's satellite system are employed by a combination of different departments.

Summary

The state satellite program should stay within the administration of the Governor's Office of Information. The Department of Personnel Services agrees that if services are expanded then an independent staff office within the Office of the Governor would be appropriate. Currently, all employees are exempt. It would be beneficial to the program to have a combination of both exempt and civil service employees. The diversity would provide continuity to the program as well as an opportunity to provide for intermittent changes in managerial styles.

A survey of other programs in other states and the Satellite City Hall Program of the City and County of Honolulu support these recommendations.

ENDNOTES

1. Act 106, Session Laws of Hawaii 1971.
2. In 1976, Act 187, Session Laws of Hawaii 1976, removed activities related to youth affairs from the office of information and the Office of Children and Youth was established.
3. Walter Ho and Wayne Yamasaki, Feasibility Study of Satellite State Offices, Prepared for: Office of State Planning, State of Hawaii, December 1989, p. 32.
4. Ibid.
5. Phone interview with Michal Davis, Maui Liaison Officer, Office of the Governor, State Office Building, Kahului, August 20, 1992.

ADMINISTERING AGENCY OF THE SATELLITE OFFICES

6. Letter from Jim Manke, Director, Governor's Office of Information, November (sic) 16, 1992, (December 16, 1992), p. 3
7. The Department of Budget and Finance is the administrative home to the Public Utilities Commission, Office of the Public Defender, and Information and Communications Services Division as well as other budget and finance operations. See Marumoto, Claire, Guide to Government, Legislative Reference Bureau, January 1989 p. 36. The Department of Accounting and General Services is the administrative home to the State Foundation on Culture and the Arts, and the Stadium Authority along with other accounting and general services operations. See Marumoto, p. 22.
8. Letter from Sharon Y. Miyashiro, Director, Department of Personnel Services, to Samuel B. K. Chang, Director, Legislative Reference Bureau, October 8, 1992.
9. Manke letter, p. 3.
10. Miyashiro letter, p. 1.
11. Ibid.
12. Ibid.
13. Meeting with Ralston Nagata, State Parks Administrator, State Parks Division, Department of Land and Natural Resources; David Wharton, Dan Quinn, Dennis Takahashi, Norman Shiroma, Jeanette Tamayori, and Richard Kanayama, Department of Land and Natural Resources; Wayne Ursal, Gwen Nakahara, Charles Tarnay, Gerald Naughton, Leona Hongo, and Rodney Tatemichi, Department of Budget and Finance, October 9, 1992.
14. Ibid. and Meeting with David C. Wharton, Data Processing Coordinator, Department of Land and Natural Resources, October 28, 1992.
15. Telephone interview with Carol Costa, Director, Mayor's Office of Information and Complaint, June 24, 1992.
16. Interview with Carol Costa, Director, Mayor's Office of Information and Complaint, November 23, 1992.
17. The State of Iowa commented that they are exploring the idea of a government services card that would increase the accessibility of government information and provide an alternative method of paying state fees and taxes by electronic transfer.
18. This program sounds a little closer to the state building facilities located in Hilo and Lihue, but it is included as a "yes" response because Indiana's mission is to "create a presence of state government outside of the capitol and would allow for a 'one-stop shop' atmosphere." Response by Department of Administration, State of Indiana, to Legislative Reference Bureau survey.

Chapter 7

JOINT COUNTY/STATE SATELLITE OFFICES

Senate Concurrent Resolution No. 105, H.D.1 requests that this study determine the feasibility of establishing joint state/city and county satellite offices. Because there is already established a joint state/city and county facility that has been operational for more than one year, this chapter will explore the dynamics of the current joint facility to determine its effectiveness and extrapolate those ideas to other counties that may be interested in pursuing similar ideas.

Leeward Oahu "Government Services Center"

The City and County of Honolulu and the State of Hawaii have joined together to form a joint facility offering both county services and state services under one roof. Located in the GEM Shopping Center in Waipahu it has been an active¹ state satellite office. As this report has looked at several different aspects of the joint facility² it can be determined that it has generally been a success. Not only do the figures reveal this but comments by employees³ and the general public⁴ confirm it. The current management structure at the joint facility has a city and county manager in charge of the facility and supervising approximately five staff who are employees of the Mayor's Office of Information and Complaint. There are also two to three staff on the county side who are employed by the City and County's Department of Finance. The city and county manager has no supervisory authority over these staff members. Likewise, the city and county's manager has no supervisory authority over the state satellite staff. The state satellite staff consists of a supervisor and an assistant. (See Chapter 2 for a graphic display of the Supervisory Structure.) This management structure is operationally functional and should be adhered to.

The type of services that are offered on both sides of the joint facility are similar. The services are common transactions that require little special attention. Each transaction can be processed with little or no special authorizations.

One area of confusion that is created is in the park permit process. The general public is generally not aware of which parks are under the city and county authority and which parks are under state authority. When someone comes to the joint facility to obtain a permit to use a park, and if that park is under state authority then no permit can be issued because at this time, only city and county permits are issued at the joint facility. This can cause a high level of frustration. When the City and County and the State have similar services or requirements (i.e. park permits) and just have authority over different jurisdictions, both sides should offer the services at the joint satellite facilities to the extent possible.

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The joint facility provides the biggest public lobby. It is shared space that benefits both the City and County, the State, and the waiting public. Other shared items are also a cost benefit, for instance the shared copy machine. The county provides paper while the State provides maintenance. A benefit that is hard to measure comes from some of the shared back office space that allows an opportunity for the two staffs to share break and lunch time areas which provides a feeling of camaraderie to the office.

No phone lines are shared and no fax lines are shared. This is an efficient use of those resources. Currently no duties are officially shared either. That is, state staff dispense state services and the county staff dispense county services. Discussions have been held to consider whether the cross-training of the two staffs should be pursued. Issues that surround the cross-training idea include payment of the training costs and the selection of appropriate transactions for cross-training.⁵

Unofficially, the state staff is sharing selected duties and is issuing some of the City and County's motor vehicle forms, and dispensing city and county job applications. This type of unofficial assistance to the city and county staff by the state workers may be harmless even without formal training in the Leeward Oahu office because one of the state staff is a former city and county employee who has knowledge of city and county procedures. A facility without the same personnel situation might do more damage than assistance without formal training.

Sharing non-revenue tasks is a simpler project to undertake at this point than sharing revenue-oriented tasks. The non-revenue tasks that are now unofficially being shared are the ideal type of tasks for cross-training. Regardless of whether or not a decision is made to share tasks, all satellite employees in a joint facility should be briefed on all the operations of both state services and county services offered at the joint facility. This type of training should be paid for with both county and state funds.

Future plans for joint facilities may incorporate two cashiers. Having both a city and county cashier and a state cashier would allow for the proper accounting of funds regardless of which service is performed by which staff.

Positions of the Counties

A survey was sent to each county to explore their interest in pursuing joint facilities. A copy of the survey is attached as Appendix F. All counties responded affirmatively, saying that they would be interested in pursuing discussions on joint facilities. Field visits were made to each county where direct interviews were held with county personnel on Oahu, Maui, and Hawaii. The field visit to Kauai was cancelled due to Hurricane Iniki.

1. City and County of Honolulu. The City and County of Honolulu is pleased with the operation of the joint satellite facility,⁶ and would be interested in discussing ideas for more

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facilities. One particular area the City and County is focusing on includes a replacement facility for the Pawaa branch that has been closed. This may coincide with the desire of the State to open a satellite facility in East Honolulu.⁷ Other areas of interest for the City and County include a facility in Central Oahu and in Kapolei. The satellite city hall in Wahiawa is slated to be demolished with no definite plans to date of where it will move.⁸ Plans for the second city of Kapolei already include a building in the retail market area designated to provide government services. The City and County believes it would be beneficial to the State, the City and County, and the public to be located there together, if not in the same door, then side by side.⁹ Communication between the state Satellite Office Program and the Mayor's Office of Information and Complaint should be continued to allow for the planning of the joint facilities.

2. County of Maui. The County of Maui was also interested in discussing the idea of developing a joint facility with the State. The County had just started a mobile satellite bus program to service the communities where no regular services are available outside of Wailuku and Lahaina. The County was interested in seeing how the mobile unit would serve the designated communities before committing to any further projects.¹⁰

Discussions on operating a joint facility in Lahaina were curtailed because the current county facility is too small for a joint facility and no available state or county location has been designated. The County of Maui does have facilities on Molokai and Lanai so the outreach problem the state has on Molokai and Lanai does not really exist for the County. While the need for facilities is not as great for the County as it is for the State, the county is still interested and "willing to work with the State"¹¹ in locating and exploring alternative facilities¹² to provide quality government services.

3. County of Hawaii. The County of Hawaii already maintains a satellite facility in Kailua-Kona. It is located almost across the street from the West Hawaii state satellite office. Combining the offices at this time does not appear cost effective due to the proximity of the two offices, but the idea should be reconsidered when the lease expires in a few years and the county offices will be obligated to renegotiate or move.¹³ The county is still interested in developing ideas for further facilities.

Kealakehe was one site that discussion on future joint sites focused on. This state-owned parcel of land would be appropriate for a joint government facility that could serve the Waimea, Kona, and Kohala areas. A facility would have to be planned and built from scratch. Discussion also focussed on the development of the Waimea/Kamuela area where a similar situation exists. It was the county's opinion that the Kealakehe area was ready to be developed now while the Waimea/Kamuela area would not have a need for its own state satellite until ten years into the twenty-first century.¹⁴ Further pursuit of an analysis of these sites is beyond the scope of this study but the Governor's Office of Information should be encouraged to explore the possibilities.

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The County of Hawaii provided interesting insights to an arrangement of a joint facility that should be noted. While the satellite programs, both County and State, have focused on outreach of services, putting the administrations in proximity may help too. The Mayor's Office and the Governor's Liaison office are currently in the same building in West Hawaii. This provides a helpful neighborly attitude between both parties and the proximity of the offices allows much discussion to take place informally that may not in other situations. This builds more bridges between the County and the State and promotes "good government by maximizing service".¹⁵

4. County of Kauai. The County of Kauai does not currently have any satellite offices and recognizes that it "would be an extremely beneficial possibility."¹⁶ Interest in the Kapaa and Kawaihau districts is greatest.¹⁷ The State should pursue these ideas when appropriate.

Permanent Working Agreement

The current joint facility in Leeward Oahu is technically operating on a temporary agreement because the program has been in a pilot stage. The program has been beneficial to all parties and should be pursued as a permanent agreement. Operationally, the terms of the agreement related to lease rents should be modified to allocate lease rents on an annual basis rather than monthly to eliminate unnecessary paperwork and make the operation more efficient.

Summary

It is feasible to establish joint state/city and county satellite offices. The Leeward Oahu satellite office is evidence of this. Interest has been expressed by the City and County of Honolulu to pursue more joint facilities especially in the East Honolulu, Central Oahu and Kapolei areas. The Governor's Office of Information should pursue further discussions with the City and County of Honolulu.

All counties responded to a survey asking their opinions on joint facilities. All counties expressed an interest in pursuing discussions with the State on developing joint satellite facilities. While all counties had different needs, all seem to recognize that maximizing services was good government.

ENDNOTES

1. Active in terms of average revenue raised per month and transactions recorded. See Appendix B reporting separate satellite statistics.
2. Chapter 2 discusses the services, operational activities, and supervision structure; Chapter 3 discusses the cost effectiveness; and Chapter 6 examines the administration of the facility and the city and county employees status.

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3. Employee survey attached as Appendix E.
4. Monthly status reports to the administrator of the program often include comments and complaints relayed by the staff of the satellites.
5. Telephone interview with Carol Costa, Director, Mayor's Office of Information and Complaint, City and County of Honolulu, June 24, 1992.
6. Interview with Carol Costa, Director, Mayor's Office of Information and Complaint, November 23, 1992.
7. The Mayor's Office of Information and Complaint expressed an interest in working on a shared facility but was unenthusiastic about paying for the facility and having the State move in, as was the case in the current operational joint facility. Costa interview, November 23, 1992.
8. Costa interview, November 23, 1992. The Wahiawa satellite city hall is scheduled to be located in a civic center that is currently on the drawing board. The satellite city hall will have to be relocated during construction and the possibility of a joint office still exists.
9. Ibid.
10. Interview with Pamela Y. Dodson, Public Information Officer, Office of the Mayor, County of Maui, June 26, 1992.
11. Telephone interview with Pamela Y. Dodson, Public Information Officer, Office of the Mayor, County of Maui, November 18, 1992.
12. Pamela Dodson expressed interest in the concept of a marine mobile unit to service Lahaina, Molokai and Lanai, but was concerned due the county's experience with the mobile unit bus causing seasickness or motion sickness. Ibid.
13. Interview with David Fuertes, Deputy Managing Director, Office of the Mayor, County of Hawaii, October 28, 1992.
14. Ibid.
15. Ibid.
16. Response to Legislative Reference Bureau survey by Patsy Y. Iwasaki, Public Information Officer, Office of the Mayor, Kauai County.
17. Ibid.

Chapter 8

FINDINGS AND RECOMMENDATIONS

Findings

1. The state Satellite Office Program is fulfilling the designated purpose for which it was established. The purpose of the program, which was established as a pilot program by Act 303, Session Laws of Hawaii 1990, is to provide accessibility to government, both structurally and geographically. The program is providing services to six communities that previous to the satellite office's arrival, were either unobtainable or very inconvenient.

2. The scope of the information obtainable at the state satellites is wide in terms of state departments represented at each satellite. Services offered can be divided into two categories, "help-your-self" and staff-assisted. Help-your-self services include Hawaii Access terminals, Hawaii FYI terminals, telephone devices for the deaf, and brochure dissemination. Staff-assisted services include processing state civil identification cards, issuing marriage licenses, faxing, copying, and notarizing state documents, handing out various forms and applications (i.e for civil service jobs, the State Health Insurance Program, general excise tax licenses, and forms to obtain vital records), and brochure and other information dissemination both in person and on the phone.

3. There is no formal policy on the type of brochures that are disseminated through the state satellite offices. This allows both private non-profit and profit organizations to display their brochures when space would allow. While not many of these examples were found, without a formal policy, the state satellite offices may appear to support the opinions and ideas of these private organizations.

4. The satellite offices do not duplicate the purpose of the Governor's liaison offices. The Governor's liaison offices are administrative community liaisons directing and exploring the state public policy and its interaction with the county administrations. The scope of the information and services available and the heavy daily traffic generated by each of the state satellite offices demonstrate that the program is an effective source of government accessibility that would overburden the already busy Governor's liaison offices.

5. Each satellite office is staffed by only two employees. Satellite offices in East Hawaii and Kauai have only one full-time employee and one part-time employee. This is below the recommended staff of three employees for each satellite. While this situation is currently operational, with the Administrator of the program substituting for personnel unavailable for work, as the program grows and additional services are added, or offered exclusively at the satellite centers, this situation will become inadequate.

THE STATE SATELLITE OFFICE PROGRAM

6. It is both feasible and desirable to plan for additional state satellite offices. In terms of accessibility and geography, the islands of Molokai and Lanai are in the greatest need of accessible government services. In terms of current population figures, East Honolulu, and Central Oahu can be identified as priority regions for the development of new state satellite offices. In terms of prospective population growth, plans should be developed for state satellite offices in the Ewa district of Oahu (Kapolei) and the Waimea/Kamuela area on Hawaii. A state satellite office in Lahaina, Maui, although desirable, may not be feasible as an independent unit.

7. Additional state satellite offices are budgeted at \$155,000 each in the first year including startup costs. Budget figures are broken down to \$25,000 in startup costs and \$130,000 annual operating costs. Operating costs figures include salaries for three employees. No provision in the budget is made for the cost of an administrator.

8. All additional services proposed at state satellite offices should match the purpose and structure of the program. Providing state park permits meets the criteria. Services related to specific regulated commercial industries are not appropriate for the state satellite program. Services that are easily accessible that would duplicate services offered by agencies in proximity to the satellite offices are also not appropriate.

9. The processing of the civil identification card is one of the most popular services and a revenue producing item for the satellite offices. The civil identification card had its beginnings in laws enacted during World War II laws and some requirements may be obsolete today. Hawaii is the only state that issues a civil identification card that requires ten fingerprints. This is a time-consuming requirement that should be modified.

10. The fee for a civil identification card is \$6.00. In fiscal year 1991-1992 the program paid for itself. An increase in the cost of film should be transferred to the fee for the card. Therefore, the fee for the card should be increased.

11. It is feasible to have state civil identification cards processed only from satellite offices if processing time could be shortened. The state satellite offices in a twelve month period processed 6,274 identification cards, approximately 10 identification cards per day when the identification cards were processed. Each office processed identification cards only two days a week. In the twelve month period of fiscal year 1991-1992, the Hawaii Criminal Justice Data Center processed a total of 36,951 identification cards, approximately 123 cards a day, with seven staff members dedicated to the processing of identification cards. If identification cards were processed only at state satellite offices the satellite offices would have to process 30,677 additional identification cards. If the satellites are to maintain the number of identification cards that are processed annually, then each satellite would have to process approximately 30 cards per day four days a week. This would not be a desirable situation with only two employees at each satellite, but it is feasible.

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12. Transferring the Civil Identification Division from the Hawaii Criminal Justice Data Center of the Department of the Attorney General to the Governor's Office of Information would provide the extra personnel required to remove the function of issuing identification cards from the downtown Hawaii Criminal Justice Data Center. This would provide several employees that would be exclusively responsible for processing identification cards.

13. The state satellite office personnel are currently exempt employees. The Civil Identification Division employees are civil service employees. If the Civil Identification Division is transferred to the state Satellite Office Program the combination of the two types of employees would be beneficial to the program by providing both continuity as well as the flexibility to hire in anticipation of intermittent changes in managerial style. If the Civil Identification Division is not transferred the same balance in continuity and flexibility would be achieved by establishing the positions other than supervisor as civil service positions.

14. The state Satellite Office Program should stay within the administration of the Office of the Governor. The Department of Personnel Services supports the Governor's Office of Information retaining the program with an outlook to establishing a separate office within the Office of the Governor.

15. The joint state/city and county facility in Leeward Oahu has been operating successfully for more than one year. The counties all agree that it would be desirable to pursue establishing joint facilities. The success of the Leeward Oahu joint facility demonstrate that this type of facility is definitely feasible.

Recommendations

1. The state Satellite Office Pilot Program established by Act 303, Session Laws of Hawaii, 1990, should be established as a permanent program. The program provides a valuable service to the people of Hawaii and has provided a source of outreach for all state departments.

2. Standard procedures and contacts should be established within each department for the stocking and re-stocking of informational brochures at each satellite office. A formal policy should be adopted by the state Satellite Office Program that allows the display and dissemination of only brochures authorized or approved in writing on the brochure by either the state, federal, or county governments.

3. The staffing should be expanded to provide three full-time employees at each satellite office. An appropriation may accomplish this goal or it may be accomplished through a transfer of the Civil Identification Division of the Hawaii Criminal Justice Data Center in the Department of the Attorney General. An administrator of the program should be provided for in the budget of the program.

THE STATE SATELLITE OFFICE PROGRAM

4. The state Satellite Office Program should continue to work with the Department of Land and Natural Resources to provide access to park permits through the satellite offices.

5. The Civil Identification Division of the Hawaii Criminal Justice Data Center should be transferred from the Department of the Attorney General to the Governor's Office of Information. The civil identification card is the only non-criminal task the Hawaii Criminal Justice Data Center maintains. The entire staff, equipment and budget should become part of the state Satellite Office Program.

6. If the transfer of the Civil Identification Division occurs, the downtown Honolulu office of the Civil Identification Division should be closed and a new satellite office should be established in East Honolulu to serve the downtown, Waikiki, and East Honolulu areas. This would allow all state identification cards to be issued at satellite offices.

7. The requirements for the civil identification card need to be revised. Some requirements are gender discriminatory and the need for ten fingerprints may not be required to maintain the integrity of the card. The Attorney General should be directed to investigate and determine the constitutionality of certain requirements and whether or not other requirements may be obsolete. Rules should be adopted according to chapter 91, Hawaii Revised Statutes, the Hawaii Administrative Procedure Act. The fee for the card should be raised to reflect the increase in the cost of processing.

8. It is both desirable and feasible to have a state satellite office in the East Honolulu (Kaimuki to Hawaii-Kai) area. The possibility of establishing a joint facility is an economical advantage that should be pursued. The City and County of Honolulu may be interested in a shared facility to replace the closed Pawa facility. At least \$155,000 would be required for a new satellite office.

9. State services offered by state satellite offices should be extended to Molokai and Lanai. The Governor's Office of Information should be directed to explore what the most efficient method of government accessibility would be to these islands. Considerations for facilities on Molokai and Lanai should include shared facilities with the County of Maui, part-time independent units, and the possibility of a shared mobile marine unit to serve not only Molokai and Lanai but also points on the south shore of Maui.

10. The Governor's Office of Information is the most efficient functionally and organizationally sound administrative home for the Satellite Office Program. Indirectly, it offers direct access to the chief executive. With all departments already reporting directly to the Governor no new routing channels for information and new programs need be established.

11. Employees at state satellite offices should include both exempt positions and civil service positions. Management positions should continue to be exempt and all other positions should be established as civil service positions. The civil service positions will provide continuity to the program.

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12. The state satellite office program should continue to establish joint state/county facilities. The current Leeward Oahu joint state/county facility has been the most cost efficient facility in terms of rent per square foot without sacrificing the high visibility of leasing in a retail market space. All counties expressed an interest in the joint facility concept.

THE SENATE
SIXTEENTH LEGISLATURE, 1992
STATE OF HAWAII

S.C.R. NO. 105
H.D. 1

SENATE CONCURRENT RESOLUTION

REQUESTING A STUDY ON THE STATE SATELLITE OFFICE PROGRAM.

WHEREAS, concerned that citizen accessibility to government services has become more difficult with the increasing complexity of the government bureaucracy and the sprawl of suburban development moving citizens farther away from the urban centers where most government services are located, the Legislature appropriated \$300,000 during the 1990 Regular Session for the establishment of a satellite state office pilot project to improve access to state government services and to reduce traffic congestion and driving distances for citizens; and

WHEREAS, the pilot project, which was placed within the Governor's Office of Information, involved the establishment of five satellite offices in Windward Oahu, Leeward Oahu, West Hawaii, Kauai, and Maui; and

WHEREAS, the satellite offices provide electronic access terminals; telephones for the public to conduct business with state agencies; telefacsimile and photocopying machines for carrying on business with state agencies; processing of state photo-ID cards; marriage license processing; listings of state job vacancies and employment applications; applications for numerous state documents and services (e.g., general excise tax license, vital statistics documents, health insurance program, Hawaii Housing Authority assistance programs, minor work permits); brochures, booklets, forms, documents, reports and other resource materials from state, county, and federal agencies; and notary service for state paperwork; and

WHEREAS, in its report to the Legislature dated January 31, 1992, the Governor's Office of Information noted that the enabling legislation, Act 303, Session Laws of Hawaii 1990, did not specify the duration for the operation of the pilot project, and recommended that the pilot project continue through June 30, 1993, after which the Legislature should be prepared to consider expanding the program in a permanent form; and

WHEREAS, the report also recommended that before the program is established on a permanent basis, a study be conducted to determine:

- (1) The feasibility or desirability of targeting an office for East Honolulu (Kaimuki - Hawaii Kai);
- (2) The feasibility or desirability of having state photo-ID cards issued only from satellite offices, thereby removing this function entirely from the downtown office of the Civil ID Section of the Department of the Attorney General; and
- (3) The most efficient functionally and organizationally sound permanent administrative home for the satellite office program and the status of employees in the system in regard to the civil service system;
- (4) The feasibility of establishing joint state/city and county satellite offices;

now, therefore,

BE IT RESOLVED by the Senate of the Sixteenth Legislature of the State of Hawaii, Regular Session of 1992, the House of Representatives concurring, that the Legislative Reference Bureau be requested to conduct a study on the permanent establishment of the state satellite office program; and

BE IT FURTHER RESOLVED that this study include an examination of the scope and available services of the pilot program and recommendations of ways to increase the effectiveness of this program, including but not limited to the points noted in the last Whereas clause of this concurrent Resolution; and

BE IT FURTHER RESOLVED that the Legislative Reference Bureau submit its report on its findings and recommendations to the Legislature no later than twenty days prior to the convening of the Regular Session of 1993; and

BE IT FURTHER RESOLVED that certified copies of this Concurrent Resolution be transmitted to the Director of the Legislative Reference Bureau and the Director of the Governor's Office of Information.

Appendix B

State Satellite Centers

1. **Windward Oahu**

Windward City Shopping Mall

45-480 Kaneohe Bay Drive

Kaneohe, Hawaii 96744

Phone: 236-3426 **FAX:** 236-2815

Staff: Nancy Pinkosh, Gail Sakamoto

Current Hours of Operation: Monday - Friday 8:30 a.m. - 5:00 p.m.

Square foot area: 600 square feet

Approximate resident population served: 112,603 (House of Representatives Districts 46, 47, 48, 49, 50, 51)

Opened: November 19, 1990

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
May 91	\$594	\$560	969	\$1,154
Jun 91	618	512	900	1,130
Jul 91	666	704	845	1,370
Aug 91	588	560	1,207	1,148
Sep 91	474	400	1,023	874
Oct 91	504	464	1,132	968
Nov 91	546	384	985	930
<hr/>				
Dec 91	360	656	901	1,016
Jan 92	534	416	1,372	950
Feb 92	456	368	1,836	824
Mar 92	510	368	2,213	878
Apr 92	732	688	2,831	1,420
May 92	540	768	1,459	1,308
Jun 92	588	800	2,108	1,388
Jul 92	666	784	2,159	1,450
Aug 92	552	400	1,698	952
Sep 92	396	416	1,582	812
Oct 92	240	400	1,959	640
Nov 92	222	416	1,110	638
<hr/>				
Twelve-Month Totals Dec 91 - Nov 92	\$5,796	\$ 6,480	21,228	\$12,276
<hr/>				
Grand Totals	\$9,786	\$10,064	28,289	\$19,850

2. West Hawaii

Hanama Place

75-5706 Kuakini Highway, Suite 112

Kailua-Kona, Hawaii 96740

Phone: 329-9066 FAX: 329-4412

Staff: Megan Mitchell, Charlene Parker

Current Hours of Operation: Monday - Friday 8:00 a.m. - 5:00 p.m.

Square foot area: 960 sq. ft (including Governor's Liaison Offices)

Approximate resident population served: 39,082 (House of Representatives Districts 5 and 6.)

Opened: April 11, 1991

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
Apr 91		\$ 16	348	\$ 16
May 91		336	661	336
Jun 91		272	665	272
Jul 91	\$396	576	1,461	972
Sep 91	468	368	931	836
Oct 91	486	528	1,082	1,014
Nov 91	474	592	1,242	1,066
<hr/>				
Dec 91	282	592	1,071	874
Jan 92	474	512	1,023	986
Feb 92	342	688	1,540	1,030
Mar 92	300	608	1,468	908
Apr 92	582	736	1,711	1,318
May 92	414	512	1,605	926
Jun 92	378	816	1,359	1,194
Jul 92	384	768	1,099	1,152
Aug 92	360	800	1,104	1,160
Sep 92	324	800	1,075	1,124
Oct 92	330	752	1,211	1,082
Nov 92	342	608	1,122	950
<hr/>				
Twelve-Month Totals Dec 91 - Nov 92	\$4,512	\$ 8,192	15,988	\$12,704
<hr/>				
Grand Totals	\$6,336	\$10,880	21,778	\$17,216

3. Hilo-East Hawaii

State Office Building

75 Aupuni Street

Hilo, Hawaii 96720

Phone: 933-4299 FAX: 933-4280

Staff: Lynn Kawakami, Evelyn Inouye (part-time)

Current Hours of Operation: Monday - Friday 7:45 a.m. - 4:30 p.m.

Square foot area: 160 sq. ft.

Approximate resident population served: 80,976 (House of Representatives
Districts 1, 2, 3, and 4)

Opened: May 14, 1991

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
Aug 91	\$780	\$544	788	\$1,324
Sep 91	570	320	590	890
Oct 91	732	384	712	1,116
Nov 91	552	352	754	904
<hr/>				
Dec 91	594	592	695	1,186
Jan 92	834	448	892	1,282
Feb 92	702	672	926	1,374
Mar 92	786	432	925	1,218
Apr 92	966	592	1,061	1,558
May 92	744	544	1,028	1,288
Jun 92	906	944	1,416	1,850
Jul 92	1,128	960	1,245	2,088
Aug 92	792	704	1,362	1,496
Sep 92	654	528	1,150	1,182
Oct 92	696	512	1,194	1,208
Nov 92	540	496	922	1,036
<hr/>				
Twelve-Month Totals Dec 91 - Nov 92	\$ 9,342	\$7,424	12,816	\$16,766
<hr/>				
Grand Totals	\$11,976	\$9,024	15,660	\$21,000

4. Leeward Oahu

GEM Building

94-144 Farrington Highway

Waipahu, Hawaii 96797

Phone: 677-4752 FAX: 677-1211

Staff: Laureen Schubert, Darlene Ko

Current Hours of Operation: Monday - Friday 7:45 a.m. - 4:30 p.m.

Square foot area: 767 sq. ft. (1/3 of 2,300 sq. ft)

Approximate resident population served: 210,934 (House of Representatives

Districts 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, and 45)

Opened: August 12, 1991

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
Aug 91		\$496	470	\$496
Sep 91		640	621	640
Oct 91	\$108	720	720	828
Nov 91	456	704	647	1,160
Dec 91	390	752	511	1,142
Jan 92	606	624	1,044	1,230
Feb 92	408	720	1,089	1,128
Mar 92	492	688	1,451	1,180
Apr 92	486	848	1,664	1,334
May 92	486	864	1,333	1,350
Jun 92	390	1,200	1,813	1,590
Jul 92	594	1,008	2,450	1,602
Aug 92	606	816	2,123	1,422
Sep 92	270	784	1,391	1,054
Oct 92	366	816	1,633	1,182
Nov 92	324	592	1,190	916
Twelve-Month Totals Dec 91 - Nov 92	\$5,418	\$ 9,712	17,692	\$15,130
Grand Totals	\$5,982	\$12,272	20,150	\$18,254

5. Kauai

State Office Building

3060 Eiwa Street

Lihue, Hawaii 96766

Phone: 241-3645 FAX: 241-3501

Staff: Rena Alao, Annabelle Pacleb (part-time)

Current Hours of Operation: Monday - Friday 7:45 a.m. - 4:30 p.m.

Square foot area: 160 sq. ft.

Approximate resident population served: 48,472 (House of Representatives
Districts 13, 14, and one-half of 12)

Opened: August 13, 1991.

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
Sep 91	\$396		521	\$396
Oct 91	270	613	270	
Nov 91	60		264	60
Dec 91		No report available		
Jan 92		No report available		
Feb 92	468		674	468
Mar 92		No report available		
Apr 92	486	32	811	518
May 92	300	128	397	428
Jun 92	336	32	685	368
Jul 92	480	176	799	656
Aug 92	300	80	667	380
Sep 92		No report available		
Oct 92	1,608	96	1,111	1,704
Nov 92		No report available		
Twelve-Month Totals Dec 91 - Nov 92	\$3,978	\$544	5,144	\$4,522
Grand Totals	\$4,704	\$544	6,542	\$5,248

6. Maui

Kahului Shopping Center

48 Kaahumanu Avenue

Kahului, Hawaii 96732

Phone: 871-2424 FAX: 877-2722

Staff: Kathleen Kageyama, Rene Masuda

Current Hours of Operation: Monday - Friday 8:30 a.m. - 5:00 p.m.

Square foot area: 759 sq. ft.

Approximate population served: 102,947 Includes Maui (84,040), Lanai, and Molokai. (House of Representatives Districts 7, 8, 9, 10, 11, and one-half of 12

Opened: September 24, 1991

Monthly Statistics

	<u>ID Revenue</u>	<u>Marriage License Revenue</u>	<u>Total Transactions</u>	<u>Total Revenue</u>
Oct 91	\$636	\$320	1,450	\$956
Nov 91	438	592	1,428	1,030
Dec 91	732	592	1,811	1,324
Jan 92	696	352	1,820	1,048
Feb 92	528	480	2,678	1,008
Mar 92	870	400	3,905	1,270
Apr 92	612	560	3,345	1,172
May 92	582	624	2,242	1,206
Jun 92	858	368	2,485	1,226
Jul 92	966	704	2,629	1,670
Aug 92	894	560	2,748	1,186
Sep 92	642	544	2,217	1,454
Oct 92	924	1,008	2,606	1,932
Nov 92	780	1,504	2,674	2,284
Twelve-Month Totals Dec 91 - Nov 92	\$ 9,084	\$7,696	31,160	\$16,780
Grand Totals	\$10,158	\$8,608	34,038	\$18,766

Appendix C

INFORMATION DISPENSED: Brochures, forms and applications

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES

State Foundation on Culture and the Arts

Request for Proposals Fiscal Year 1993-1994, 1994-95.

DEPARTMENT OF AGRICULTURE:

Annual Report 1991
Briefing On New Arrivals
Hawaii Department of Agriculture
Hawaii Island
Pet Owner Statement
Quarantine Information
Rabies
V.I.P.S.

DEPARTMENT OF THE ATTORNEY GENERAL:

Child Support Inforcement Agency
Public Records and the Right to Privacy

DEPARTMENT OF BUDGET AND FINANCE:

Hawaii FYI

Housing Finance and Development Corporation (HFDC)

A Guide to Hawaii's Residential Leasehold Condominiums-Coop Housing-Corp Planning Unit
Development
A Guide to Hawaii's Residential Leasehold-Single Family Residences
Annual Report 1991
Buying Affordable Housing
The HFDC: Purpose and Activities.

DEPARTMENT OF BUSINESS ECONOMIC DEVELOPMENT AND TOURISM

ASI Announcement RE: Hawaii Insurance Examination
Annual Report 1991
Business Action Center
Checklist For Employers in Hawaii
Come To Life in Hawaii (with HVB)
Commerce Business Daily
Doing Business with the Government
Facts & Figures 1991 - County of Hawaii

Facts & Figures 1991 - City and County of Honolulu
Facts & Figures 1991 - County of Kauai
Facts & Figures 1991 - County of Maui
Facts & Figures 1991 - State of Hawaii
Federal Activities in Hawaii
Foreign Trade Zone No. 9
Hawaii Business Regulations
Hawaii Sports Events Calendar 1991
Hawaii In Space
How Hawaii's Small Business Resource Can Help You (Business Action Center)
How To Get the Most Out of Hawaii's Foreign Trade Zone
How To Market to State and Counties of Hawaii
How to Market and Sell to the Federal Government
International Business Center of Hawaii
Questions & Answers About Hawaii's Role in Space
Small Business Loans
Starting a Business in Hawaii
State of Hawaii-Land Use Law: A Summary
Map - Pacific Island Nations

Energy/Conservation Division
Gimme Five

Geothermal Project Office
Geothermal

DEPARTMENT OF COMMERCE & CONSUMER AFFAIRS (DCCA)

Building and Repair
Complaint Information: What happens next?
Consumer Dial
Consumer Rights
Directory of Services
Handbook/Hawaii Residential Landlord-Tenant Code
Happy Returns
How to Protect Yourself Against Con Artist Hynosis
Information on No-Fault Insurance
Questions & Answers/Office of Consumer Protection
Regulated Industries Complaints Office
Telephone Directory 1991
Understanding Agency Disclosure
Map of Government Services

Real Estate Commission
Consumer Guide to Agency

DEPARTMENT OF DEFENSE (DEF)

Annual Report
Economic Contributions/Hawaii National Guard

Office of Veteran Service
How we can serve you

DEPARTMENT OF EDUCATION (DOE)

Board of Education
Directory
Education in Hawaii-A Commitment to Excellence
Graduation Requirements
150 Years of Tradition/Our Reasons For Pride In Hawaii's Public Schools
Parent-Community Networking Centers (PCNC)
School to Work Transition Centers (with DLIR)
Special Parent Information Network (SPIN)

OFFICE OF THE GOVERNOR (GOV)

Office of Information
Dr. Martin Luther King, Jr. Holiday Celebration January 7-15, 1990
Excerpt from Inaugural Address (Picture on brochure)
Geothermal
Hawaii's State Capitol & Government
John David Waihee III, Biography June 1990
NEWS RELEASES ON VARIOUS TOPICS
State of the State Address/1991
Map - Map of Government Services in Downtown Honolulu, The Capitol District and Civic Center

Office of Children and Youth
Open Doors For Your Child (with DOE)
Family Literacy in Hawaii

Statewide Volunteer Offices
First Lady's Outstanding Volunteer Awards Fact Sheet

Executive Office on Aging
Individuals Rights to Make Medical Decisions
More Health for Your Dollar
A Guide for People Who Care
Resources for an Aging Society
Women's Agenda Let's Take Charge

State Planning
Kaneohe Master Plan

OFFICE OF HAWAIIAN AFFAIRS (OHA)

Ka Wai Ola O Oha

DEPARTMENT OF HAWAIIAN HOME LANDS (DHHL)

An Overview/Dept. of Hawaiian Home Lands

DEPARTMENT OF HEALTH (DOH)

About Aids
About Childhood Communicable Diseases
Architectural Access Committee (AAC)
Backyard Oil Barrels
Commission on Persons with Disabilities
Ciguatera
Directory of Health Providers
Dishing Up Lead
Fish Poisoning In Hawaii
Free Home Health Care for the Uninsured/Maluhia
Getting Married-facts about a license (pink, rev. 7/89) (see forms under services provided)
Handbook for Communicable Diseases
Hanson's Disease
Hawaii State Coordinating Council on Deafness
Hepatitis B
Hepatitis B Carrier
Hepatitis B and Your
Hepatitis B and Your Baby
Immunization of Adults
Leptospirosis in Hawaii
Public Health Nursing (PHN)
State and County Laws on Smoking and Tobacco in Hawaii
State Health Insurance Program (SHIP) and Applications
 English
 Chinese
 Filipino
 Korean
 Samoan
Tips for Owners of Rain-Catchment Water Systems
Tuberculosis
VD! STD! Or WHAT?
What to do when your keiki's hurt
Why Adults Need "Shots"

DEPARTMENT OF HUMAN SERVICES (DHS)

Guide to Human Services

Commission on Status of Women

Sexual Harrassment on the Job

Women's opportunities are unlimited

Hawaii Housing Authority

Information on Public Housing for Oahu Residents

Form DHS 4002 (5/89) Application for Rental Housing/Rental Assistance Programs

Information for Applicants of the State Rent Supplement Program-A Rental Assistance Program (Rev. 3/90) (blue)

Section 8 Certificate Program Information for Applicants (rev. 10/90) (yellow)

Section 8 Housing Voucher Program Information for Applicants of the Section 8 Housing Voucher Program-A Housing Assistance Payments Program (Rev. 8/90) (pink)

JUDICIARY (JUD)

A Child's Guide To Law

Administrative License Revocation of Drunk Drivers

Alternatives to Incarceration (HSBA)

Annual Report

Art in Honolulu's District Court Bldg.

Children and Divorce

Community Service Sentencing Program

Foster Parenting

Foster Parenting "An Investment in Hawaii's Youth"

JOB LISTINGS (Separate from DPS)

J.R. Juvenile Monetary Restitution Program

The Judicial Selection Commission

Lawline

Love Our Children

Regular Claims Court

Important Features of the Lobbying Law

Point System

Volunteering in the Courts Offers You...

You Are Still Parents

DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS (DLIR)

Form CL-1 (rev. 8/90) Application for Minor's Certificate of Employment (For Minors under 16 only)

School to Work Transition Center (with DOE)

Job Training Partnership Act (JTPA)

Civil Rights Commission

Discrimination

Commission on Employment and Human Resources
Employers Guide To Training in Hawaii

DEPARTMENT OF LAND & NATURAL RESOURCES (DLNR)

Freshwater Fishing in Hawaii
Guide to Hawaii's State Parks
Hawaii Fishing Regulations
Hunter Education Program
Kalalau Trail (Kauai)
Land Use Law: A Summary
Marine Fishes of Hawaii
Marine Life Conservation Districts
Resource
Map - Recreational Map - Hawaii
Map - Recreational Map - Oahu
Map - Recreational Map - Kauai
Map - Recreational Map - Molokai
Map - Recreational Map - Maui

LEGISLATIVE

House of Representatives
House of Representatives Seating Arrangement

Senate
Senate Seating Arrangement

OFFICE OF THE LT. GOVERNOR

Wikiwiki Voter Registration
Hawaii's Voter Guide

DEPARTMENT OF PERSONNEL SERVICES (DPS)

JOB LISTINGS

"Regular Applications" used for almost all available positions
Form DPS-390 & 315 (OMR)(7/88) Application for Civil Service Positions (white/blue)
Instruction sheet for DPS-390 & 315
Form DPS-390 (OMR)(7/88) Application for Civil Service Positions (white/red)
Form DPS-330 (OMR)(12/85) Applicant Data Survey (white/grey)

"Standard Applications used for only 3 or 4 positions
Form DPS-315 (rev. 4/80) Applications for Civil Service Positions (white/blue)
Applicant Data Survey (white/green)
Form DPS-315M (11/66) (rev. 11/71) Multiple Application Supplement

Civil Service Notification/Exam/Exam Notification Card (3 sections per card)
"Personnel News" (DPS Newsletter)

DEPARTMENT OF TAXATION (TAX)

An Introduction to the General Excise Tax Law
An Introduction to the Transient Accommodations Tax
An Introduction to the Withholding State Income Tax by Employers
Department of Taxation Announcements Dated:
Information of Hawaii State Taxes (rev. 10/90)
Instructions For Filing Form GEW-TA3, Application for General Excise (1990)
Form GEW-TA3, Application for General Excise License (rev. 1990)
Hawaii Taxpayers Bill of Rights

DEPARTMENT OF TRANSPORTATION (DOT)

Automatic Crash Protection
Careers in Transportation
Child Passenger Restraint Law
Consumer Information
Guide to Government Offices
Is Your Child's Car Seat Secure in the Car?
Size & Weight Guide for Child Safety Seats
Map - Official Transportation Map/Hawaii
Map - Oahu Map

UNIVERSITY OF HAWAII (UH)

Family Financial Counseling Program
General application

COUNTY

Community Work Day Program Calendar
Island of
How to Recycle in the School and the Community
Live and Live Fully: Programs for Oahu's Sr. Citizens
Recreation Division
Recycle
Senior Information and Assistance Handbook (With American Savings Bank)
Voters Guide County of Hawaii

COMMUNITY SERVICE

ASK 2000 (With B&F, DOH, DHS, DLIR, & Aloha United Way)
Decals

Chamber of Commerce

Chamber of Commerce Directory
Chamber of Commerce Pamphlet
Hawaii as a Pacific Regional Center
Living and Working in Hawaii
Speaking of
Who's who in Government- State of Hawaii

Civil

Citizens for Quality Quarantine
Neighborhood Justice Center

Directory

Telephone Directory/Elective Officials (GTE)

Ethnic

The Chinese in Hawaii 200 Years
Hawaii No. 1
The Consular Corp Directory 1991

Geothermal Energy

About Geothermal Energy
Geothermal Energy-University of Utah
Oil Wars
What's So Hot About Geothermal?

Hawaii Visitors Bureau (w/DBED)

Accommodation Guide 1992
Come to Life in Hawaii
Hawaii 1992, Calendar of Events
Hawaii the Aloha State
Hawaii Island Agriculture (w/AGR)
Restaurant Guide 1992

Map - Hawaii, The Big Island

Map - Kauai, The Garden Isle

Map - Molokai, The Friendly Isle

Map - Maui, The Valley Isle

Map - Oahu, The Gathering Place

Health

Alzheimer's Association
Baby S.A.F.E. - If Someone You Love Is...
Baby S.A.F.E. - If Your Baby Was Exposed to Crack...
Baby S.A.F.E. - Here's The Bottom Line...
Baby S.A.F.E. - Project

Jenny, Get That Thumb out of your mouth. Nervous mannerisms and what's behind them. (National Mental Health Association)
Hey, It's Dark. (National Mental Health Association)
M-m-m-m-ummy! (National Mental Health Association)
More Health For Your Dollar (AARP)
This Time I Want the Truth. (National Mental Health Association)
Tuberculosis? A Handbook for TB patients (American Lung Association)
Walk America (March of Dimes)
We care about the quality of life. (American Cancer Society)
"Wet Again" (National Mental Health Association)

Social Services

Aloha United Way Directory
Hawaii Association for Children and Adults with Learning Disabilities

FEDERAL

Social Security Applications

Federal Trade Commission

Car Rental Guide
The Credit Practices Rule
Fix Your Own Credit Problems & Save Money
Shopping by Mail
Solving Credit Problems
Vehicle Repossession
Facts for Consumers

IRS

Good News for Working Families EIC

U.S. Dept. of Health and Human Services

Age Page: Aging and Your Eyes

UNIDENTIFIED CLASSIFICATIONS

About Geothermal Energy
Aloha R & R
Being 18
How Does a Toaster Work?
Moanalua Garden Foundation
Recycling Association of Hawaii
Waikiki Aquarium
Windward Volunteer Tutors

Appendix D

SERVING THE PEOPLE THROUGH STATE SATELLITE OFFICES

The State of Hawaii is piloting a satellite state office program where the State has set up offices in each county of the State to provide selected services from several different agencies previously obtainable only in Honolulu (for example, issuing state identification cards, marriage licenses, and camping permits). To assist the State of Hawaii in evaluating their program and to collect data on other states' programs, it would be most appreciated if this questionnaire could be filled out and returned by **August 1, 1992**. A copy of the completed report will be sent to those who provide an address below.

1. Does your state have a program that provides a central place in locations other than the capitol or major cities where the public can obtain the services provided by several state agencies under one roof?
____ Yes ____ No

If you answered **No** to question 1, you do not need to answer any of the following questions. Please return this questionnaire in the enclosed envelope and be sure to include your name and address on the back so that we can send you a copy of the completed study.

If you answered **Yes** to question 1, please answer the following questions about your state's satellite office program.

2. How many satellite offices are in operation to date?

____ 6 or less ____ 13 to 20
____ 7 to 12 ____ 20 or more

3. The Office of Information in the Governor's Office is the administering agency of the Satellite Office Project in Hawaii. What agency administers the program in your state? _____

4. How many people staff each office? ____ 2 or less ____ 3 ____ 4 ____ 5 ____ 6 or more

5. Are the staff at the satellite office employees of the administering agency or are the staff a combination of employees employed by the agencies that offer the respective services? For example, staff may all be employees of the administering agency, the office of information, as in Hawaii, or there could be a combination where staff providing marriage licenses are employed by the department of health, staff issuing state identification cards are employees of the office of the attorney general, and the manager of the office is an employee of the office of information. (Check applicable)

____ Staff are employed by the administering agency
____ Staff are a combination of employees from several agencies

(over)

6. What services are provided at each satellite office?

7. Are any of the above services offered exclusively at the satellite offices? ____Yes ____No

If yes, which services?

8. Do the county or municipal governments have similar programs? ____Yes ____No

If yes, does the state operate any satellite offices jointly with any local governments? ____Yes ____No

Thank you for taking the time to answer this questionnaire. Please return this to the **Legislative Reference Bureau, State Capitol, Honolulu, HI 96813**, in the enclosed envelope. If you would like a copy of the completed report please fill in your name and address below.

Name: _____
Title: _____
Address: _____

Appendix E

Satellite Office Staff Survey

The Legislative Reference Bureau has been asked to conduct a study of the pilot satellite office project. Your comments and opinions are very valuable because you are the people who are in direct contact with the public every day. Please take a moment to answer the following questions. Your general comments concerning any topic regarding the satellite offices are welcome. Thank you for your time and input.

OFFICE LOCATION: Windward Oahu: Leeward Oahu: Hilo: Kona: Maui: Kauai.
POSITION: Supervisor or Assistant

1. The satellite offices provide a wide variety of information from several different agencies. is it possible for the staff, without being experts in a variety of fields to dispense the information to the satisfaction of the public?

☐ Most of the time;
☐ Impossible; or
☐ Sometimes.

2. What are the three most time consuming tasks you perform. how long does it take to complete each one and how many times a day do you perform those same three tasks?

TASK	LENGTH OF TIME	TIMES A DAY
1.		
2.		
3.		

3. If the satellite offices became a permanent project would you like to continue to staff the office?
☐ Yes or ☐ No. Why or why not?

4. How do you think this satellite office is perceived by the public it serves?

☐ Wasting taxpayers money
☐ Convenient but not essential.
☐ Essential.

5. What are the satellite office services that the public likes the most?

6. What are the most common complaints by the public you serve about the satellite office services?
7. What is the most common request the public makes but the satellite office does not provide?
8. How would you improve this satellite center?
9. What are your opinions about working at a joint county/state satellite office where both county and state services were available from both county and state employees?
10. Are there any ideas, comments or areas of discussion that should be included in a review of the satellite offices that have not been addressed by the preceeding questions or should be handled in more depth?

Mahalo for the time you took to complete this survey form.

Appendix F

STATE/COUNTY SATELLITE OFFICE QUESTIONNAIRE

Name of person answering questionnaire

Phone number

Title of person answering questionnaire

County

1. Does the county maintain any branch or satellite offices other than the office in the county seat?
____ Yes ____ No

If **Yes**, please answer questions **2 to 4**.

If **No**, please answer questions **5 to 7**.

2. Where are the branch or satellite offices located?
3. What services are provided at the branch or satellite offices?
4. Currently, the State and city and county of Honolulu are sharing space to provide government services to the people in the Waipahu area of Oahu. Would your county be interested in sharing space and expenses of a branch or satellite office with the state satellite program?
5. If your county doesn't currently operate any branch or satellite offices, has the county ever considered it?
6. Would the county be interested in starting a joint branch or satellite office with the State in the future?
7. If your county was interested in starting a joint branch or satellite office, where would the branches be located and why?

Please return completed questionnaire to Legislative Reference Bureau, State Capitol, Honolulu, HI 96813. If you have any questions or would like to discuss these issues in greater length, contact Pamela Martin, Legislative Researcher, 587-0666.

