

House District 26

Senate District 13

THE TWENTY-EIGHTH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

**COPY**

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

"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.

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

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: PHOCUSED

Dba:

Street Address: 1001 Bishop St., Ste. 780 Honolulu, HI 96813

Mailing Address: Same as above.

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name SCOTT MORISHIGE

Title Executive Director

Phone # (808) 521-7462

Fax # (808) 521-7461

E-mail smorishige@phocused-hawaii.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- OTHER
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

HUI KUPA'A: COLLECTIVE IMPACT FOR HAWAII'S PEOPLE

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2016: \$ 150,000

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 \$ \_\_\_\_\_  
 FEDERAL \$ \_\_\_\_\_  
 COUNTY \$ \_\_\_\_\_  
 PRIVATE/OTHER \$ \_\_\_\_\_

TYPE, NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[Redacted Signature]

AUTHORIZED SIGNATURE

SCOTT MORISHIGE, EXECUTIVE DIRECTOR

NAME & TITLE

1-30-15

DATE SIGNED



**RECEIVED**  
1-30-15

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## Application for Grants

### I. Background and Summary

#### 1. A Brief Description of the Applicant's Background.

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly & Disabled) is a 501(c)(3) nonprofit membership and advocacy organization, which represents health and human service organizations across Hawaii. Since its inception in 2008, PHOCUSED has represented the 'voice of the people' – working to increase the visibility of and investment in children and adults in Hawaii who are marginalized, impoverished, and under-served. To achieve this goal, PHOCUSED is a convener of the many diverse players within Hawaii's human services sector – uniting nonprofits, government and private business and working together with them to identify strategic solutions to complex social issues, such as homelessness, mental health, and domestic violence.

An extension of PHOCUSED's convening work is its role as the backbone organization for *Hui Kupa`a* ("*Many hands working together*"), a public-private partnership between the nonprofit sector and the State. *Hui Kupa`a* employs an approach known as 'Collective Impact' and targets three primary focus areas that have been identified as critical to improving quality of life for Hawaii residents – (1) Homelessness, (2) Early Childhood and (3) the Unemployed / Working Poor.

Through a 2013 Grant-in-Aid (GIA) from the Hawaii Legislature, PHOCUSED laid the ground work to ensure *Hui Kupa`a*'s long-term success. These efforts have included identifying key stakeholders, the formation of working groups to address specific issues within the three broad focus areas identified above, and working together with national experts to ensure that the 'Collective Impact' framework is applied with fidelity to Hawaii's efforts.

Since March 2014, the *Hui Kupa`a* achieved the following successes in the area of homelessness:

- ***Adoption of a common assessment tool for 30+ nonprofit and government service providers on Oahu.*** Over 2,200 homeless households have been assessed in a standardized manner, whether they are encountered on the street or enter the homeless system through a shelter or other program.
- ***340 homeless households were placed in permanent housing.*** Through better coordination, an average of 34 homeless households a month transitioned to permanent housing opportunities.
- ***590 of the most chronic and medically vulnerable homeless households have been identified.*** The common assessment tool categorizes households by level of need and match them to the most appropriate interventions.
- ***Of the 590 most vulnerable, 46% (270) have been referred to Permanent Supportive Housing and are actively looking for housing.***



## 2. The Goals & Objectives Related to this Request.

With participation from 84 nonprofit providers, government offices, and other community stakeholders across Hawaii, Hui Kupa`a has advanced our community's effort to address Hawaii's high rate of homelessness – which is the 2<sup>nd</sup> highest in the nation. Although much has been accomplished, there is great potential to expand the initiative to include new areas of focus. PHOCUSED respectfully requests **\$150,000** to scale and expand the work of Hui Kupa`a in the following areas:

- **Homelessness**

The initiative will continue its efforts related to homelessness on Oahu, and begin to scale its efforts in this area, to include expansion to Hawaii, Maui, and Kauai counties.

*(Refer to Attachment A, which provides an overview of Hui Kupa`a's current activities relating to Homelessness.)*

- **Early Childhood**

Over the past few years, the groundwork has been laid for increased coordination of nonprofit and government resources relating to developmental screening for young children aged 0-5. The initiative will build upon these efforts, to better enable sharing of developmental screening data, and encourage increased coordination in providing intervention services to children identified with emotional or behavioral delays.

*(Refer to Attachment B, which provides an overview of the groundwork that Hui Kupa`a has laid within the Early Childhood sector.)*

- **Unemployed & Working Poor**

The initiative will facilitate discussions between nonprofit service providers, Hawaii's community college system, and the Department of Human Services to better link low-income recipients of TANF and SNAP to vocational training and create pathways to higher wage employment.

- **Exploration of Other Opportunities for Impact**

Hui Kupa`a will also explore other opportunities for social impact relating to At-Risk Youth and Foster Youth.

The above activities will be accomplished through the use of a 'Collective Impact' framework for problem solving. Collective Impact is a data-driven, collaborative approach to addressing complex social problems that was highlighted nationally in a 2011 article of the Stanford Social Innovation Review (SSIR). Although Collective Impact involves participation from diverse stakeholders from the public and private sectors, it is more than just simple collaboration – It is a commitment by leaders from different sectors to set aside individual agendas, and commit to a common agenda for solving difficult problems within a community.

One of the most well-known examples of Collective Impact is 'Strive,' an initiative in Cincinnati and Northern Kentucky that focuses on improving educational outcomes for youth from cradle to career. In only four years, Strive brought together over 300 community leaders and demonstrated compelling results on multiple indicators, such as: children entering school ready to learn, increased percentage of students graduating high school, entering college, and completing college.

### 3. The Public Purpose and Need to be Served.

*"When it comes time to tackling complex social problems, [Hawaii] nonprofits can be most effective when they work in sync, targeting their individual resources and expertise toward common goals. This logical approach – a philosophy known as collective impact – is not yet standard practice . . . but it should be."*

- 'Curing social ills requires teamwork'  
Honolulu Star-Advertiser (1/29/15), Editorial

Hawaii's vulnerable populations consistently struggle with high rates of poverty, and extremely high housing costs that result in many being unable to make ends meet. This proposal seeks to directly address these challenges for Hawaii's residents statewide.

Hawaii has the highest cost of living in the nation – at almost 160% of the national average. Hawaii residents pay more for shelter than any other state in the nation, with 73% of those living in poverty paying more than half of their income on housing. This high housing cost burden has resulted in high rates of homelessness -- According to the National Alliance to End Homelessness, Hawaii has the 2<sup>nd</sup> highest rate of homelessness per capita in the nation.

Based upon the U.S. Census Bureau's Supplemental Poverty Rate measure, Hawaii has the 5<sup>th</sup> highest poverty rate in the nation at 18.4%. While unemployment rates in Hawaii have been historically low, Hawaii had the fastest growing unemployment rate in the nation between 2007 and 2010. Further, Hawaii's unemployment rate does not reveal how many individuals have to work multiple part-time jobs to make ends meet.

In addition to the above, Hawaii's young children may also face challenges that place them at a disadvantage for future learning. A 2011/12 National Survey for Children's Health found that a majority (61.1%) of Hawaii's children ages 0-5 years old are not screened for developmental or behavioral delays prior to school entry. While early interventions are available for children with identified delays, many delays are not identified due to a lack of community resources to conduct screenings. Without early screening and intervention, many Hawaii children entering kindergarten are not adequately prepared to enter the public school system. This lack of preparation puts Hawaii's keiki at risk of higher unemployment and academic challenges later in life.

Through the Hui Kupa`a initiative, PHOCUSED and its community partners will apply the Collective Impact framework to these complex social challenges, with the goal of improving outcomes both at a local and systemic level.



#### **4. Describe the Target Population to be Served.**

Each of the Hui Kupa`a work groups are committed to solve a complex social issue impacting Hawaii's residents. Specifically, three primary target populations will be addressed through this work:

- (1) Homeless individuals and families, with a primary focus on the unsheltered homeless
- (2) Young children, ages 0-5
- (3) Recipients of public assistance programs, such as SNAP or TANF

However, efforts will not be limited to the populations described above, and the intent of Hui Kupa`a is to seek positive outcomes for all Hawaii residents.

#### **5. Describe the Geographic Coverage.**

Although the Hui Kupa`a initiative is based out of Oahu, the issues the initiative has focused on are broad-reaching statewide problems, including: (1) Homelessness, (2) Early Childhood, and (3) the Unemployed/Working Poor. This proposal also specifically intends to scale out work relating to homelessness statewide.

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

### **1. Describe the Scope of Work, Tasks and Responsibilities**

PHOCUSED will serve as the backbone support organization for Hui Kupa`a, which is a statewide initiative utilizing the Collective Impact framework to address the complex challenges of: (1) Homelessness, (2) Early Childhood, and (3) the Unemployed/Working Poor.

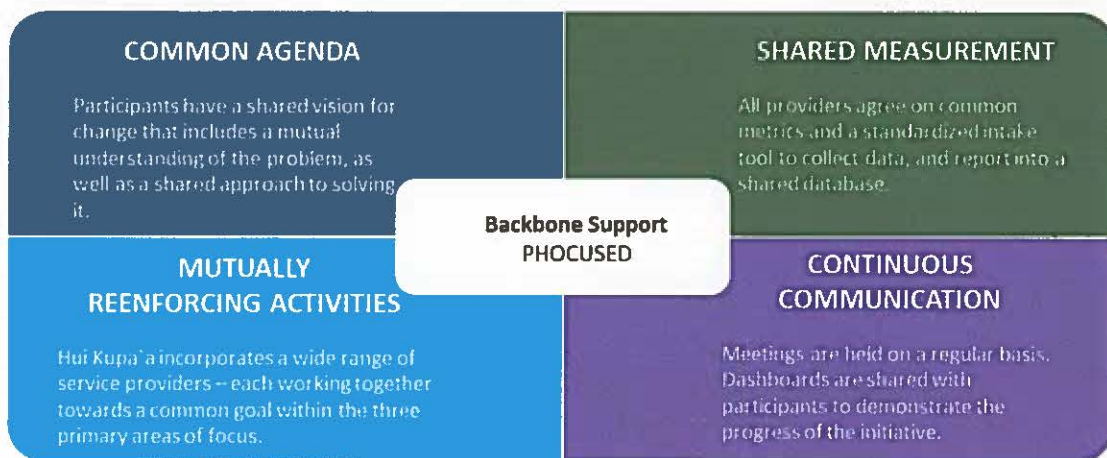
As stated earlier, Collective Impact is a data-driven, collaborative approach to addressing complex social problems, which is being utilized in many communities across the country. At its core, Collective Impact is the collaboration of members from different institutions – both public and private - working together to promote a common agenda to solve a difficult social problem. With millions of dollars being allocated within our community for a myriad of initiatives, Collective Impact seeks to assure that this cash infusion can really move the needle in a meaningful way when it comes to key issues such as education, poverty, and homelessness. This model is now being used throughout the United States and in 2011 was highlighted by the Stanford Social Innovation Review as a promising practice to address complex social issues<sup>1</sup>.

Historically, health and human service programs in Hawaii have been largely siloed. In the current paradigm for human services, funding is usually provided to an individual organization to address a specific need. In this paradigm, as each organization addresses the specific need it has identified, organizations begin to work against the greater collective and each organization operates within a silo. By utilizing a Collective Impact framework, the Hui Kupa`a initiative offers an alternative to this traditional paradigm, in which all key stakeholders agree on what are the most important priorities, and then work together to move the needs towards an identified shared goal. A recent editorial in the *Honolulu Star-Advertiser* acknowledged that "now is a good time to

*highlight the progress of fledgling collective impact initiatives [in Hawaii], and to urge that the federal, state, and county governments, nonprofit organizations and the business community act in concert to further their aims.”*

*(Refer to Attachment C, which is a copy of the editorial ‘Curing social ills requires teamwork,’ that appeared in the 1/29/15 edition of the Honolulu Star-Advertiser)*

The Collective Impact framework has five main conditions necessary for success: (1) A Common Agenda; (2) Shared Measurement Systems; (3) Mutually Reinforcing Activities; (4) Continuous Communication; and (5) A Backbone Support Organization. The following diagram illustrates how the Hui Kupa`a initiative incorporates these five elements:



As the backbone support organization for Hui Kupa`a, PHOCUSED is essential to ensuring the success of the initiative, and to ensure that the other four elements of the Collective Impact framework are met. The backbone support role includes planning, managing, and facilitating meetings among key stakeholders, as well as providing necessary communications and data / evaluation support.

To address the specific needs of the three primary focus areas of the initiative, Hui Kupa`a has formed work groups around each issue. In demonstration of the public-private nature of the initiative, each work group is co-led by a representative of the State government and of the nonprofit sector. The work group leadership for the three primary focus areas are identified below:

Hui Kupa`a Work Group / Collective Impact Area	Government Co-Leader	Private Sector Co-Leader
Homelessness	Colin Kippen, State Homeless Coordinator	Rona Fukumoto, Catholic Charities Hawaii
Early Childhood	Dani Tomiyasu, Department of Health	Howard Garval, Child & Family Service
Unemployed & Working Poor	Scott Nakasone, Department of Human Services	Katherine Keir, Goodwill Industries of Hawaii



In addition to work groups for the above areas, Hui Kupa`a has established exploratory work groups in two further areas of interest:

<b>Hui Kupa`a Work Group / Collective Impact Area</b>	<b>Government Co-Leader</b>	<b>Private Sector Co-Leader</b>
At-Risk Youth	David Hipp, Office of Youth Services	Deborah Spencer-Chun, Adult Friends for Youth
Foster Youth	Tracy Yadao, Department of Human Services	Jaque Kelley-Uyeoka, Hale Kipa

Altogether, membership in all five work groups totals a combined 84 government, nonprofit, and private business entities across the state.

*(Refer to Attachment D, which provides an overview of all active Hui Kupa`a work group participants.)*

PHOCUSED staff supports the convening and facilitation of each work group. In addition, common governance documents for each group have been developed that ties each workgroup to the overall framework of the Collective Impact model and includes:

- A team charter
- Identified short and long term goals
- Identification of a pilot project
- Measurable common outcomes
- Agreement on what data will be collected and how it will be analyzed, and
- Provision for project flexibility to create improvement upon current services based on data analysis.

To ensure oversight of the initiative as a whole, a Hui Kupa`a oversight committee has been established, which includes participation from key nonprofit leaders and a representative from the Aloha United Way. The oversight committee membership is listed below:

<b>Oversight Committee Member</b>	<b>Organization</b>
Howard Garval, Chair	Child & Family Service
Laura Smith	Goodwill Industries of Hawaii
Jan Dill	Partners in Development Foundation
Marian Tsuji	Lanakila Pacific
Jerry Rauckhorst	Catholic Charities Hawaii
Marc Gannon	Aloha United Way

## 2. Projected Timeline

The following is a projected timeline for the Hui Kupa`a initiative:

<b>Months 1-3</b>	<p>Initial meetings are convened with work groups in the three primary focus areas.</p> <p>Work groups will revisit the Charter, Short- and Long-term Goals, and will identify a pilot project with clearly defined and measurable outcomes.</p> <p>Work groups will come to agreement on what data will be collected and how it will be analyzed.</p> <p>The Homeless Work Group will conduct outreach to the neighbor islands and begin to scale its efforts statewide.</p> <p>Work group leadership will meet bi-monthly during this period to discuss successes and challenges.</p>
<b>Months 4-6</b>	<p>Pilot projects will be implemented and underway for each of the work groups in the three primary focus areas.</p> <p>Work groups begin to develop sustainability plans to continue pilot project efforts beyond the initial GIA period.</p> <p>Hui Kupa`a will administer its first “report card” to the State Legislature and administration to share the progress of the initiative and the formation of the initial pilot projects.</p>
<b>Months 7-9</b>	<p>Data is collected from the initial efforts of the work group pilot projects.</p> <p>Modifications will be made to data sharing agreements and pilot project action plans based on this initial analysis.</p> <p>Work groups begin to develop sustainability plans to continue pilot project efforts beyond the initial GIA period.</p> <p>Hui Kupa`a will administer its second “report card” to the State Legislature and administration to share the progress of the initiative.</p>
<b>Months 10-12</b>	<p>Work groups begin final evaluation of pilot project efforts.</p> <p>Work groups initiate sustainability plans for pilot projects.</p> <p>Hui Kupa`a will administer its third and final “report” card to the State Legislature and administration to share the progress of the initiative.</p>
<b>Ongoing</b>	<p>PHOCUSED staff and the Hui Kupa`a Oversight Committee will meet regularly to evaluate work group efforts and the overall efforts of the initiative.</p>

### 3. Quality Assurance and Evaluation Plan.

Hui Kupa`a has been structured for quality assurance and evaluation at multiple levels, and undergoes continuous improvement modifications. The structure for continuous evaluation, described from lowest to highest level of oversight, includes:



- **Work Group Structure**

A 'work group' is established to each areas of focus for Hui Kupa`a. Within their designated area of focus, each work group is responsible for identifying: (1) Long- and short-term goals; (2) What data will be collected to measure progress towards the goal; and (3) How the data will be analyzed and evaluated. Work groups meet monthly, and it is recommended that they re-visit their goals and outcome measures at 90- or 100-day intervals.

- **Work Group Leadership Meetings**

Every other month, leaders from all work groups come together to meet and share successes and challenges together. Work group leaders are subject matter experts in their respective areas from the public- and private-sector. Work group leadership meetings are an opportunity for leaders to learn from each other, and an opportunity to provide each other support and encouragement. In addition to work group leaders, members of the Hui Kupa`a oversight committee also attend these meetings to receive regular progress updates. Progress reports shared at these meetings are relayed to work group members through their respective group leaders.

- **Oversight Committee Meetings**

The Oversight Committee is responsible for oversight of the entire Hui Kupa`a initiative. The committee meets on a bi-monthly basis and reviews overall progress of the initiative, as well as works to ensure sustainability and scalability of successful pilot efforts. The Oversight Committee will highlight key successes and challenges through the sharing of a Quarterly Report Card, which will be distributed to the State Legislature and administration.

In addition to its established structure, Hui Kupa`a will also hire a Data Analyst to conduct an evaluation of the overall initiative. PHOCUSED, as the backbone support organization for Hui Kupa`a, will assist the Oversight Committee in selecting and hiring a qualified individual to perform this work.

#### **4. Measures of Effectiveness**

Using the Collective Impact framework, each Hui Kupa'a workgroup works to identify 3 to 5 key goals and action steps ("low hanging fruit") that can be implemented in a short time frame (90-100 days) and develops a common agenda and shared upon vision with agreed upon measurements for impact. Each workgroup presents their plans to the larger group, resulting in a final report that will be presented to the State Legislature and administration to use to propose legislative and administrative changes in the State. There is a community report card issued regularly, and shared with the Administration and Legislature, over a 12-month period in which the public is informed about the results Hui Kupa'a has achieved in the three primary focus areas: (1) Homelessness; (2) Early Childhood; and (3) the Unemployed/Working Poor.

**III. Financial**

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

Please refer to attached budget worksheets.

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$37,500	\$37,500	\$37,500	\$37,500	\$150,000

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2016.**

PHOCUSED is mindful of the need to sustain Hui Kupa`a efforts in the long-term. To this end, PHOCUSED will work together with the Hui Kupa`a Oversight Committee to develop a sustainability plan for work group efforts. Plans for long-term sustainability will include securing funding from other private and public sources. Planning efforts for sustainability of work group projects are included in the program timeline for the Hui Kupa`a initiative.

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

PHOCUSED has not applied for, not anticipates applying for, any state or federal tax credits.

- 5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.**

PHOCUSED received a GIA in the amount of \$100,000 for the Hui Kupa`a Collective Impact initiative. The contract was administered by the Department of Human Services (DHS-14-ETPO-1039) for a contract period of 12/1/13 to 11/30/14.

Additional government contracts and grants received by PHOCUSED, but not specific to this request, are listed in the attached 'Government Contracts and/or Grants' worksheet.



## IV. Experience and Capability

### A. Necessary Skills and Experience

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled) is a nonprofit membership and advocacy organization, which represents health and human service organizations across Hawaii. PHOCUSED was established in January 2008 after meetings with key leaders in the health and human services sector confirmed an interest in the concept of a dedicated, grassroots advocacy organization to represent the interest of vulnerable, marginalized populations.

By the end of the 2008 legislative session, PHOCUSED was an acknowledged social advocacy entity, recognized by the key health, human services, and finance committee leadership in the House and Senate. PHOCUSED has established credibility and makes a difference largely through its role as a convener -- uniting nonprofits, government and private business and working together with them to identify strategic solutions to complex social issues, such as homelessness, mental health, and domestic violence.

The Hui Kupa`a initiative is a natural evolution of PHOCUSED's convening work around complex issues related to health and human services. Since its inception, PHOCUSED has provided backbone support to the Hui Kupa`a initiative through time allocation of its existing staff. The direct impact of PHOCUSED's backbone support role relating to Hui Kupa`a can best be demonstrated by the results that the initiative's Homeless work group has achieved within the past 10 months (since March 2014):

- ***Adoption of a common assessment tool for 30+ nonprofit and government service providers on Oahu.*** Over 2,200 homeless households have been assessed in a standardized manner, whether they are encountered on the street or enter the homeless system through a shelter or other program.
- ***340 homeless households were placed in permanent housing.*** Through better coordination, an average of 34 homeless households a month transitioned to permanent housing opportunities.
- ***590 of the most chronic and medically vulnerable homeless households have been identified.*** The common assessment tool categorizes households by level of need and match them to the most appropriate interventions.
- ***Of the 590 most vulnerable, 46% (270) have been referred to Permanent Supportive Housing and are actively looking for housing.***

Another testament to PHOCUSED's qualification to carry out this effort are letters of support received from the Chair of the Hawaii Interagency Council on Homelessness, Oahu's largest homeless shelter providers, children's and parent advocacy organizations, workforce development organizations, and other community partners.

*(Refer to Attachment E, which includes copies of letters of support submitted on behalf of PHOCUSED's GIA request)*

## **B. Facilities**

Through a rental agreement with Child & Family Service, PHOCUSED leases office space at 1001 Bishop Street, Suite 780. Through this agreement, PHOCUSED has access to the CFS conference room, which is used to host regular meetings of the Hui Kupa`a oversight committee. In addition, many of the 80+ government and nonprofit organizations who actively participate in Hui Kupa`a are able to offer their conference rooms or facilities to PHOCUSED staff for trainings and work group meetings both on Oahu and on the neighbor islands.

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

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

PHOCUSED staff will provide backbone support for the Hui Kupa`a initiative. The following key positions will support this effort:

- **Executive Director (Scott Morishige, MSW)**  
As Executive Director, Mr. Morishige provides oversight for all PHOCUSED activities, including the agency's role in the Hui Kupa`a initiative. Mr. Morishige has over 15 years of experience working in Hawaii's nonprofit and government sector, including positions with the Hawaii State Legislature, Hawaii Community Foundation, and Helping Hands Hawaii. Mr. Morishige holds a Masters in Social Work from the University of Hawaii at Manoa, and a Bachelor of Arts degree from Oregon State University.
- **Project Manager (Scott Fuji)**  
As the Hui Kupa`a Project Manager, Mr. Fuji serves as the direct liaison between PHOCUSED, the Hui Kupa`a work groups, and the Hui Kupa`a oversight committee. He oversees timelines and deliverables for the overall initiative, and facilitates all internal and external communications related to the project. Mr. Fuji has over four years of experience working with nonprofit human service programs, including serving most recently as Assistant Director of Human Services for Goodwill Industries of Hawaii. Mr. Fuji holds a Bachelor's degree from Willamette University.
- **Part-time Program Assistant (Tiffany Khamphaphanh)**  
As the Program Assistant, Ms. Khamphaphanh provides administrative support for Hui Kupa`a, including scheduling of work group meetings, coordinating logistics for work group efforts, and maintaining minutes for the work groups and the oversight committee. Prior to joining PHOCUSED, Ms. Khamphaphanh completed a Human Services internship with the organization, and also has previous experience interning with The Institute for Human Services. Ms. Khamphaphanh holds an Associate's Degree in Human Services from Honolulu Community College.

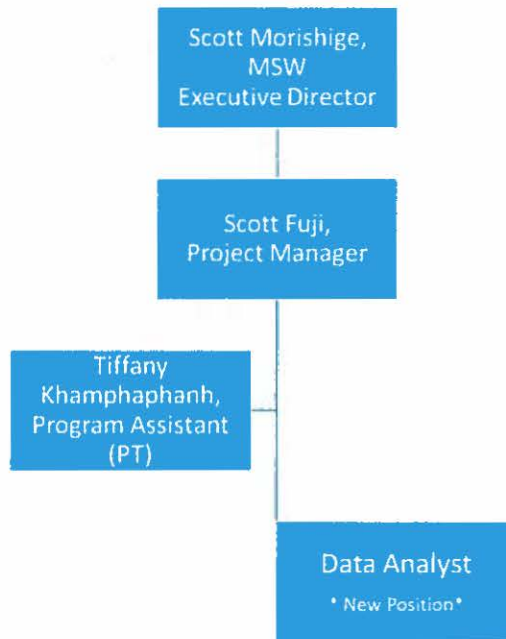
In addition to the above staffing pattern, PHOCUSED will also work together with the Hui Kupa`a Oversight Committee to hire a Data Analyst to conduct an evaluation of the



overall initiative. The Data Analyst will be a newly established, limited-term position, and shall possess experience in project evaluation, data collection/analysis, and have at least five years of relevant work experience. PHOCUSED, as the backbone support organization for Hui Kupa`a, will assist the Oversight Committee in selecting and hiring a qualified individual to perform this work.

**B. Organization Chart**

Please refer to the organizational chart below, which illustrates the position of each staff, and line of responsibility / supervision:



**C. Compensation**

Please refer to the attached budget worksheets.

**VI. Other**

**A. Litigation**

PHOCUSED does not have any litigation pending.

**B. Licensure or Accreditation**

Although PHOCUSED does not hold licensure or accreditation, several of the nonprofit agencies involved in the Hui Kupa`a project are accredited, including Goodwill Industries of Hawaii, Child & Family Service, and Catholic Charities Hawaii.

**C. Federal and County Grants**

Please refer to the attached 'Government Contracts and/or Grants' worksheet.

**D. Private Educational Institutions**

The GIA will not be used to support a private educational institution.

**E. Future Sustainability Plan**

PHOCUSED will work together with the Hui Kupa`a oversight committee and work group leadership to develop a sustainability plan for work group pilot efforts. Plans for long-term sustainability will include securing funding from other private and public sources. Planning efforts for sustainability of work group pilot projects are included in the program timeline for the Hui Kupa`a initiative.

**F. Certificate of Good Standing (If the Applicant is an Organization)**

Please see the attached Certificate of Good Standing for PHOCUSED, which was issued on 1/29/15.



## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2015 to June 30, 2016

Applicant: PHOCUSED

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	103,030			
2. Payroll Taxes & Assessments	17,515			
3. Fringe Benefits	12,796			
<b>TOTAL PERSONNEL COST</b>	<b>133,341</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	5,000			
2. Insurance	1,500			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	8,000			
5. Staff Training	2,000			
6. Supplies	1,159			
7. Telecommunication	1,000			
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>16,659</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>150,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	150,000	Scott Morishige (808) 521-7462		
(b) Total Federal Funds Requested		Name (Please type or print) _____ Phone _____		
(c) Total County Funds Requested		Signature of Authorized Official _____ Date Jan. 30, 2015		
(d) Total Private/Other Funds Requested		Date _____		
<b>TOTAL BUDGET</b>	<b>150,000</b>	Scott Morishige, Executive Director Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2015 to June 30, 2016

Applicant: PHOCUSED

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Scott Morishige, Executive Director	1	\$60,000.00	20.00%	\$ 12,000.00
Scott Fuji, Project Manager	1	\$45,000.00	75.00%	\$ 33,750.00
Tiffany Khamphaphanh, Program Assistant	0.5	\$14,560.00	50.00%	\$ 7,280.00
(New Position), Data Analyst / Evaluation	1	\$50,000.00	100.00%	\$ 50,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>103,030.00</b>
<b>JUSTIFICATION/COMMENTS:</b> The salaries above represent that of the three highest paid officers, directors, or employees of the organization.				



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2015 to June 30, 2016

Applicant: PHOCUSED

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Not applicable.			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
JUSTIFICATION/COMMENTS: N/A				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Not applicable.			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
JUSTIFICATION/COMMENTS: N/A.				

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2015 to June 30, 2016

Applicant: PHOCUSED

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: 2013-2014	FY: 2014-2015	FY:2015-2016	FY:2015-2016	FY:2016-2017	FY:2017-2018
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b> N/A - This section is not applicable to our GIA request.						



# GOVERNMENT CONTRACTS AND/OR GRANTS

Applicant: PHOCUSED

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau )	CONTRACT VALUE
1.	SNAP Outreach – To provide SNAP outreach and education services on the island of Oahu.	1/1/15 – 9/30/15	Department of Human Services	State	\$60,000
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
				TOTAL	\$60,000

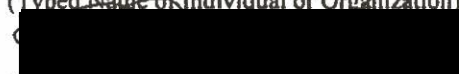
**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
  
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
  
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

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

<u>PHOCUSED</u> (Typed Name of Individual or Organization)	
	1-30-2015
(Signature)	(Date)
<u>Scott Morishige</u> (Typed Name)	<u>Executive Director</u> (Title)



# Attachment A



# Hui Kūpa‘a: Homeless Work Group Summary (January 2015)

## Overview

According to the National Alliance to End Homelessness, Hawaii has the 2<sup>nd</sup> highest rate of homelessness in the nation. Reducing homelessness in Hawaii is challenging due to the wide range of factors related to homelessness (i.e. economic factors, physical/mental disability, substance use, etc.) and limited financial resources to address the issue. However, the Hui Kūpa‘a Homeless Work Group has been able to make strides towards reducing Hawaii’s homeless rates through the use of a ‘Collective Impact’ framework. Significant achievements include:

- Adoption of a common assessment form used by 38 government and nonprofit providers
- Aligning City and State contracts for Housing First, and coordinating referrals through a single entry point
- Since March 1, 2014, out of 2,100 homeless households on Oahu:
  - 340 have been permanently housed
  - 590 have been identified as the most vulnerable and chronically homeless
  - 270 (46%) of the most vulnerable have been linked to a Permanent Supportive Housing/Housing First program and are in the process of being assessed or searching for housing.

## The Collective Impact Framework



## Shared Community Vision and Collaborative Action

The working group involves leadership from both the private and public sectors, and represents over 38 different nonprofit and government agencies. Key partners include:

- |  |   |   |  |
|--|---|---|--|
| ▪ Hawaii Interagency Council on Homelessness | ▪ T.J. Mahoney & Associates                                   | ▪ Mental Health Kokua                       | ▪ Life Foundation                                |
| ▪ Catholic Charities Hawaii                  | ▪ Hawaii Department of Health                                 | ▪ Waikiki Health Center                     | ▪ Beacon Health Services                         |
| ▪ Institute for Human Services               | ▪ Hawaii Department of Human Services                         | ▪ U.S. Veteran’s Initiative                 | ▪ Helping Hands Hawaii                           |
| ▪ Honolulu Community Action Program          | ▪ City & County of Honolulu, Department of Community Services | ▪ Kalihi-Palama Health Center               | ▪ Housing Solutions, Inc.                        |
| ▪ HOPE, Inc.                                 | ▪ City & County of Honolulu, Office on Housing                | ▪ Hawaii Pacific Health                     | ▪ U.S. Department of Veteran’s Affairs           |
| ▪ HOPE Services, Inc.                        | ▪ Alternative Structures International                        | ▪ Waianae Coast Comprehensive Health Center | ▪ U.S. Department of Housing & Urban Development |
| ▪ Family Life Center                         | ▪ Legal Aid Society of Hawaii                                 | ▪ Waimanalo Health Center                   |  |
| ▪ Kaula Economic Opportunity                 | ▪ Hale Kipa   | ▪ Kealahou West Oahu                        |  |
| ▪ The CHOW Project                           |   | ▪ Family Promise Hawaii                     |  |
| ▪ Project D.A.T.E.                           |   | ▪ Ho‘omau Ke Ola                            |  |
| ▪ Shelter of Wisdom                          |   | ▪ Onemalu                                   |  |
| ▪ River of Life – Lighthouse Outreach Center |   | ▪ Weinberg Village                          |  |
|  |   | ▪ Gregory House Programs                    |  |



## Data Informed Decision-Making

The use of a common assessment tool has enabled service providers to better target resources based on the needs of homeless households. The assessment tool asks a series of questions focusing on (1) Length of Homelessness; (2) Socialization Skills; and (3) Physical/Mental Health. Based on their responses, a homeless individual or family is then recommended for one of three levels of care that are outlined in further detail below:



**Permanent Supportive Housing**  
Long-term housing subsidy combined with intensive case management and supportive services.



**Rapid Re-Housing**  
Short-to medium term housing subsidy and short-term case management, usually not to exceed 6-9 months.



**Mainstream Care**  
Households that simply need affordable housing, and do not require additional case management or supportive services.

Breakdown of Oahu's Homeless Population Based on Level of Need

Level of Care / Score Range	Individuals	Families with minor children under age 18	TOTAL
Permanent Supportive Housing	687 (35%)	37 (12%)	724 (32%)
Rapid Re-Housing	864 (44%)	90 (29%)	954 (42%)
Mainstream Care	412 (21%)	182 (59%)	594 (26%)

## Coordinated Referrals and Housing Placement

The State and City Housing First programs both require that the Homeless Work Group's common assessment tool be used to identify appropriate referrals. In addition, the State Homeless Programs Office has built the use of the common assessment tool and coordinated referral process into current contracts for all State-funded homeless service providers. The referral process is outlined in detail below:

- Identification and Assessment**  
Providers assess homeless households using the assessment tool, and household is assigned to one of three levels of care.
- Centralized Data Collection & Resource Coordination**  
Assessment data is entered into a common database. In addition, a backbone support organization (PHOCUSED) keeps track of available housing resources, and facilitates referrals as appropriate based on a household's assessment score.
- Bi-weekly case conferencing**  
Service providers, including both outreach workers and shelter workers, meet on a bi-weekly basis to discuss client referrals and available resources. The case conferences provide opportunities for collaboration across a diverse group of providers, and serve as a forum for workers to bring difficult cases to the table for input from other providers and government agency staff.

## Want to Learn More?

The Hui Kūpa'a Homeless Work Group is Co-Chaired by the following individuals:

- Public Sector Co-Chair**  
*Colin Kippen, Governor's Coordinator on Homelessness*
- Private Sector Co-Chair**  
*Rona Fukumoto, Catholic Charities Hawaii*

For more information, you may also contact:

Scott Fuji, Project Manager

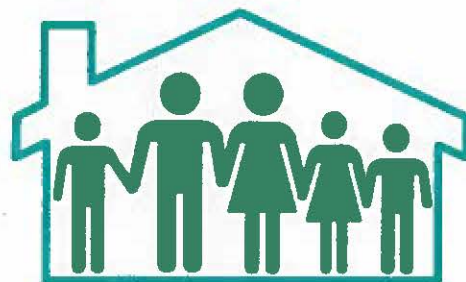
PHOCUSED

Tel: (808) 521-7459

Fax: (808) 521-7461

[scott.fuji@phocused-hawaii.org](mailto:scott.fuji@phocused-hawaii.org)

Website: <http://phocused-hawaii.org>



# Attachment B





# Hui Kūpa‘a: Early Childhood Work Group Summary (January 2015)

## Overview

A 2011/12 National Survey for Children’s Health found that a majority (61.1%) of Hawaii’s children ages 0-5 years old are not screened for developmental or behavioral delays prior to school entry. While early interventions are available for children with identified delays, many delays are not identified due to a lack of community resources to conduct screenings. Without early screening and intervention, many Hawaii children entering kindergarten are not adequately prepared to enter the public school system. The Hui Kūpa‘a Early Childhood Work Group has made strides to increase community capacity for early screening and intervention through the use of a ‘Collective Impact’ framework. Significant achievements include:

- Alignment of efforts between Aloha United Way, the Hawaii Department of Health, and Executive Office on Early Learning to address the issue of early screening both at a broader systems level, and also within two target communities (Kalihi-Palama and Waianae-Nanakuli)
- Development of data protocols to enable better information sharing, and coordination of services among nonprofit providers and the Department of Health

## The Collective Impact Framework



## Shared Community Vision and Collaborative Action

The working group involves leadership from both the private and public sectors, and represents *over 20* different nonprofit and government agencies. Key partners include:

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>▪ Aloha United Way</li> <li>▪ Child &amp; Family Service</li> <li>▪ Catholic Charities Hawaii</li> <li>▪ Partners in Development Foundation</li> <li>▪ State of Hawaii – Department of Health</li> <li>▪ Executive Office on Early Learning</li> <li>▪ Consuelo Foundation</li> <li>▪ Farnsworth Consulting</li> <li>▪ Good Beginnings Alliance</li> <li>▪ YMCA of Honolulu</li> <li>▪ Easter Seals Hawaii</li> <li>▪ Hawaii P-20</li> </ul> | <ul style="list-style-type: none"> <li>▪ Hawaii Family Support Institute</li> <li>▪ Hawaii Association for the Education of Young Children (HAEYC)</li> <li>▪ Hipolia’a Family to Family Health Information Center</li> <li>▪ Honolulu Community Action Program</li> <li>▪ Learning Disabilities Association of Hawaii</li> <li>▪ Parents &amp; Children Together</li> <li>▪ PATCH</li> </ul> | <ul style="list-style-type: none"> <li>▪ PHOCUSED</li> <li>▪ SAS Consulting</li> <li>▪ State of Hawaii – Department of Human Services</li> <li>▪ State of Hawaii – Department of Education</li> <li>▪ University of Hawaii – Center on Disability Studies</li> <li>▪ University of Hawaii – Center on the Family</li> </ul> |
|---|---|---|

# Key Highlights of the Hui Kūpa‘a in Early Childhood



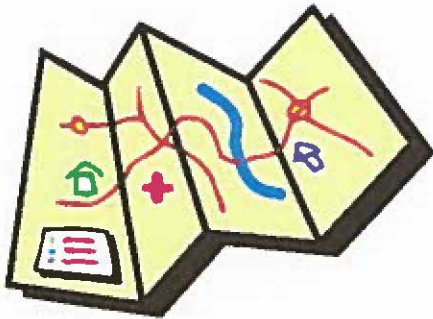
## Data Informed Decision-Making

The Early Childhood Work Group has identified and agreed upon the use of the ASQ-3 as a common screening/assessment tool that will be used by participating service providers. The use of a common assessment tool will enable service providers to collect better quality data regarding the needs of young children who are identified with behavioral/developmental delays. The information will be inputted into a common database maintained by PHOCUSED, and will also be used to better coordinate services among multiple providers.



## Alignment of Public and Private Resources

The responsibility for supporting early screening and intervention should not rely solely upon the State. The Early Childhood Work Group has supported the alignment of State resources through the Departments of Health and Education with private resources provided through Aloha United Way. In addition, nonprofit service providers have begun to engage in dialogue with pediatricians to identify opportunities for greater cross-sector collaboration.



## ‘Mapping’ the Path to Services

Together with the Department of Health, the Early Childhood Work Group has begun to develop a process map of how young children and their families access screening and intervention services provided by nonprofits, health centers, pediatricians, and the State. This map will allow the work group to better identify areas of concern, and areas for potential improvement.

## Want to Learn More?

The Hui Kūpa‘a Early Childhood Work Group is Co-Chaired by the following individuals:

- **Public Sector Co-Chair**  
*Dani Tomiyasu, Hawaii Department of Health*
- **Private Sector Co-Chair**  
*Howard Garval, Child & Family Service*

For more information, you may also contact:

Scott Fuji, Project Manager  
PHOCUSED

Tel: (808) 521-7459

Fax: (808) 521-7461

[scott.fuji@phocused-hawaii.org](mailto:scott.fuji@phocused-hawaii.org)

Website: <http://phocused-hawaii.org>



# Attachment C

## **Curing social ills requires teamwork - Hawaii News - Honolulu Star-Advertiser**

StarAdvertiser.com

### **Curing social ills requires teamwork**

POSTED: 01:30 a.m. HST, Jan 29, 2015

Hawaii's vibrant network of nonprofit social service agencies plays a huge role in improving the lives of the state's most vulnerable, disenfranchised people. When it comes to tackling complex social problems, these nonprofits can be most effective when they work in sync, targeting their individual resources and expertise toward common goals.

This logical approach — a philosophy known as collective impact — is not yet standard practice in the nonprofit realm or in the government sector, but it should be. Too much focus remains on interventions by individual organizations and agencies, known as isolated impact. The mindset is slowly shifting, though, in Hawaii and nationwide, as seemingly intractable problems persist in the absence of solutions that are well coordinated across the private and public sector.

With a new governor promising a tight hold on the purse strings and seeking greater efficiency, including through appropriate public-private partnerships, now is a good time to highlight the progress of fledgling collective impact initiatives here, and to urge that the federal, state and county governments, nonprofit organizations and the business community act in concert to further their good aims.

A coalition led by the nonprofit service providers Catholic Charities Hawai'i, Child & Family Service, Goodwill Industries of Hawaii Inc., Lanakila Pacific and Partners in Development Foundation helped galvanize the movement in Hawaii, as their leaders were inspired in part by research published in the Stanford Social Innovation Review.

While the ideas of collaboration and public-private partnerships are not new, successful collective impact initiatives are distinctly different, coalescing around five conditions "that together produce true alignment and lead to powerful results," according to the research. Those conditions:

- » A common agenda.
- » Shared measurement systems.
- » Mutually reinforcing activities.
- » Continuous communication.
- » Backbone support groups.

Hawaii's integrated approach to homelessness is a good example of the approach, embodied by the Hui Kupa'a initiative. Nearly 40 nonprofit providers and government agencies that help the homeless now use a common assessment form to gauge each individual's needs; city and state contracts for Housing First placements are aligned; and referrals are coordinated through



a single entry point.

Since March 1, of 2,100 homeless households on Oahu, 340 have been permanently housed, and nearly half (270) of the 590 homeless households identified as the most vulnerable and chronically homeless have been linked to a permanent supporting housing program and are in the process of being assessed or are searching for housing, according to PHOCUSED, the backbone support group.

As harsh as those numbers remain, they mark an improvement from the earlier era when many important players were not on the same page.

This is not rocket science. And yet there remain impediments to widespread adoption of this common-sense approach, which maximizes scarce resources, relies on consistent, comparable data to gauge outcomes and can "move the needle" on entrenched issues such as homelessness, child welfare, improving public education and protecting Hawaii's natural resources.

Funders, whether in the government or private sectors, tend to reinforce the silo of isolated impact by granting funds to single organizations. Grant-making individuals, foundations and institutions, including government agencies, should remove barriers to shared grants. Some nonprofits resist, content in their own easily controlled spheres. Working in isolation, though, pits nonprofits against each other in the funding scramble and drives up the overall cost of social services.

No single, simple solution exists for our most entrenched social ills. Achieving lasting, meaningful progress requires many different players to change their behavior. The idea of collective impact can spur the necessary paradigm shift.

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# Attachment D



## *Hui Kūpa‘a* *“Many hands working together”*



*Adult Friends for Youth*  
Aloha United Way  
Alternative Structures International  
American Association of Pediatrics, Hawaii Chapter  
Beacon Health Services  
C. Peraro Consulting  
CARE Hawaii  
*Catholic Charities Hawaii*  
*Child & Family Service*  
City & County of Honolulu, Department of Community Services  
City & County of Honolulu, Office on Housing  
Coalition for a Drug Free Hawaii  
Consuelo Foundation  
Dole Middle School  
Easter Seals Hawaii  
EPIC Foundation  
EPIC Ohana, Inc.  
Executive Office on Early Learning  
Family Life Center  
Family Programs Hawaii  
Family Promise Hawaii  
Farnsworth Consulting  
Good Beginnings Alliance  
*Goodwill Industries of Hawaii*  
Gregory House Programs  
*Hale Kipa*  
Hawaii Appleseed Center for Law & Economic Justice  
Hawaii Association for the Education of Young Children (HAEYC)  
Hawaii Electricians Training Fund  
Hawaii Family Support Institute  
Hawaii Foster Youth Coalition  
*Hawaii Interagency Council on Homelessness*  
Hawaii P-20  
Hawaii Pacific Health  
Hawaii State Judiciary  
Helping Hands Hawaii  
Hilopa‘a Family to Family Health Information Center  
Ho‘omau Ke Ola  
Honolulu Community Action Program  
HOPE Services, Inc.  
HOPE, Inc.  
Housing Solutions, Inc.  
Institute for Human Services  
Kalihi-Palama Helth Center  
Kauai Economic Opportunity  
Kealahou West Oahu  
Lanakila Pacific

Learning Disabilities Association of Hawaii  
Leeward Community College  
Legal Aid Society of Hawaii  
Life Foundation  
Mental Health Kokua  
Next Step Shelter  
Oahu Work Links  
Onemalu Transitional Shelter  
Parents & Children Together  
Partners in Care, Oahu’s Continuum of Care  
Partners in Development Foundation  
PATCH  
PHOCUSED  
Project D.A.T.E.  
River of Life – Lighthouse Outreach Center  
SAS Consulting  
Shelter of Wisdom  
State of Hawaii – Department of Education  
*State of Hawaii – Department of Health*  
*State of Hawaii – Department of Human Services*  
State of Hawaii – Department of Labor & Industrial Relations  
*State of Hawaii – Office of Youth Services*  
The CHOW Project  
The Salvation Army  
T.J. Mahoney & Associates  
U.S. Department of Housing & Urban Development  
U.S. Department of Veteran’s Affairs  
U.S. Veteran’s Initiative  
University of Hawaii – Bridge to Hope  
University of Hawaii – Center on Disability Studies  
University of Hawaii – Center on the Family  
Waianae Coast Comprehensive Health Center  
Waikiki Health Center, Care-a-Van  
Waimanalo Health Center  
Weinberg Village at Waimanalo  
Windward Community College  
YMCA of Honolulu

**A total of 84 nonprofit organizations, government agencies, and other community stakeholders are active participants in Hawaii’s Collective Impact efforts.**

# Attachment D



## *Hui Kūpa‘a* *“Many hands working together”*



*Adult Friends for Youth*  
Aloha United Way  
Alternative Structures International  
American Association of Pediatrics, Hawaii Chapter  
Beacon Health Services  
C. Peraro Consulting  
CARE Hawaii  
*Catholic Charities Hawaii*  
*Child & Family Service*  
City & County of Honolulu, Department of Community Services  
City & County of Honolulu, Office on Housing  
Coalition for a Drug Free Hawaii  
Consuelo Foundation  
Dole Middle School  
Easter Seals Hawaii  
EPIC Foundation  
EPIC Ohana, Inc.  
Executive Office on Early Learning  
Family Life Center  
Family Programs Hawaii  
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Farnsworth Consulting  
Good Beginnings Alliance  
*Goodwill Industries of Hawaii*  
Gregory House Programs  
*Hale Kipa*  
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Hawaii Electricians Training Fund  
Hawaii Family Support Institute  
Hawaii Foster Youth Coalition  
*Hawaii Interagency Council on Homelessness*  
Hawaii P-20  
Hawaii Pacific Health  
Hawaii State Judiciary  
Helping Hands Hawaii  
Hilopa‘a Family to Family Health Information Center  
Ho‘omaui Ke Ola  
Honolulu Community Action Program  
HOPE Services, Inc.  
HOPE, Inc.  
Housing Solutions, Inc.  
Institute for Human Services  
Kalihi-Palama Helth Center  
Kauai Economic Opportunity  
Kealahou West Oahu  
Lanakila Pacific

Learning Disabilities Association of Hawaii  
Leeward Community College  
Legal Aid Society of Hawaii  
Life Foundation  
Mental Health Kokua  
Next Step Shelter  
Oahu Work Links  
Onemalu Transitional Shelter  
Parents & Children Together  
Partners in Care, Oahu’s Continuum of Care  
Partners in Development Foundation  
PATCH  
PHOCUSED  
Project D.A.T.E.  
River of Life – Lighthouse Outreach Center  
SAS Consulting  
Shelter of Wisdom  
State of Hawaii – Department of Education  
*State of Hawaii – Department of Health*  
*State of Hawaii – Department of Human Services*  
State of Hawaii – Department of Labor & Industrial Relations  
*State of Hawaii – Office of Youth Services*  
The CHOW Project  
The Salvation Army  
T.J. Mahoney & Associates  
U.S. Department of Housing & Urban Development  
U.S. Department of Veteran’s Affairs  
U.S. Veteran’s Initiative  
University of Hawaii – Bridge to Hope  
University of Hawaii – Center on Disability Studies  
University of Hawaii – Center on the Family  
Waianae Coast Comprehensive Health Center  
Waikiki Health Center, Care-a-Van  
Waimanalo Health Center  
Weinberg Village at Waimanalo  
Windward Community College  
YMCA of Honolulu

**A total of 84 nonprofit organizations, government agencies, and other community stakeholders are active participants in Hawaii’s Collective Impact efforts.**

# Attachment E



WAIANAE COAST COMPREHENSIVE  
HEALTH CENTER



January 31, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

The Waianae Coast Comprehensive Health Center is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

The Waianae Coast Comprehensive Health Center strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Leinaala Kanana, LBSW  
Director of Community Health Services  
Waianae Coast Comprehensive Health Center



# GREGORY HOUSE PROGRAMS

January 31, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Gregory House Programs is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa'a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Gregory House Programs strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Jeeyun Lee, MSW  
Clinical Operations Director  
[jeeyun@gregoryhouse.org](mailto:jeeyun@gregoryhouse.org)  
808.533.9040





*Opportunities to Begin Again*

January 31, 2014

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Subject: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Mental Health Kokua (MHK) is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa'a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

MHK strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Payton', is written over a faint circular stamp.

Greg Payton, MA, MBA  
CEO



*A non-profit organization*  
Main Administrative Office  
1221 Kapiolani Boulevard, #345  
Honolulu, HI 96814

Phone (808) 737-2523 Fax (808) 734-1208





## Community Health Outreach Work

677 Ala Moana Blvd., Suite 226  
Honolulu, HI 96813  
Phone (808) 853-3292 • Fax (808) 853-3274

---

January 30, 2014

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

The Community Health Outreach Work (CHOW) Project is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

For over 20 years the CHOW Project has been working improve the lives of men women and families experiencing homelessness who also may be touched by addiction. The CHOW Project is dedicated to serving individuals, families, and communities adversely affected by drug use, through a participant-centered harm reduction approach. CHOW works to reduce drug related harms such as but not limited to HIV, hepatitis B/C and overdose. As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

The CHOW Project strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Heather Lusk  
Executive Director CHOW  
Project





January 30, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Kalihi-Palama Health Center is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Kalihi-Palama Health Center strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Leslie Uyehara  
Project Director  
Health Care for the Homeless Project



*"SERVING THOSE WHO SERVED"*

January 31, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

United States Veterans Initiative is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa'a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

United States Veterans Initiative strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Darryl J. Vincent, MSW, CSAC  
U.S.VETS Chief Operating Officer

January 31, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Waikiki Health is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Waikiki Health strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,



Sheila Beckham, RD, MPH  
Chief Executive Officer  
Waikiki Health



Jason Espero, MPA  
Director of Care-A-Van  
Waikiki Health



helped us to understand the needs of the homeless in our community, to identify and link the most vulnerable chronically homeless individuals with Permanent Supportive Housing, and to collect and report the data necessary to better target our housing and services to the homeless in our community in a more efficient and effective way.

I have attached an editorial from Thursday January 29, 2015, written by the Editorial Board of the Honolulu Star-Advertiser entitled, "Curing Social Ills Requires Teamwork". That editorial calls for implementing Collective Impact collaborations as a way to cure our social ills, and posits the collaboration between PHOCUSED and HICH as evidence for how effective such collaborations can be. I recommend this editorial opinion for your review and consideration as you deliberate on PHOCUSED's request for a GIA.

My strong recommendation, based upon my experience to date with PHOCUSED, is that they receive a grant in aid from the Legislature so that they may continue their Collective Impact collaborations within our community to aid in "curing our social ills". Please do not hesitate to contact me if you have any questions or if you need additional information.

Sincerely,



Colin Kippen  
Chair of the Hawaii Interagency Council on Homelessness  
State Coordinator on Homelessness

DAVID Y. IGE  
GOVERNOR



RACHAEL WONG, DrPH  
DIRECTOR

PANKAJ BHANOT  
DEPUTY DIRECTOR

STATE OF HAWAII  
DEPARTMENT OF HUMAN SERVICES  
P.O. Box 339  
Honolulu, Hawaii 96809-0339

COLIN KIPPEN

- Chair of the Hawaii Interagency Council on Homelessness •  
Telephone 808 586-0974

January 30, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

I am Colin Kippen, chair of the Hawaii Interagency Council on Homelessness (HICH) and the State's Homeless Coordinator. The purpose of this letter is to support PHOCUSED's application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

The HICH created a coordinated assessment and housing placement system known as Hale O Malama as its first step in implementing our State plan to end homelessness in Hawaii. We joined together with other agencies whose mission it was to serve different at risk populations and formed Hui Kupa'a, and, when the State legislature funded our Hui Kupa'a Collective Impact initiative through a Grant In Aid to PHOCUSED two years ago, Hale O Malama was begun with assistance from PHOCUSED paid for under that grant.

The Collective Impact model requires a backbone organization to perform the administrative functions necessary to carry complex collaborations like this forward, and PHOCUSED was able to assist in accomplishing those functions for Hale O Malama with GIA funding. PHOCUSED's efforts in support of Hale O Malama have



**Learning  
Disabilities  
Association of  
Hawaii**

245 N. Kukui Street, Suite 205, Honolulu, Hawaii, 96817  
Telephone: (808)536-9684 Neighbor Islands: 1-800-533-9684  
TDD: (808)536-2280 Fax: (808)537-6780  
Email: [MMoore@LDAHawaii.org](mailto:MMoore@LDAHawaii.org) Website: [www.LDAHawaii.org](http://www.LDAHawaii.org)

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January 29, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

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Catha Combs

Steven Nagata, Esq.

Natalie Nimmer

Leslie Novosel

Frederick W. Tucher

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

It is my sincere pleasure as Executive Director of Learning Disabilities Association of Hawaii (LDAH), Hawaii's Parent Training & Information Center, to provide this letter of strong support for PHOCUSED and their application for a Grant-in-Aid to implement the Collective Impact model for Human Services.

LDAH supports Hui Kupa'a initiatives as we are a nonprofit organization deeply involved in early childhood identification and intervention, public and special education, disability advocacy and the associated state and private entities. Hui Kupa'a's efforts to improve service coordination and data collection is a vital initiative. LDAH is dedicated to the collective impact work of Hui Kupa'a as guided by PHOCUSED and we know working on social issues as a community is important to improving systems serving children.

LDAH has worked closely with PHOCUSED towards better data sharing among early learning providers and I offer our strong support for PHOCUSED's Grant-in-Aid request, which will assist them to further this work with a concentration on early childhood.

Sincerely,

Michael K. Moore  
Executive Director



**Aloha United Way**



January 31, 2016

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Good Beginnings Alliance (GBA) is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State. PHOCUSED has been a long standing partner to Good Beginnings Alliance and our work is often coordinated and complimentary.

GBA is a Hawaii based non-profit organization in operation since 1997. We work to build a united voice, educating and advocating for Hawaii's children. Our vision is that all children from 0-8 are healthy, safe and ready to learn. GBA works to build awareness and public will in the community around pressing children's issues. We then engage, equip and empower community organizations, businesses and families to take collective action. We frequently work with in concert with PHOCUSED.

We are actively involved in the Hui Kupa`a initiative and their efforts to improve service coordination and better data collection within our sector. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' in our community.

PHOCUSED has made strides in working towards better data sharing among early learning providers. With support from this Grant-in-Aid PHOCUSED will be able to further this effort, and concentrate its efforts more specifically in the area of early childhood.

GBA strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts. You may contact me with any questions you may have regarding our partnership via phone or at [dzysman@goodbeginnings.org](mailto:dzysman@goodbeginnings.org).

Sincerely,



Deborah Zysman, MPH  
Vice President and Executive Director



**LANAKILA  
PACIFIC**

*Building Independence for Challenged Lives*

**PRESIDENT & CEO**  
Marian E. Tsuji

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Honolulu, Hawaii 96817  
Phone: 808-531-0555  
Fax: 808-533-7264  
www.lanakilapacific.org

*An Equal Opportunity Employer*



January 30, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Lanakila Pacific is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services to seniors and people with disabilities, we recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' for our community.

Lanakila Pacific has been a part of the Collective Impact movement since its inception, and in fact provided seed money to launch the efforts for our State. With work groups co-led by State Government and Nonprofit leadership, this project brings together a diverse team, to make significant improvements for our State in a number of different areas, including homelessness, early childhood, and issues impacting the unemployed and working poor.

The proposed GIA will be a true partnership between the nonprofit sector and government to provide funding to the collective impact movement. This investment on behalf of State Government is critically important as we seek private funding from local trusts and foundations to fund this effort and positively impact our community.

Sincerely,

Marian E. Tsuji  
President & CEO



January 29, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Goodwill Industries of Hawaii is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services to those in need, we recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' for our community.

Goodwill Industries of Hawaii has been a part of the Collective Impact movement since its inception, and in fact provided seed money to launch the efforts for our State. With work groups co-led by State Government and Nonprofit leadership, this project brings together a diverse team, seeming to make significant improvements for our State in a number of different areas, including homelessness, early childhood, and issues impacting the unemployed and working poor.

The proposed GIA will be a true partnership between the nonprofit sector and government to provide funding to the collective impact movement. This investment on behalf of State Government is critically important as we seek private funding from local trusts and foundations to fund this effort and positively impact our community.

Sincerely,

A handwritten signature in black ink that reads "Laura D. Smith". The signature is written in a cursive, flowing style.

Laura D. Smith  
President/CEO  
Goodwill Industries of Hawaii, Inc.





## CATHOLIC CHARITIES HAWAII

January 31, 2014

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Catholic Charities Hawaii is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact Initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Catholic Charities Hawaii strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Jerome E. Rauckhorst  
President and Chief Executive Officer



# Helping Hands Hawai'i

January 29, 2015

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Helping Hands Hawaii is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that in part, provides services for the homeless, we recognize the significant role that PHOCUSED has played in improving the system of services, supports, and funding that are all inter-connected in addressing homelessness in our State, in a way that has never been done before.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Helping Hands Hawaii strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,  
HELPING HANDS HAWAII

  
Jani M. Harada  
President & CEO



# THE INSTITUTE FOR HUMAN SERVICES, INC.

*Planting seeds of self-sufficiency*

Women & Families' Shelter  
Business Office  
546 Ka'aahi Street  
Honolulu, HI 96817  
Phone 808.447.2800  
Fax 808.845.7190

Men's Shelter  
350 Sumner Street  
Honolulu, HI 96817  
Phone 808.447.2900  
Fax 808.537.2697

[www.IHShawaii.org](http://www.IHShawaii.org)

January 31, 2014

State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Britannia Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

IHS, The Institute for Human Services is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization focused wholly on serving homeless individuals and families, we recognize the value of PHOCUSED's work in convening a process for coordinating housing navigation and prioritization of precious housing resources for the most vulnerable among our homeless populations. A much higher level of transparency has resulted from their data management and analysis of initial screening interviews with homeless persons. They have provided needed facilitation and structure to support development of standards for performance among homeless service providers.

PHOCUSED has been essential to centralizing the referral processes so that the most vulnerable persons are constantly presented for housing though they may have accessed housing navigation support later than others. In addition, the data gained from the implementation of a common assessment tool has supported targeting permanent supportive housing opportunities for specific regions where chronically homeless persons are found in greater numbers. This data driven decision making helps ensure that resources are allocated to meet greatest need.

IHS strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Connie Mitchell  
Executive Director

**Board of Directors:**

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Roberta "Bert" Du Teil

The Rev. Magr. Terrence Watanabe



91-1841 Fort Weaver Road  
Ewa Beach, Hawaii 96706  
Phone 808.681.3500  
Fax 808.681.5280  
Email cf@cfs-hawaii.org  
www.childandfamily.service.org



January 31, 2014

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State of Hawaii  
Senate Ways & Means Committee  
House Finance Committee  
Grant-in-Aid Application  
415 S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

As Board Chair of PHOCUSED and President & CEO of Child & Family Service (CFS), I am pleased to offer our support for PHOCUSED in its application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that is involved in the early childhood sector, CFS supports the Hui Kupa`a initiative and its efforts to improve service coordination and better data collection within our sector. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' in our community.

Over the past few months, PHOCUSED has made strides in working towards better data sharing among early learning providers. With support from this Grant-in-Aid, PHOCUSED will be able to further this effort and concentrate its efforts more specifically in the area of early childhood.

CFS strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts.

We hope you will support this important work that PHOCUSED is doing through this Grant-In-Aid.

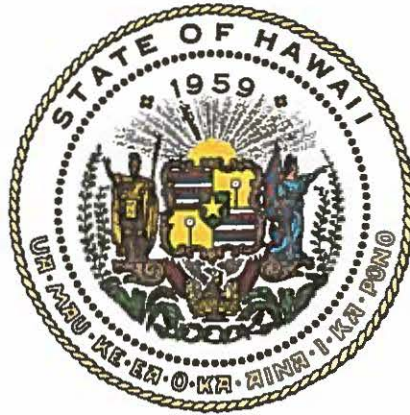
Sincerely,

Howard S. Garval, MSW  
President & CEO of CFS  
Board Chair of PHOCUSED

{ Keiki to Kūpuna }

Healthy Child Development \* Teen Programs \* Family Services \* Senior Care

# Attachment F



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

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

**PHOCUSED**

was incorporated under the laws of Hawaii on 01/04/2008 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.

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

Dated: January 29, 2015

Interim Director of Commerce and Consumer Affairs

