

House District 14, 15 & 16  
(Island-wide Initiative)

Senate District 8

THE TWENTY-SIXTH LEGISLATURE  
HAWAII STATE LEGISLATURE  
APPLICATION FOR GRANTS & SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

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

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

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

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

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: Kaua'i Planning & Action Alliance

Db/a: Kaua'i Planning & Action Alliance

Street Address: 2959 Umi Street, Suite 201, Lihue, HI 96766

Mailing Address: 2959 Umi Street, Suite 201, Lihue, HI 96766

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name STACEY GILLETTE

Title Keiki to Career Kaua'i Coordinator

Phone # 808-482-4425

Fax # 808.632.2018

e-mail stacey@kauainetwork.org

3. TYPE OF BUSINESS ENTITY:

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

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

IMPLEMENTATION OF THE KEIKI TO CAREER 3-YEAR NAVIGATION PLAN TO DEVELOP A SYSTEM OF SERVICES AND SUPPORTS FOR KAUA'I'S YOUNG PEOPLE FROM BIRTH TO CAREER SO THEY ARE READY TO LEARN AND READY FOR LIFE.

FUNDS WILL SUPPORT OPERATION OF THE KEIKI TO CAREER KAUA'I INITIATIVE AND DEVELOPMENT OF A COMMUNITY RESOURCES WEBSITE FOR PARENTS, SCHOOLS AND COMMUNITY PROVIDERS ACROSS THE ISLAND.

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2014-2015: \$ 100,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$ 0  
FEDERAL \$ 0  
COUNTY \$ 35,000  
PRIVATE/OTHER \$ 53,593

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

DIANE ZACHARY, PRESIDENT/CEO  
NAME & TITLE

DATE SIGNED

1/29/14

## Application for Grants and Subsidies

*If any item is not applicable to the request, the applicant should enter "not applicable".*

### I. Background and Summary

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Include the following:

#### 1. A brief description of the applicant's background

Kaua'i Planning & Action Alliance, Inc. (KPAA) is a 501(c)(3) nonprofit membership organization whose mission is to "Bring together diverse groups for collaborative planning and action to achieve targeted community goals." It is the only agency of this type on Kaua'i. It was formed in 2003 and received its nonprofit status in 2004.

KPAA brings together diverse sectors of the Kaua'i community to find long-term solutions to prevailing issues. It is a membership organization, composed of nonprofits, community groups, government agencies, businesses and individuals committed to working cooperatively on difficult issues that confront Kaua'i.

Presently, KPAA has over 50 member organizations and agencies and 16 business and individual members and a staff of three under the direction of President & CEO Diane Zachary and the governance of a Board of Directors. KPAA focuses on careful planning and implementation resulting in action to achieve results of long-term benefit to the community.

In 2011, KPAA convened a cross-section of education, business, nonprofit and community leaders on Kaua'i to explore the application of an innovative model designed to facilitate large-scale social change – Collective Impact. The model calls for the development of a common agenda, shared measures, mutually reinforcing activities, continuous communication and backbone support. With its small population (67,100), close family ties and willingness of agencies to work together, the group agreed that Kaua'i was well-positioned to launch a collective impact model that could be replicated in other communities throughout the state of Hawai'i. The group identified education as the greatest area of need, as well as the greatest area of opportunity to ensure the future prosperity of Kaua'i.

The result of two years of community conversations, research on best practices and KPAA-facilitated planning sessions was Keiki to Career Kaua'i, an island-wide initiative aimed at ensuring Kaua'i's keiki are ready to learn and ready for

life. KPAA serves as the backbone organization responsible for operating the initiative, which is the focus of this proposal.

**2. The goals and objectives related to the request**

GOAL 1: Continued implementation of Keiki to Career Kaua'i 3-Year Navigation Plan goals and strategies: <http://keikitocareer.org/wp-content/uploads/2013/05/Keiki-to-Career-Navigation-Plan.pdf>.

**OBJECTIVES:**

- Birth to Grade 3: Provide a strong foundation in early childhood to ensure success along the Keiki to Career Kaua'i developmental continuum
- Resilience & Life Skills: Create and coordinate a continuum of programming to develop resilience and life skills in students from preschool through high school
- Parent, 'Ohana & Community Engagement: Build parent, 'ohana, and community engagement and involvement in the education and development of children, youth and young adults
- High School to Postsecondary Opportunities: Prepare young adults to successfully transition to postsecondary opportunities like college, work, military, and technical training

GOAL 2: Identify, leverage and increase accessibility of existing community resources to enhance services and supports for young people

OBJECTIVE: With stakeholder input and consideration of replication in other communities throughout the state, design and launch an interactive community resource website to assist parents, schools and community providers in readily identifying available services and supports for young people.

**3. State the public purpose and need to be served**

Approximately one third of Kaua'i's population is under the age of 25.

Many of our young people lack the readiness and support needed to succeed in school and beyond. The "2012 Kaua'i Youth Report" shows that SAT scores in math, reading and writing fall far below national scores, significantly less Kaua'i high school graduates plan to enroll in college, and only 1 in 4 are college-ready (<http://keikitocareer.org/wp-content/uploads/2013/05/Kauai-Youth-Rpt-2012-FINAL.pdf>).

Additionally, the share of teenage mothers on Kaua'i is almost twice the national average, 14 of Kaua'i's 16 public schools qualify for Federal Title I funding, and

incidents of violent behavior in high school are more than 50% higher on Kaua'i than any other island in the state.

Keiki to Career Kaua'i is the first initiative designed to network parents, schools, businesses, government programs and community providers on Kaua'i to collaboratively address these needs. Through the use of a collective impact model, existing resources and efforts can be leveraged to better utilize limited resources and achieve greater service outcomes.

The proposed community resource website allows Keiki to Career Kaua'i to achieve these goals by creating a repository of information available to anyone in the community. Additionally, service gaps will be made apparent when services are mapped out by age, target population and geographic area. This ensures that youth in danger of "falling through the cracks" are identified and supported.

**4. Describe the target population to be served**

Keiki to Career Kaua'i targets three (3) primary populations to achieve its mission to unite the people of Kaua'i in nurturing and developing young people: 1) parents, 2) schools, and 3) community.

The initiative supports a network of more than 30 diverse partners that serve and support young people and their families, including the Department of Education, Kaua'i Community College, Department of Health, County of Kaua'i, Kamehameha Schools, Child & Family Services, PATCH, Hale 'Opio Kaua'i, Boys & Girls Clubs, YWCA and Kaua'i Chamber of Commerce.

**5. Describe the geographic coverage**

Keiki to Career Kaua'i is an island-wide initiative serving all parents, schools and community partners regardless of geographic location.

As the first collective impact initiative in Hawai'i focused on education, Keiki to Career Kaua'i also collaborates with and supports other projects throughout the state by providing information and examples of successful approaches that can be replicated in other communities, including the Department of Education, Hualalai 'Ohana Foundation, He'e Coalition and PHOCUSED/Hui Kupa'a. This outreach and assistance enables the project to have a broader impact on young people throughout the state.

## **II. Service Summary and Outcomes**

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request.

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

Keiki to Career Kaua'i's mission is *"to unite the community in nurturing and developing Kauai's young people from keiki to career so they are ready to learn and ready for life."*

Our vision is an island community where Kauai's children through young adults are healthy, competent, confident and caring. The initiative is informed by its values, including sharing responsibility, respect for all perspectives, honoring (?) cultural heritage, and a strong commitment to continuous improvement.

At its core, the initiative is a public-private partnership to break down silos and enable community providers, educational agencies, families and businesses to collaboratively focus on youth. The collective approach is guided by the nationally recognized Ready by 21 Framework: <http://forumfyi.org/readyby21/home>.

Keiki to Career's network of partners identified the following *shared outcomes*:

1. Keiki are kindergarten ready
2. Students are academically successful
3. Students are post-secondary ready
4. Students are career ready
5. Students are citizenship ready:
  - a) Physically healthy and safe
  - b) Socially, emotionally, mentally and spiritually well
  - c) Connected to their families and the local and global communities
  - d) Mindful, caring, compassionate and self-directed

The Keiki to Career Kaua'i 3-Year Navigation Plan, completed in April 2012, identifies the strategies for achieving the shared outcomes in the four focus areas selected during a comprehensive two-year community planning process. Focus areas include Birth to Grade 3, Resilience and Life Skills, High School to Post-Secondary Opportunities, and Parent, 'Ohana (Family) and Community Engagement.

Following the completion of a 3-Year Navigation Plan, KPAA hired a Keiki to Career Kaua'i Coordinator to facilitate: 1) the implementation of the plan by program and community partners, 2) development of a Data Management System to measure and report results, and 3) efforts to leverage existing resources by increasing awareness and accessibility among parents, schools and community providers.

Funds requested will support operation of the Keiki to Career Kaua'i Initiative, including the Coordinator position and non-personnel operating expenses, and

establish a searchable community resource website for parents, schools and community providers.

**2. The applicant shall provide a projected annual timeline for accomplishing the results or outcomes of the service**

The Keiki to Career Kaua'i 3-Year Navigation Plan identifies lead organizations and detailed timelines for the accomplishment of all focus area strategies:  
<http://keikitocareer.org/wp-content/uploads/2013/05/Keiki-to-Career-Navigation-Plan.pdf>.

The community resources website will be developed using a Design Thinking Model that includes learning the needs of the website users, clearing defining the problem to be solved based on the needs of users, brainstorming solutions, developing a prototype and testing the prototype, including asking for user feedback. The proposed work plan is as follows:

ACTIVITIES	RESPONSIBILITY	TIMELINE
Identify and recruit key stakeholders to participate in website design, including: <ul style="list-style-type: none"> <li>• Parents</li> <li>• Schools</li> <li>• Community Providers</li> </ul>	Keiki to Career Coordinator	Within 4 weeks of grant award; Target of 8/1/14
Advertise and select contracted Website Designer and finalize the work plan	Keiki to Career Coordinator	Within 6 weeks days of grant award; Target of 8/15/14
Facilitate planning session(s) using a Design Thinking Model to: <ul style="list-style-type: none"> <li>➤ Identify user needs</li> <li>➤ Brainstorm possible design options</li> <li>➤ Prototype</li> <li>➤ Select one (1) prototype to pilot</li> </ul> Note: alternative formats, i.e. paper resource directories, Facebook, tablet & phone app(s), etc. will also be considered	Keiki to Career Coordinator, with support from President/CEO and Keiki to Career Leadership Council members trained in the Design Thinking Model	Within 3 months of grant award; Target of 10/1/14

ACTIVITIES CON'T	RESPONSIBILITY	TIMELINE
Design*, pilot and finalize website <i>*Will include built-in user survey to assess effectiveness</i>	Contracted Website Designer	Within 6 months of grant award; Target of 1/1/15
Launch Community Resources Website	Keiki to Career Coordinator	Within 6 months of grant award; Target of 1/1/15
Conduct community outreach to inform parents, schools and community providers of website	Keiki to Career Coordinator, with support from the Leadership Council Communication Committee	Ongoing 1/1/15 – 6/30/15

- 3. The applicant shall describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results.**

Keiki to Career Kaua'i has a strong commitment to continuous quality improvement. Reports identifying progress toward the initiative's shared outcomes will be published annually and used to make program improvements. The first report showing progress during the 2013-14 school year is expected to be released in September 2014.

The community resources website will include a built-in survey to enable quick and efficient evaluation. Modifications will be made as needed based on feedback.

- 4. The applicant shall list the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

Measures of effectiveness will include:

- Work completed in accordance with the state contract
- Keiki to Career Annual Progress Report indicates improvement in youth outcomes
- Website survey tool shows a 75% or higher user satisfaction rate
- Increase in website usage as demonstrated by the number of visits

### III. Financial

#### Budget

1. **The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

See attached Budget Forms.

2. **The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014-2015.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$12,500	\$37,500	\$37,500	\$12,500	\$100,000

3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2014-2015.

Keiki to Career Kaua'i is a public-private partnership. Our funding model reflects our value of shared responsibility by combining both private and public funding to support the ongoing operation and special projects needed to ensure coordination, including the following funds to be sought for fiscal year 2014-2015:

State of Hawai'i, Grant-In-Aid	\$100,000
County of Kaua'i, Office of Economic Development	\$ 75,000
Hawai'i Department of Education, Kaua'i Complex Area	\$ 25,000
The Learning Coalition	\$ 50,000
Atherton Family Foundation	<u>\$ 25,000</u>
TOTAL	\$275,000

4. **The applicant shall provide a listing of all state and federal tax credits that have been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.**

Not applicable

### IV. Experience and Capability

#### A. Necessary Skills and Experience

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The



applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Kaua`i Planning & Action Alliance (KPAA) has a 10-year history of providing successful programs that benefit the community, including:

- convening substance abuse professionals to prepare a county-wide substance abuse plan and working with agencies and nonprofits for five-year to implement the plan;
- partnering in the development of the Kaua`i Energy Sustainability Plan;
- bringing together early-adopters of sustainability projects to determine the changes in policies and practices needed to enhance Kauai's sustainability and self-reliance;
- helped develop a sustainable operations plan for County government;
- rehabilitated the Kalalau trail; and
- publishing a community indicators report to provide data and guidance to decision-makers.

KPAA is grateful for the receipt of two grants- in-aid approved by the State Legislature in 2007 and 2009. These grants enabled us to partner with State Parks Division of the Department of Land and Natural Resources to rehabilitate 10 miles of the Kalalau Trail in the Napali Coast State Wilderness Park. The work was designed to improve hiker safety, reduce erosion, protect archeological features and enhance the hiker experience.

## **B. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. Also describe how the facilities meet ADA requirements, as applicable.

KPAA maintains an office for the purpose of conducting its business located at 2959 Umi Street, Suite 201 in Lihu'e, HI. The space is ADA accessible to meet the needs of any who might attend meetings or meet with the Keiki to Career Coordinator. It is located at ground level, therefore there are no steps to be negotiated. A handicapped parking stall is located immediately adjacent to the office. The restroom is handicap-accessible.

The KPAA office is within walking distance from a bus line.

## V. **Personnel: Project Organization and Staffing**

### A. **Proposed Staffing, Staff Qualifications, Supervision and Training**

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Keiki to Career Kaua'i is staffed by a dedicated 1 FTE Coordinator, with support from the President & CEO and KPAA Administrative Coordinator.

The Coordinator, **Stacey Gillette**, brings over 15 years of private and public sector experience, including extensive experience managing federal, state and local grants and contracts. Ms. Gillette's previous positions include management of an early learning consortium in Washington State with more than 40 member organizations, and oversight of the City of Tacoma's \$12 million biennial human services funding and contracting process. She possesses a master's degree in Organizational Leadership from Chapman University.

**Diane Zachary**, the President/CEO, has over 35 years experience in the management of nonprofit organizations and government agencies, with a focus on long-range planning and community development issues. Diane is a skilled facilitator, trainer and educator, with experience working on Kaua'i, Maui, and throughout the Pacific islands. She has planned and facilitated large public input meetings and has worked with numerous government agencies and nonprofit boards of directors on strategic planning and capacity building. She draws on her academic background that includes a bachelor's degree in political science and master's degree in public administration.

**Rayne Regush**, Administrative Coordinator, brings to KPAA over 20 years experience in the nonprofit sector providing high level executive support to senior management and project coordination. She has a Bachelor of Arts degree.

### B. **Organization Chart**

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.

See attached organizational chart for Kaua'i Planning & Action Alliance (Attachment A) and Keiki to Career Kaua'i (Attachment B).

**VI. Other**

**A. Litigation**

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

Not applicable.

**B. Licensure or Accreditation**

Specify any special qualifications, including but not limited to licensure or accreditation that applicant possesses relevant to this request.

Not applicable.

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2014 to June 30, 2015)

Applicant: Kaua'i Planning & Action Alliance

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>Total Other Public Funds Requested (b)</b>	<b>Total Private Funds Requested (c)</b>	<b>TOTAL FUNDS</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	21,900	28,271	28,470	84,825
2. Payroll Taxes & Assessments				
3. Fringe Benefits ( <i>incls payroll taxes</i> )	8,100	10,457	10,530	22,903
<b>TOTAL PERSONNEL COST</b>	<b>30,000</b>	<b>38,728</b>	<b>39,000</b>	<b>107,728</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	600	1,500	0	2,100
2. Insurance - <i>see #15</i>	0	0	0	0
3. Lease/Rental of Equipment	0	0	0	0
4. Lease/Rental of Space - <i>see #15</i>	0	0	0	0
5. Staff Training	0	6,000	0	6,000
6. Supplies	500	1,000	0	1,500
7. Telecommunication (Cell Phone)	400	800	0	1,200
8. Utilities - <i>see #15</i>	0	0	0	0
9. Advertising & Promotion	1,500	13,500	0	15,000
10. Meetings & Events	500	3,500	0	4,000
11. Printing & Reproduction	500	2,000	0	2,500
12. Contracted Professional Services (Website Developer, Data Manager and Other Consultants)	43,600	8,400	19,500	71,500
13. Mileage	400	800	0	1,200
14. Misc. Expenses	0	1,772	0	1,772
15. KPAA Administrative Fee (covers general operating expenses such as space, utilities, copier, accounting, bookkeeping and payroll services, etc.)	22,000	22,000	16,500	60,500
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>70,000</b>	<b>61,272</b>	<b>36,000</b>	<b>167,272</b>
<b>C. EQUIPMENT PURCHASES</b>	<b>0</b>			
<b>D. MOTOR VEHICLE PURCHASES</b>	<b>0</b>			
<b>E. CAPITAL</b>	<b>0</b>			
<b>TOTAL (A+B+C+D+E)</b>	<b>100,000</b>	<b>100,000</b>	<b>75,000</b>	<b>275,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	100,000	Stacey Gillette 808.482.4425		
(b) Other Public Funds Requested	100,000	Name (Please type or print) Phone		
(c) Other Private Funds Requested	75,000	[Redacted] 1/29/14		
(d) N/A		Date		
<b>TOTAL BUDGET</b>	<b>275,000</b>	Diane Zachary, President & CEO Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Kaua'i Planning & Action Alliance

Period: July 1, 2014 to June 30, 2015

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: Kaua'i Planning & Action Alliance

Period: July 1, 2014 to June 30, 2015

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2010-2011	FY: 2011-2012	FY:2012-2013	FY:2012-2013	FY:2013-2014	FY:2014-2015
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
JUSTIFICATION/COMMENTS: N/A (Requested funds support operation expenses)						

**DECLARATION STATEMENT  
APPLICANTS FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAI'I REVISED STATUTES**

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

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

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

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

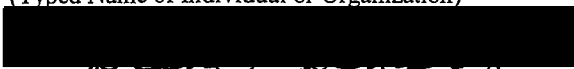
Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

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

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

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

Kaua'i Planning & Action Alliance  
(Typed Name of Individual or Organization)



(Signature)

Diane Zachary  
(Typed Name)

1/29/14  
(Date)

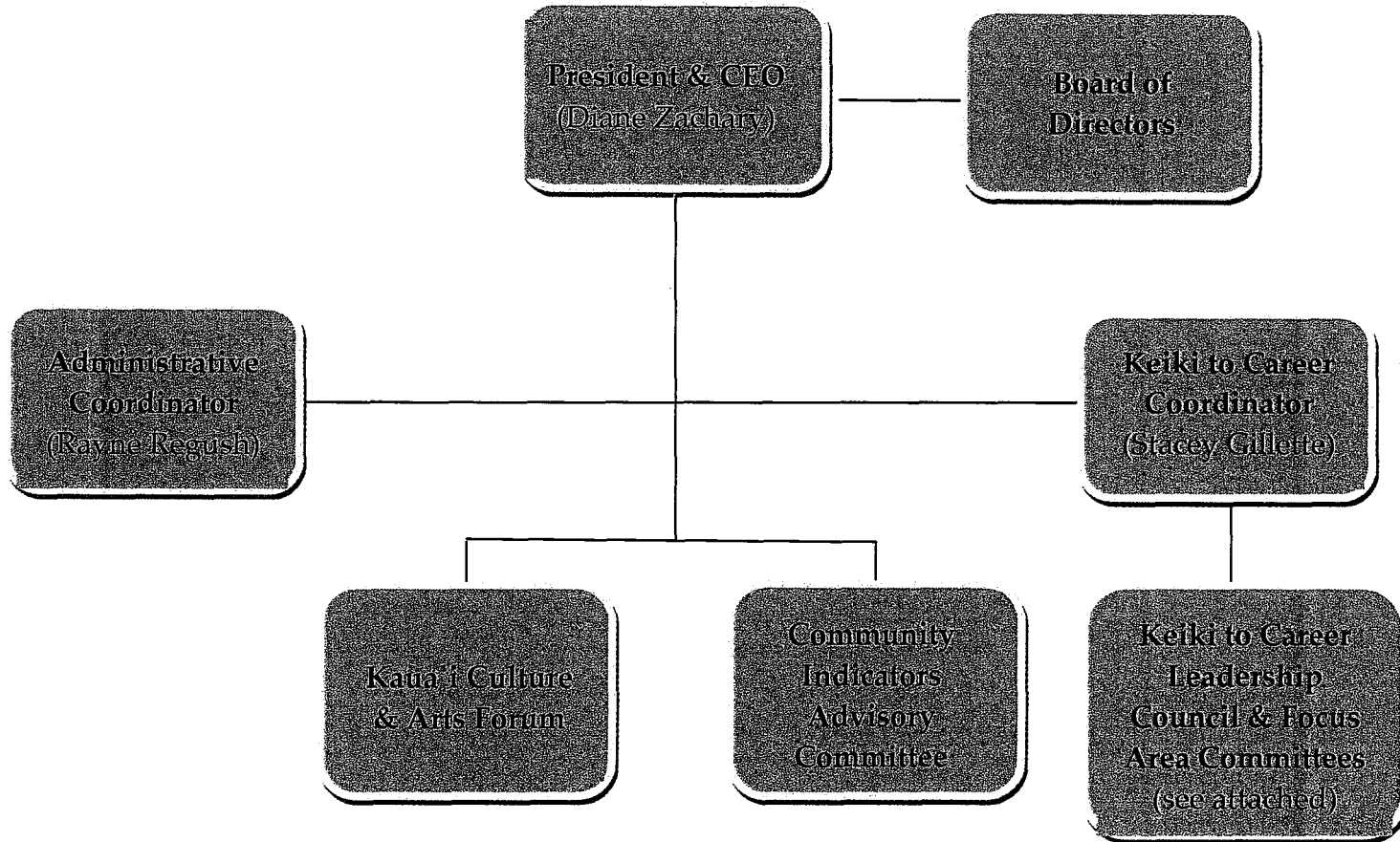
President & CEO  
(Title)





# KAUA'I PLANNING & ACTION ALLIANCE

Organizational Chart as of January 29, 2014



# Keiki to Career Kaua'i

**Kaua'i Youth**  
*Ready to Learn, Ready for Life*



**School, Program and Resource Partners**



KAUA'I'S FAMILIES & COMMUNITY—SUPPORTIVE & ENGAGED

KAUA'I'S FAMILIES & COMMUNITY—SUPPORTIVE & ENGAGED

**Executive Committee**  
 Make urgent decisions, with opportunity for input from full Leadership Council

**Fund & Resource Development Committee**

**Communications Committee**

**Data & Continuous Improvement Committee**

**Partnerships Committee**

**Leadership Council**

- Consider committee recommendations and make decisions for Keiki to Career initiative
- Serve as champions for Keiki to Career
- Create opportunities for fund and resource development
- Develop and oversee communication and engagement strategies
- Establish and monitor a system to collect data, report progress and ensure continuous improvement
- Cultivate leadership and partners to support Keiki to Career

**Four Focus Areas**

- Early Childhood**
- Elementary & Middle School**
- Parent, Qhana and Community Engagement**
- High School to Post-Secondary Opportunities**

- Build partnerships and leadership
- Implement Action Plan and monitor progress
- Using indicators, measure outcomes
- Develop recommendations for improvement
- Adjust the Action Plan as needed
- Communicate results to partners and community

**Backbone Support: Kaua'i Planning & Action Alliance**

- Engage, convene and support Keiki to Career constituencies
- Align and coordinate activities
- Create and support shared measurement
- Promote quality standards and accountability
- Build public will