

STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
EMPLOYEE STAFFING DIVISION

REQUEST FOR APPROVAL OF APPOINTMENT ABOVE THE MINIMUM PAY RATE

Date: July 7, 2009

To: Department of Human Resources Development
Employee Staffing Division
235 South Beretania Street, 11th Floor
Honolulu, Hawaii 96813

1. Request approval of the appointment at above the minimum pay rate for:

Name: Mark Young Position No. 30041
Class: Consvtn & Rescs Enf Administrator SREM07 Step \$ [REDACTED]
Recommended Effective Date: 01-02-10 Geographic Location: Oahu

2. Type of Appointment: Probation
 Other _____

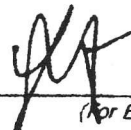
(Explain)

3. The reason(s) for this request (*include rationale for the selected rate and the benefits the State will receive by paying the higher rate*):

(see attached)

4. Other pertinent information:

5. Department of Land and Natural Resources



(For Employing Agency)

The Division of Conservation and Resources Enforcement (DOCARE) is responsible for enforcing conservation and resource laws of the State covering 476.1 square miles of marine managed areas, extended out to a 200-mile boundary; 1,368,900 acres of State lands; 1,313,150 acres of encumbered lands; approximately 54,750 acres of unencumbered lands; 69 State parks covering 26,675 acres; 104 State reserves covering 871,200 acres; 18 natural area reserves covering 109,950 acres; and 21 small boat harbors. These laws govern forest and forest reserves, fish and game management and reserves, state parks, state conservation districts, lease agreements, and land license involving all lands under the jurisdiction of the DLNR.

The subject DOCARE Administrator position is responsible for administering the statewide program of conservation and resource enforcement. This involves the statewide enforcement of the statutes, rules and regulations under the jurisdiction of the DLNR which provide for the protection and conservation of Hawaii's lands and natural resources.

Due to the statewide enforcement responsibilities of the multitude of laws, rules, and regulations pertinent to the Department, this position, as the Division Administrator, has broad responsibilities impacting upon program operations of other divisions/offices within the Department. Inherently, there is also intra-agency, inter-agency and inter-jurisdictional relationships. Therefore, this position is also in charge of joint enforcement agreements with the National Oceanic and Atmospheric Administration (NOAA), Coast Guard, each County Police Departments, Public Safety, and State Civil Defense.

DOCARE just completed a 5-year strategic plan. This is the first strategic plan generated by the department for enforcement operations. The need for a strategic plan for natural, cultural and historic resource law enforcement has been highlighted by the Legislative Auditor as well as many community and non-governmental organizations and personnel within DLNR and DOCARE itself.

The Strategic Plan identifies the core need to restructure the entire enforcement operation within DLNR to shift the primary focus to resource enforcement. While it may appear that this was the focus of DOCARE, the reality is resource enforcement has traditionally taken a back seat due to DOCARE's history and the constantly growing jurisdiction the department covers and the conflicting demands on DOCARE personnel. DOCARE enforcement personnel are a conglomeration of fish and game wardens, marine patrol inherited from DOT, personnel hired from various police and public safety offices and new recruits with little enforcement experience. DOCARE faces demands to provide routine police patrols in DLNR unencumbered public lands, small boat harbors and state parks, as well as to provide resource enforcement for aquatics with over 750 miles of coastline and three miles out in the ocean, forests, half the land in Hawaii in the Conservation District, and historic and cultural sites.

In order successfully implement their strategic plan, DOCARE needs an administrator who has the skills to implement a complicated strategic plan over the course of five years, negotiate with multiple partners with competing interests to restructure DOCARE's operations to extract themselves from routine police work and focus more on resource enforcement. The

restructuring will affect DOCARE personnel, some of whom prefer routine police work; require bringing multiple DLNR Division Administrators to agreement on deploying DOCARE's limited personnel, some of whom advocate for routine police work within their jurisdictions; communicating the restructuring to the public and NGOs; and, build stronger relationships with federal partners including US Coast Guard (USCG), US Fish and Wildlife Service (USFWS), National Oceanic and Atmospheric Administration (NOAA), among others, to bring new assets and resources to support DOCARE operations.

Commander Mark Young comes to DOCARE with commanding credentials. He entered the Coast Guard at the lowest level as a high school graduate and worked his way up to commanding officer with over 20 years of resource enforcement experience. As a Coast Guard officer, he is used to commanding an enforcement division with a mixed mission – similar to DOCARE. USGS is responsible for enforcing fishing regulations, boating safety, resource protection laws including marine mammals, and migrant interdiction. Commander Young has learned to juggle these mixed missions and has a history of placing resource enforcement at the core of his work.

To rise from an enlisted man to commanding officer requires a tremendous dedication and work ethic. However, in addition, Commander Young sought and received USCG support to send him to school not once, but twice. The USCG sent him to Hawaii Pacific University to obtain his Bachelor of Arts, then to Washington University to obtain a Masters in Marine Affairs. Commander Young would be the first DOCARE Chief with a Master's Degree in a resource area.

Commander Young also exhibits a passion for resource enforcement. While on duty in the Caribbean, he declined to spend all his time overseeing migrant interdiction (immigration matters), an enforcement area upon which most Coast Guard officers spent full time. Instead he sought out opportunities to work with local enforcement to protect a marine protected area in the Tortuga Islands, ultimately receiving an award from the local jurisdiction for his success at intercepting illegal fishing vessels entering protected waters.

Commander Young also has the skills necessary to negotiate successful operational agreements between competing interests and varied jurisdictions. He has successfully negotiated international enforcement agreements and operational plans with multiple nations and the USCG; fishing agreements as the USCG representative on the Western Pacific Regional Fisheries Council (WESPAC), and enforcement agreements for the Papahānaumokuākea Northwest Hawaiian Islands National Monument between USFWS, NOAA, USCG and the State of Hawaii.

Commander Young also has formidable experience crafting multi-year strategic plans with annual progress evaluations and reports to correct course where necessary and achieve the ultimate strategy. In addition, he is versatile with computer programs to chart operational and strategic plan objectives, assignments and progress.

He has the high-level administrative skills and experience to quickly evaluate DOCARE's assets, break the strategic plan into manageable action steps; assign those steps to DOCARE personnel and oversee their progress; negotiate with the DLNR Administrators to find means to ease DOCARE out of routine police work and into more resource enforcement. His Master's degree will command the respect of the DLNR resource administrators, while his federal partnerships will help with the divisions with more traditional needs, such as Boating, to obtain new federal support for alternative means to meet routine enforcement work.

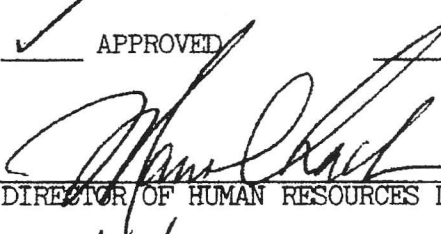
Lastly, he has the federal background to assist DLNR DOCARE in building currently anemic support from USCG, NOAA Office of Law Enforcement and USFW Office of Law Enforcement, while not detracting DOCARE from a core resource enforcement mission.

DOCARE has a unique opportunity at this time to bring on a high-level Administrator to implement a ground-breaking strategic plan to bring Hawaii's resource enforcement into a new era. There will always be fewer enforcement personnel than needed and fewer state dollars to support such operations than desired.

Commander Young is an administrator who is effective at building partnerships, bringing disparate interests to agreement to support strong and effective enforcement, who can manage large groups of personnel over a broad geographic area, and who has passion for the job. We are fortunate to have a candidate of his caliber for this position, and he certainly merits hiring above the minimum.

APPROVAL / DISAPPROVAL:

APPROVED DISAPPROVED DEFER



DIRECTOR OF HUMAN RESOURCES DEVELOPMENT

DATE

7/9/09