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Senate Committee on Ways and Means  
ATTN: GIA  
State Capitol, Room #207  
Honolulu, Hawaii 96813

TO: The Honorable Senator Jill Tokuda, Chair  
Senate Committee on Ways and Means  
Members of the Senate Committee on Ways and Means

FR:  Ronald Higashi, Executive Director  
Susannah Wesley Community Center

SUBJECT: FY 2017 GIA Application

Please find the attached FY 2017 Grant-In-Aid program application for the Susannah Wesley Community Center's: "Educational and Skill Building for Truancy Prevention and Kalihi Palama Juvenile Assessment Center Youth and Families".

House District \_\_\_\_\_  
Senate District \_\_\_\_\_

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

Log No: \_\_\_\_\_  
For Legislature's Use Only

Type of Grant Request:

- 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:  
**SUSANNAH WESLEY COMMUNITY CENTER**  
Dba:  
Street Address: **1117 KAILI STREET  
HONOLULU, HAWAII 96819**  
Mailing Address: **1117 KAILI STREET  
HONOLULU, HAWAII 96819**

**2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:**

Name RONALD M. HIGASHI  
Title Executive Director  
Phone # (808) 847-1535  
Fax # (808) 847-0787  
E-mail righashi@susannahwesley.org

**3. TYPE OF BUSINESS ENTITY:**

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

**6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:**

EDUCATIONAL AND SKILL BUILDING FOR TRUANCY PREVENTION AND KALIHI PALAMA JUVENILE ASSESSMENT CENTER YOUTH AND FAMILIES

4. FEDERAL TAX ID #: \_\_\_\_\_  
5. STATE TAX ID #: \_\_\_\_\_

**7. AMOUNT OF STATE FUNDS REQUESTED:**

FISCAL YEAR 2017: \$ 164,538

**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 \$ 10,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

\_\_\_\_\_

RONALD M. HIGASHI, EXECUTIVE DIRECTOR

NAME & TITLE

01/21/2016

DATE SIGNED



## 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;**

Susannah Wesley Community Center began with the outreach work of a single Home Missionary in 1899, giving desperately needed English language and sewing lessons to immigrants in the plantation community of Waipahu. In 1903, the Susannah Wesley Home was established for abandoned and orphaned children of plantation workers. In 1919, the Home moved to its present site in Kalihi where it cared for over 100 children at any one time. Responding to a decreasing need for orphanages, the Susannah Wesley Home in 1956 converted into a treatment center for young children with serious emotional and behavioral problems.

From its modest beginnings, the Susannah Wesley Community Center emerged as a multi-purpose agency serving the needs of a diverse population. The Center provides community-based prevention, intervention and treatment services to at-risk youth and their families, newcomers, the elderly, the poor, the disadvantaged, and the marginalized. Susannah Wesley Community Center's vision is to be a beacon of hope, where individuals and families celebrate their self-worth and embrace opportunities for achieving their dreams. Through building strong collaborative partnerships, we can lead positive change in our community.

#### • Services to Youth and Families

The agency reorganized in 1957 into a community center with a nursery school, playground, after-school boys and girls clubs, and adult English classes. Through the last four decades, the Center has remained in the forefront of youth issues as an innovator and leader in youth services and advocacy. In 1964, it established outreach programs connected to the War of Poverty with Head Start classes and study halls in public housing facilities and neighborhood schools. It pioneered outreach-counseling programs in the 1970s for youth and families to help combat juvenile delinquency, runaway, truancy, and family breakup. In the 1980s, it began alcohol and substance abuse services and programs to fight the growing trend in juvenile gang violence. In 1994, it implemented mental health treatment services to immigrant adults and to youth and families.

SWCC's rich history of providing youth services to at-risk children, teens and young adults has laid the foundation for services today to youth and families. Today the Center provides evidence-based prevention services through its Youth Services Center to address truancy, substance abuse, violence, teen pregnancy, and the myriad of other issues facing youth and their families. Children, teens, and young adults engage in positive alternative

activities, life skills training, recreational/sports and healthy/wellness activities, leadership development activities, educational activities, service learning and community service activities; alternative high school diploma program; creative arts; intergenerational activities; mentoring; case management, counseling and outreach services.

SWCC continues to develop innovative and effective projects to service youth and their families. Our newest program is the Kalihi-Palama Juvenile Assessment Center, which is a citation diversion program, opened in March 2015. The project receives youth arrested by the police for “status offenses” and first-time minor law violations. The goal of the project is to divert and reduce the number of youth from entering the juvenile justice system, by providing multiple opportunities for learning, reflection and positive development in a family-centered and youth-driven process.

- **Workforce Development Programs**

For over 10 years, the Center has offered alternative community-based education programs such as a Competency-Based Community School Diploma Program (CBase), Adult Basic Education, and English as a Second Language; to empower adult learners to become functionally literate and contributing members of the community. Our workforce development programs focus on promoting access to services that enable economic self-sufficiency, individual and family social adjustment, and self-sufficiency for newly – arrived immigrants and low income persons. The work readiness programs focuses on a coordinated use of community resources to meet individual and family needs, strengthen the one’s functional competency and increase their financial literacy.

- **Adult Support Services**

In 1967, three years after the outreach program to youth and families began, outreach services increased to include immigrants arriving from the Pacific Basin. In 1975, an immigrant services program was established in the Hui Kokua Department of Kuhio Park Terrace. The program later moved to the Center’s main site on Kaili Street to meet its growing needs. A Waipahu program office was established in 1986 through a joint effort with the Catholic Immigration Center. In 1990 and 1993, respectively, two bilingual outreach programs were created to provide mental health services to immigrants and refugees. Bilingual Care Coordination Support Services Program complements and supports the family development program for immigrants. The language capability of the Center includes Tagalog, Ilocano, Vietnamese, Mandarin, Cantonese, Chuukese, Japanese, Thai, Korean, Laotian and Samoan.

Since 2007, SWCC has been providing support and case management services to victims and survivors of human trafficking (labor and minors in sex trade). Our goal is to provide comprehensive services to promote victim safety and stability leading to victim autonomy, economic self-sufficiency, and emotional well-being.

- **Services to the Disenfranchised**

Each year Susannah Wesley Community Center continues to provide assistance to the poor, the homeless, the disenfranchised, and the marginalized, by distributing thousands of dollars worth of donated items and services. Hui Kokua provides adult education classes and services to meet basic human needs, such as an emergency food pantry, household items and clothes bank, and others, at the Terraces at Kuhio Park (formerly known as Kuhio Park Terrace). Staff actively participates with other on-site agencies in providing community events and support services.

- **Being Good Neighbors To All**

The main site of the Susannah Wesley Community Center is located within the heart of the Kalihi-Palama community. The agency is a vital, well regarded center, filled with activities and services for people of all ages, fully accessible to participants from all over Oahu, helping them to fulfill their aspirations, and being a good neighbor to all.

The agency is in a covenant relationship with the United Methodist Church and the United Methodist Women National Office. The agency is a member agency of Aloha United Way. Susannah Wesley Community Center maintains an independent board of directors and a separate status as a non-profit, tax-exempt, IRS 501 (c)(3) organization.

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

Program Goals	Program Objectives
1. Teens in the Kalihi-Palama community <u>will have a safe and nurturing environment, supervised by positive adult role models</u> , to foster and support youth development, healthy living and social responsibility.	125 Youth from Kalihi-Palama will register for the out of school programs at SWCC and participate in activities that are supervised by positive adult role models.
2. Teens in the Kalihi-Palama community will have opportunities to <u>gain knowledge and skills in a variety of areas and implement skills learned in their daily lives</u> , including: health and wellness, academic support, career development, social and life skills.	75 Youth from Kalihi-Palama will participate in educational and skill building activities at SWCC.
3. Teens in the Kalihi-Palama community will be involved in activities that <u>develop leadership skills and promote social responsibility</u> .	25 Youth from Kalihi-Palama will participate in youth leadership activities at SWCC. 50 Youth from Kalihi-Palama will participate in community services activities and other activities that promote social responsibility.

**3. The public purpose and need to be served;**

The services provided by SWCC and the organizations we collaborate with are intended to focus on youth and their families living in high-risk and at-risk situations. These youth are frequently over-represented in the juvenile justice system, at risk for participation in gangs, substance abuse, and other risky behaviors, and are more likely to fail in school than youth in other areas. While services are intended to help youth develop in positive ways and create a vision of their future and strive to reach their academic, artistic, recreational and vocational skills, accomplishing this will also decrease public costs. Prevention and intervention programs are much less costly than following youth in the juvenile justice system or putting them in treatment programs.

In response to community needs and the overwhelming numbers of high risk youth and families in the Kalihi community, SWCC continues to partner in collaboration with a network of service providers to support our youth and their families, to develop skills and abilities to overcome challenges in their lives. We build stronger families, which ultimately leads to stronger communities.

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

The target population focuses on high risk youth, which will primarily come from referrals from Susannah Wesley Community Center's Truancy Prevention Program and our Kalihi Palama Juvenile Assessment Center. Our current program, "Kalihi Palama School's Out Project" does not have sufficient capacity to serve and to meet the needs of this specific high risk population. The initial six-months of Kalihi Palama Juvenile Assessment Center data, compiled by an external evaluator, established that 292 citations were issued by the Honolulu Police Department, District 5, involving 207 individual youth. Of these 207 individuals, 159 were eligible for a total of 199 citations based on arrest for status offense or first-time misdemeanor offenses. "Citations of Micronesian youth, particularly Chuukese youth, far outdistance the frequency of citations for all other ethnic groups, comprising 60 or 36% of youth cited. The ethnic groups with the next highest numbers of citations are Native Hawaiians, Filipinos, and Mixed Race (29 citations, 21 citations, and 19 citations, respectively). Citations to Samoan youth (12) were followed by 5 or less citations among the other ethnic groups," (Umemoto, K. Ph.D.; Miao, T. M.A.; Hishinuma, E. Ph.D; *Ho'opono Mamo Diversion Process, Preliminary Evaluation, Draft Report*, March 16- September 15, 2015). Our staff has indicated that there are insufficient community services to meet the needs of this high risk population with possibly limited English speaking families.

SWCC is located in the Kalihi-Palama community which encompasses census tract numbers 48.00 to 65.00 and includes the Farrington School Complex. The agency also serves some youth from the McKinley School Complex which encompasses parts or all of census tracts 25.00, 26.00, 35.00 to 57.00. Kalihi-Palama has the largest concentration of public housing in Hawaii, as well as a higher than average percentage of families living in poverty.

A statewide study conducted by the Center for Families at the University of Hawaii reporting on 42 separate communities in Hawaii found that the Kalihi-Palama community is the second most high risk community based on social, economic and risk indicators. Based on the most recent census figures:

- The per capita income for this community is \$14,634 compared to \$21,526 for the State of Hawaii.
- Civilian unemployment rate is 8.6 percent compared to 6.3 percent for the State; 3 of the 4 census tracts with the highest unemployment rate is in the Kalihi community.
- 9.8 percent of the families in the community receive some form of Temporary Assistance to Needy Families (TANF), which is almost double the State rate.
- Kalihi has the lowest percentage of adults possessing high school diplomas in the State, while it has the highest high school dropout rate.
- Kalihi has the highest percentage of immigrants in the State and the highest percentage of residents who speak another language other than English at home.
- The majority of the people in Kalihi work in blue collar and service industries, the latter being the most volatile in terms of continuous employment.

The vast majority of the agencies' youth and family programs serve students from the following public schools: Farrington High School, McKinley High School, Dole Middle School, Kalakaua Middle School and Central Middle School.

According to the Hawaii Department of Education (DOE) Yearly School Trend Reports from 2013 to 2014, attendance rates at all the above schools (except Farrington High School) decreased each year, while suspension rates for Dole and Central Middle Schools ranged in the double digits (13 percent to 17 percent). Graduation rates at Farrington and McKinley High Schools remained below 75 percent, with both schools failing to meet the Hawaii state target graduation rate of 82 percent for the last 3 years. McKinley's graduation rate improved slightly by 1.5% from the year before, with a graduation rate of 81%. The majority of students at all five schools received free or reduced lunches, with 60 percent of students at McKinley High School all the way up to 86 percent of students at Central Middle School. The level of free/reduced lunches at a given school indicates the poverty level of the school community.

**5. Describe the geographic coverage.**

SWCC will serve elementary through high school aged children and youth who generally reside in the Farrington Complex area and to a limited degree some youth who reside in the McKinley Complex area.

## 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. The applicant shall:

### 1. Describe the scope of work, tasks and responsibilities;

SWCC offers a continuum of services to meet the needs of youth and families in the communities it serves. Through positive alternative activities, designed to engage youth, develop strengths, learn important life skills, and cultivate talents; youth will be better equipped with the competencies and skills to be productive and effective at activities and tasks which are valued by their family and the community, thereby decreasing problem behaviors. These services include the outreach, intake and assessment, information and referral services, follow up/after care services, positive alternative activities, vocational activities, employment readiness and experiential opportunities, sports, fitness and health, community building and community service, youth leadership and educational development and workforce development including alternative secondary school services.

SWCC is a part of the Kalihi Palama Gang Prevention and Intervention Legislative Package. The Kalihi Palama Gang Prevention and Intervention group was formed with the leadership of the Honolulu City Councilmembers in District 6 and 7, Kalihi Palama State Legislators, Neighborhood Board 15 and 16, Kalihi Palama human service agencies, Honolulu Police Department, District 5, Weed and Seed, the Kalihi Palama area schools, and community residents. The stakeholders involved have a lengthy history of working collaboratively in the best interests of clientele. For this proposal, it will enable SWCC to easily refer to the other Kalihi Palama area agencies to work collaboratively together to address a common goal to insure the timely and efficient delivery of services to clientele. The agency representatives will meet regularly to share progress, problems, and issues.

According to the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (2010), best practice research has shown the need for afterschool programs for high risk kids as an important element of a comprehensive approach in approach gang and violence related problems. Building strong, caring relationships with youth is paramount to creating successful youth/family services. Activities may be the way to engage youth, but it is the caring adults and strong relationships that keep the youth coming and moving forward. Although services will be provided to a minimum of 125 youth, *where we really make a difference is one youth at a time.*

### Services To Be Provided

**Community Based Outreach.** Outreach services and activities serve as the initial point of contact for many youth and families served by the collaboration partners. All staff will provide outreach services. Aggressive outreach and case-finding activities conducted within the community setting are essential in connecting clients to appropriate services. Outreach necessitates persistence and perseverance on the worker's part in reaching out to the hard-to-reach, fearful, unmotivated, resistant youth



and/or parent. This is especially true when working with street youth. Activities include contacting school and other resources in the community, making home and field visits, and being available on short notice to respond to youth and families. Staff providing outreach services must also have a strong working knowledge of community resources that are available to youth and families.

Aggressive community outreach activities will identify the vast majority of youth enrolling in services for the first time. From that point, youth will "funnel down" to participate in the services and activities that are most appropriate for them.

***Intake and Assessment.*** Intake begins after a referral has been made, screened, and the youth and family have agreed to services. Contact is made with the youth and families to gather information and determine interest in and final eligibility for services. Problem identification and assessment, using a variety of questionnaires and other assessment tools, begins immediately. Once sufficient information is gathered, it is analyzed and the youth/family's strengths and weaknesses are assessed and a plan of action is developed.

***Referral Services.*** Part of the plan of action is to determine the services that are needed for successful implementation of the plan. Services that the program is not able to provide will be secured through referrals to other resources. Staff will monitor the implementation of the plan to ensure that the connection is made between the youth/family and these collateral services. Interests and needs of the youth/family not offered by the program may lead to referrals to other more appropriate services. The referrals will be monitored to track and support linkages.

***Follow-up/After Care Services.*** Staff will routinely make follow up contacts with youth whose cases have been closed. This is part of the tracking process to ensure performance targets have been achieved. It is also a way to "check-in" with youth, find out how they are doing, and provide after-care services if needed.

***Positive Alternative Activities.*** These activities are designed to engage participants and to help youth develop/ strengthen varied important skills and talents. SWCC provides strong activities in the areas of youth leadership, sports, fitness and health, culture, arts and humanities, vocational activities and experiential opportunities.

The focus of these positive alternative activities is on wellness type of activities. Many of the youth served by our Centers do not practice healthy decision making around their nutrition, sexual activity, conflict resolution skills, etc. This component will stress Healthy Body-Healthy Mind connections and seek to increase personal wellness (safety, eating habits, and substance use), social wellness (refusal skills, communication), values, coping resources, and self-concept. It will accomplish this through a range of experiential groups offered on a weekly basis that has youth explore these areas. Resources already used by the agency such as the Journey, Making Choices, and Crossing the Bridge and other nationally-recognized curriculum will be used to more fully develop a program that also may be modified depending on the community's needs. Each youth will also have the opportunity to take assessment inventories in the wellness domain and develop and maintain a personal improvement journal where they may more fully focus on their

personal goals in the areas of diet, skills, exercise, risk avoidance, personal hygiene, and remaining drug and alcohol free.

***Vocational Activities, Employment Readiness and Experiential Opportunities*** Activities in this component will vary depending on the age of the targeted participants. As the majority of the youth participating in youth services have not had many opportunities to explore different careers and future life plans and choices, a large percentage of the activities will focus on career exploration, goal setting, and post high school educational opportunities for all age groups. Job shadowing opportunities for all ages will also be explored in order to give youth a closer look at specific careers. For youth in high school and getting closer to the age where they may want to work part-time, we will offer employment skill training and job preparation workshops where they will have opportunities to write resumes, practice interviewing and learn job-related skills. Post high school education will be further explored with this group, as the need for this is greater at this age. Additionally, youth entrepreneurial activities for youth interested in starting and running their own businesses and job development and placement activities can be explored through partnerships with existing resources.

***Educational Development Activities*** SWCC emphasizes school success and offers activities and services that will enhance participants' school performance. Activities include: study halls and tutorials; assistance with seeking out alternative education programs, as appropriate; follow-up with teachers and counselors; and promoting family involvement in school/educational activities. Program staff also helps youth prepare to successfully make the transition from elementary to intermediate school and from intermediate to high school. SWCC also has a computer center where youth can have access to technology for school and other projects since the majority of program participants do not have access to computers at home.

***Alternative Secondary School Services*** In conjunction with the Department of Education (DOE) and the Farrington Community School for Adults (FCSA). SWCC has offered Competency Based High School Diploma Program (CBase) classes for over 10 years. A DOE instructor/employee, certified by FCSA conducts the classes, and FCSA proctors final exams. This program enables youth who are discharged from public high schools before receiving their diploma an opportunity to graduate with a high school diploma from Farrington High School.

***Sports, Fitness and Health*** SWCC has a range of current sports activities offered on a regular basis. These include league basketball, volleyball, baseball, football and karate. In addition, there are combined sports activities among Kalihi Palama interagency collaborative partners that bring youth together to play mixed team sports.

***Community Building and Service*** Community building/service activities have historically been an important part of the services provided by SWCC. Community building and service activities are an important way to help youth make a connection to the communities in which they live. These activities also provide opportunities for youth from the various sites to get together, interact, and build relationships. Staff will select

four projects that youth and staff will participate in annually. Through the inter-agency Kalihi Palama Late Night Basketball League, regular community service projects including community clean-ups, neighborhood security patrols, and participation in community fairs which provide a perfect opportunity for the agencies and youth to work together.

**Youth Leadership** The youth worker position proposed in this GIA will establish a group of 7 to 12 middle-high school students who will meet at least once a month to plan and discuss leadership activities. Guided by the youth worker, the group will cover topics such as self-esteem, improving communication skills, team building, decision making, planning/organizing/implementing/evaluating activities, budgeting, and resource identification and development.

**Other Alternative Activities** SWCC also schedules field trips, camping, cooking, and picnics. The agency also provides drop-in services where youth can participate in a variety of supervised recreational activities. To promote healthy competition, a variety of tournaments and events are held (i.e., billiards, ping pong, volleyball, basketball, etc.). When arranged in collaboration with other Kalihi Palama agencies, these activities provide yet another opportunity for youth participants to further enhance their social skills.

**Other Collaborative Services**

**Basic Needs Services Meeting** basic needs first -food, shelter, hygiene, and medical care is imperative before youth can begin the process of gaining skills and resources to enable them to get off the streets and/or move forward with their lives. All programs/sites have the capability of providing or connecting clients with services to meet these needs, but this is especially critical for youth on the street.

**Self-Development/Skill Building Activities** These activities focus on the development of self-esteem, communication skills, and peer interactions and relationships as well as on the specific focus of the group. Groups include Violence Awareness, Girls and Boys Groups, Sexual Assault Prevention, Cultural Identity and Awareness, and are offered by most agencies and are available at many of the targeted schools. The specific focus of these groups is separation, domestic violence, personal development and pride, decision making, peer pressure, and prevention activities.

2. Provide a projected annual timeline for accomplishing the results or outcomes of the service;

Program Activities	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Hire New Staff	X											
Orientation	X											
Delivery of Program Services												

Receive Referrals		X	X	X	X	X	X	X	X	X	X	X
Contact & Register Clients		X	X	X	X	X	X	X	X	X	X	X
Provide Service Based On Assessments		X	X	X	X	X	X	X	X	X	X	X
Initiate Activities & enroll Participants		X	X	X	X	X	X	X	X	X	X	X
<b>Program Operations</b>												
On Going Staff Supervision	X	X	X	X	X	X	X	X	X	X	X	X
Staff Meetings	X	X	X	X	X	X	X	X	X	X	X	X
<b>Staff Development</b>												
On Going Staff Training	X	X	X	X	X	X	X	X	X	X	X	X
Profession Development Plan		X	X									
Performance Appraisal												X
<b>Quality Improvement</b>												
Team Meetings		X	X	X	X	X	X	X	X	X	X	X
Team Reports			X			X			X			X
SWCC QA Meetings			X			X			X			X
<b>Program Reports</b>												
Monthly Summaries	X	X	X	X	X	X	X	X	X	X	X	X
Quarterly Reports			X			X			X			X
Year End Report												X

3. Describe its quality assurance and evaluation plans for the request. Specify how the applicant plans to monitor, evaluate, and improve their results; and

SWCC is accredited by the Council on Accreditation (COA) and, consequently has a comprehensive quality assurance plan in place: This comprehensive plan is on file at SWCC and is available for review upon request. In addition, SWCC will develop quality improvement activities to include plans being proposed in this GIA. These activities include:

- A. Establishing a regular case conferencing process through which case managers can obtain feedback/input on difficult cases

- B. Quality review of the core service area performance targets and milestones:
  - Outreach
  - Positive Alternative Activities (school performance/educational achievement)
  - Academic Achievement
- C. Quality review of the performance targets and milestones for the Positive Alternative Activities components targeted for enhancement/expansion:
  - Positive Alternative Activities
  - Vocational Employment
  - Culture, Arts and Humanities
  - Health, Fitness and Wellness
  - Youth Leadership
- D. A Management Information System (MIS) and centralized data collection to standardize data collection and reporting;
- E. Quality staffing of programs and sites, ensuring that all staff meet minimum qualifications as indicated in position descriptions;
- F. Regular, documented staff development and supervision;
- G. Regular opportunities for consumer input (youth, families, and community members) through the youth board, focus groups and satisfaction surveys.
- H. An overall Quality Management Team, coordinated by SWCC's Performance and Quality Improvement (PQI) Director to oversee all Quality Improvement activities as described above and, in addition:
  - Review the results of the agency's internal case record reviews and other processes as appropriate
  - Review quarterly narratives and reports
  - Monitor MIS data collection and reporting process
  - Maintain documentation of Quality Improvement activities
  - Reports results of Quality Improvement activities to Youth staff and Executive Directors

The Quality Management Team takes action based on findings of the quality process to: build on strengths; eliminate or reduce identified problems; determine possible causes when data reveal issues of concern; develop solutions and replicate Best Practices; and implement and monitor the effectiveness of corrective action plans.

These quality activities are designed to maintain confidentiality of consumer and business information and comply with the confidentiality, privacy and security of information mandates as established by the Health Insurance Portability and Accountability Act (HIPAA).

Furthermore, SWCC will continue to participate in contract monitoring activities as requested by monitoring State Agency and utilize evaluation tools and forms developed by that agency.

4. 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.

Program Objectives	Measures of Effectiveness
125 Youth from Kalihi-Palama will register for the after school programs at the three agencies and participate in after-school activities that are supervised by positive adult role models.	<ul style="list-style-type: none"> <li>• 75% of those registered will participate in social/recreational activities like field trips, excursions, socials.</li> <li>• 30% of those registered will use the computer facilities for homework or research.</li> </ul>
75 Youth from Kalihi-Palama youth will participate in the educational and skill building activities at the three sites.	<ul style="list-style-type: none"> <li>• 50% of the participants will enroll and complete at least one sport or fitness activity.</li> <li>• 50% of the participants will improve their understanding of healthy living and proper diet.</li> </ul>
<p>25 Youth from Kalihi-Palama will participate in youth leadership activities.</p> <p>50 Youth from Kalihi-Palama will participate in community services activities and other activities that promote social responsibility.</p>	<ul style="list-style-type: none"> <li>• Participants will develop and complete 6 volunteer service projects during the year.</li> <li>• The program will develop and implement a peer mentoring program in which older students serve as mentors to younger youth. At least 6 students will participate in this activity.</li> <li>• The youth program will develop and implement a teen council which will meet with the Board of Directors Program Committee, bi-annually.</li> </ul>

### 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.

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2017.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$41,134.50	\$41,134.50	\$41,134.50	\$41,134.50	\$164,538

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2017.

Not applicable at this time.

4. The applicant shall provide a listing of all state and federal tax credits it has 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.

5. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2015.

\$162,273 as of 06/31/2015; last audited figures available.

#### **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.

SWCC provides direct prevention, case management, education and employment services in a holistic, culturally competent and community-based approach. Services focus on developing competencies and skills, and empowering individuals towards personal development, self-sufficiency and long term earning capability. The following is a partial list of services offered:

- bilingual mental health services
- bilingual employment and training services
- bilingual case management for victims of human trafficking
- after school drop-in center and recreation program
- alternative high school diploma program
- truancy prevention programs
- case management
- parenting classes
- computer-based learning center
- adult basic education and English as a Second Language classes
- emergency food pantry
- Juvenile Assessment Center

The Susannah Wesley Community Center is accredited nationally by the Council on Accreditation (COA). Accreditation ensures its stakeholders that the agency and its programs operate from an industry-wide "Best Practices" and/or "Evidence-Based" framework for both governance and program services.

SWCC has much experience in being the lead agency in collaborative efforts and in managing federal funds. Examples include:

- SWCC's home based parenting program provides family counseling to TANF eligible families, primarily in the homes of the participants or at the place of their choice. Based on the best practice curriculum, "Parenting Adolescents Wisely." Department of Human Services, BESSD, contract continues through 2016.
- SWCC's truancy prevention program targets middle school youth. Staff with the students and their families utilizing the "Why Try" curriculum, life skills group work, individualized case management and intervention services are provided to address the truant behavior. Department of Human Services, Office of Youth Services, contract continues through 2016.
- SWCC entered into a collaboration with the Kalihi YMCA and PACT for two years (2012-2014) for the Kalihi Palama School's Out Project. The tri-agency collaboration was awarded CDBG funds and State GIA for \$450,000 to provide a comprehensive continuum of non-school hours activities, education, skill building activities, community service learning, youth leadership, and support services to Kalihi youth and their families.
- SWCC was the lead agency in coordinating a \$1.5 million federal grant to five collaborative agencies serving the immigrant populations in the Hawaii Immigrant Employment Program. SWCC executed subcontracts and conducted both fiscal and program monitoring of partner agencies.
- SWCC was the lead agency in the implementation of State Incentive Grant(SIG) funds for three agencies located in Kalihi.
- SWCC was part of a collaboration, Hui Malama Ohana, that coordinated the delivery of Youth Service Center services to three geographic locations on Oahu.
- We were a subrecipient to manage \$1.7 million federal grant funds for special needs youths and families in the Leeward Oahu "Ohana" project.
- We were a subrecipient of \$ 500,000 from Substance Abuse and Mental Health Services Administration (SAMSHA) for services to transition adolescents to adulthood.
- SWCC also received a CDBG grant of \$500,000 in the late 1990s as part of a capital improvement project. The project was completed on time with no liens.

SWCC is governed by a Board of Directors who are deeply committed to carrying out the mission of the organization in the community. The SWCC Board of Directors has expertise that would benefit various phases of this project.



## **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.

SWCC operates primarily from its main site located at 1117 Kaili Street in Kalihi. This 70,000 sq. ft. site houses the administrative and program operations. This facility has, within the last decade, expanded to a total of approximately 18,000sq. ft. under the roof. The site provides offices, a variety of program and meeting spaces. It includes:

- A large multi-purpose room
- A dedicated recreation and lounge area outfitted with a variety of recreational equipment
- An arts and crafts room with a kiln
- A dedicated computer lab equipped with fourteen computers
- A 6,000 sq. ft. gymnasium
- Office space for approximately seven administrative staff members
- Office space for approximately fourteen program staff members
- A program records room
- A staff library
- Three shared interview spaces
- A large centralized reception area

This property is leased to the Center for a 20 year period by the General Board of Global Ministries of the United Methodist Church. The General Board of Global Ministries of the United Methodist Church has designated this property for use as a mission agency providing social service to the community.

## **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.

**Staffing** for this proposal is 1.00 FTE Program Coordinator and 2 half time youth workers. These positions will be responsible for assessments and eligibility determination for all referrals. In addition, the individuals hired will collaborate with the Youth Services Program Administrator in the planning and future implementation of the program.

The Program Coordinator position will require a minimum of a Bachelor's degree in Human Services and/or related field with at least four years related experience. The youth worker positions will require a Bachelors degree in a human service field or high school diploma and four years related experience. The Program Administrator is required to have a Master's degree in Human Services and/or related field and a minimum of five years post Master's degree experience.

**Supervision procedures include:**

- Weekly supervision for each staff member which can be accomplished individually or as a group
- Regularly monitoring files, service plans, and other documentation
- Regular informal evaluations
- Written performance appraisals at least once a year to assess performance and identify goals and training needs for the upcoming year

**Staff development** is seen as an integral part of each employee's professional development. Each staff member receives an orientation that includes program purpose and philosophy, casework policies/procedures, due process, data collection and community resources. After orientation, the employee and his/her supervisor completes a staff development plan outlining training needs for the year. The training plan is developed around the employee's job description and areas of interest and will be reviewed and updated at each yearly performance appraisal.

**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 agency-wide organizational and program organization chart.

**C. Compensation**

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

Ronald M. Higashi, Executive Director, \$75,000/year  
Dominic Inocelda, Clinical Administrator, \$71,400/year  
Carol Imanaka, Administrator, \$70,300/year

**VI. Other**

**A. Litigation**

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

Not applicable.

**B. Licensure or Accreditation**

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

SWCC is accredited by the Council on Accreditation through 4/30/2019. SWCC is accredited for Youth Development, Child and Family Development, Workforce Development, and Case Management.

**C. Private Educational Institutions**

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.

Not applicable.

**D. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2016-2017 the activity funded by the grant of this application is:

- (1) Received by the applicant for fiscal year 2016-17, but
- (2) Not received by the applicant thereafter.

Financial sustainability is a major strategic priority for SWCC. The agency has begun to systematically examine alternative funding strategies and business model(s) to deliver our mission. The agency has reallocated financial resources to prioritized programs, instituted focused administrative reductions, outsourced personnel and benefits management, increased "earned income" revenue generation (fee for service), increase facilities usage fees, increased grant writing and other revenue enhancements within our mission. Long-term, the agency continues to grown unrestricted contributions to SWCC by reconnecting with and expanding our relationships with individual and corporate donors.

The development of our resource development and communications is the cornerstone of our efforts to increase our unrestricted funding base and future sustainability plan.

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

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2015.

Please see attached.



# ATTACHMENTS



# PROGRAM BUDGET

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2016 to June 30, 2017

Applicant: SUSANNAH WESLEY COMMUNITY CENTER

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	109,921			
2. Payroll Taxes & Assessments	14,798			
3. Fringe Benefits	20,670			
<b>TOTAL PERSONNEL COST</b>	<b>145,388</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance	300			
3. Lease/Rental of Equipment	1,500			
4. Lease/Rental of Space				Inkind
5. Staff Training	250			
6. Supplies	600			
7. Telecommunication	2,500			
8. Utilities	12,000			
9. Contractual Services (CPA)	2,000			
10. Program Activities				10,000
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>19,150</b>			<b>10,000</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>164,538</b>			<b>10,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	164,538	RONALD M. HIGASHI (808) 847-1535		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		1/20/2016		
(d) Total Private/Other Funds Requested	10,000	Date		
<b>TOTAL BUDGET</b>	<b>174,538</b>	RONALD M. HIGASHI, EXECUTIVE DIRECTOR Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2016 to June 30, 2017

Applicant: SUSANNAH WESLEY COMMUNITY CENTER

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Youth Services Program Administrator	1.00	\$70,300.00	15.00%	\$ 10,545.00
Life Skills Program Coordinator	1.00	\$42,000.00	20.00%	\$ 8,400.00
Life Skills Youth Worker	1.00	\$36,000.00	100.00%	\$ 36,000.00
Life Skills Youth Worker	1.00	\$36,000.00	100.00%	\$ 36,000.00
Accountant/HR Associate	1.00	\$49,800.00	10.00%	\$ 4,980.00
Information Technology Associate	1.00	\$37,500.00	10.00%	\$ 3,750.00
Executive Director	1.00	\$75,000.00	10.00%	\$ 7,500.00
Performance and Quality Assurance Director	0.40	\$27,456.00	10.00%	\$ 2,745.60
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>109,920.60</b>
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2016 to June 30, 2017

Applicant: SUSANNAH WESLEY COMMUNITY CENTER

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

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

**NOT APPLICABLE**



## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2016 to June 30, 2017

Applicant: SUSANNAH WESLEY COMMUNITY CENTER

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: 2014-2015	FY: 2015-2016	FY:2016-2017	FY:2016-2017	FY:2017-2018	FY:2018-2019
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>  <b>NOT APPLICABLE</b>						

**GOVERNMENT CONTRACTS AND / OR GRANTS**

Applicant: SUSANNAH WESLEY COMMUNITY CENTER

Contracts Total: 995,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Truancy Prevention	7/1/14-6/30/16	Office of Youth Services, DHS	State	100,000
2	Community Based Services for Youth at Risk	7/1/14-6/31/16	Office of Youth Services, DHS	State	90,000
3	Juvenile Youth Assessment Center	9/1/14-4/31/16	Department of Community Services	City	400,000
4	In-Home Parenting	1/1/15-12/31/16	BESSD, DHS	Federal Funds	100,000
5	FY 2013 GIA	Through 6/31/16	Office of Community Services, DLIR	State GIA	90,000
6	FY 2016 GIA	Through 6/31/16	Department of Community Services	City GIA	150,000
7	FY 2014-2 GIA	Through 6/31/16	Department of Community Services	City GIA	65,000
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

\* Indicates youth related services

**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISIED 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.

Susannah Wesley Community Center

\_\_\_\_\_  
(Typed Name of Individual or Organization)

01/21/2016

\_\_\_\_\_  
(Date)

Ronald M. Higashi

Executive Director

\_\_\_\_\_  
(Typed Name)

\_\_\_\_\_  
(Title)



# ORGANIZATIONAL CHART

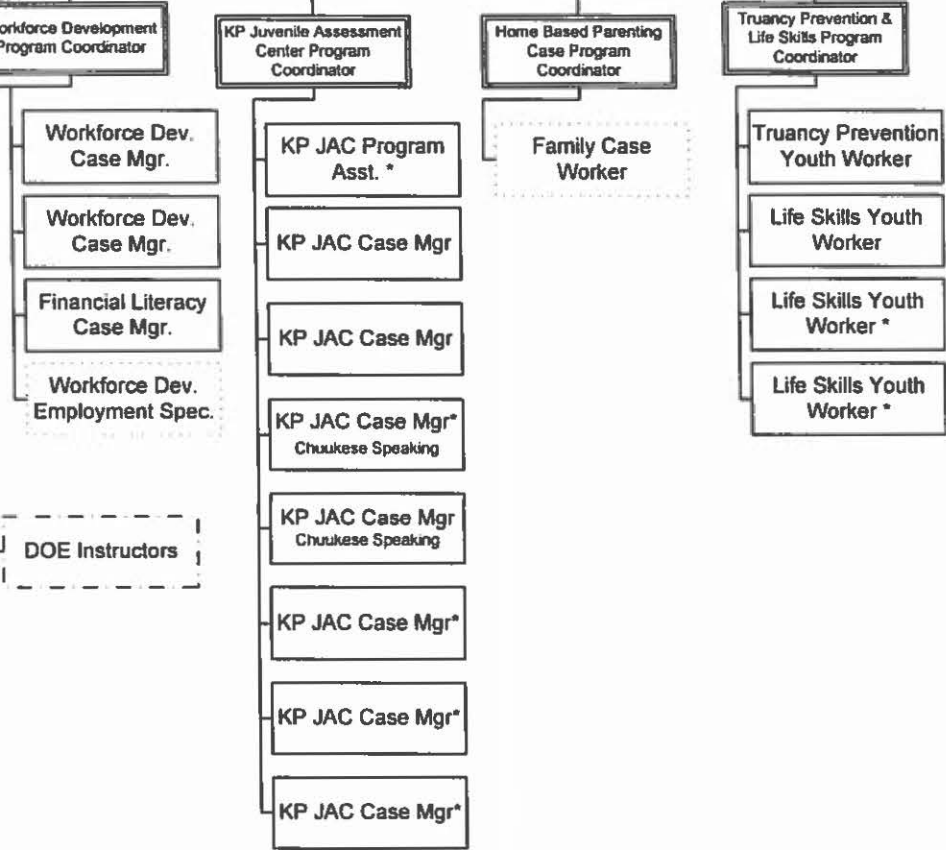
**Susannah Wesley Community Center  
Organizational Chart**  
Rev. 01-2016

**SWCC Board of Directors**

**Executive Director**

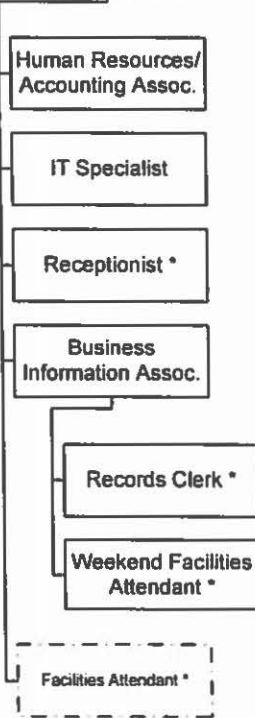
Human Resources Services    CPA Services    PQA Director    Resource Dev. & Communications Officer

**Youth Services Administrator, MSW**

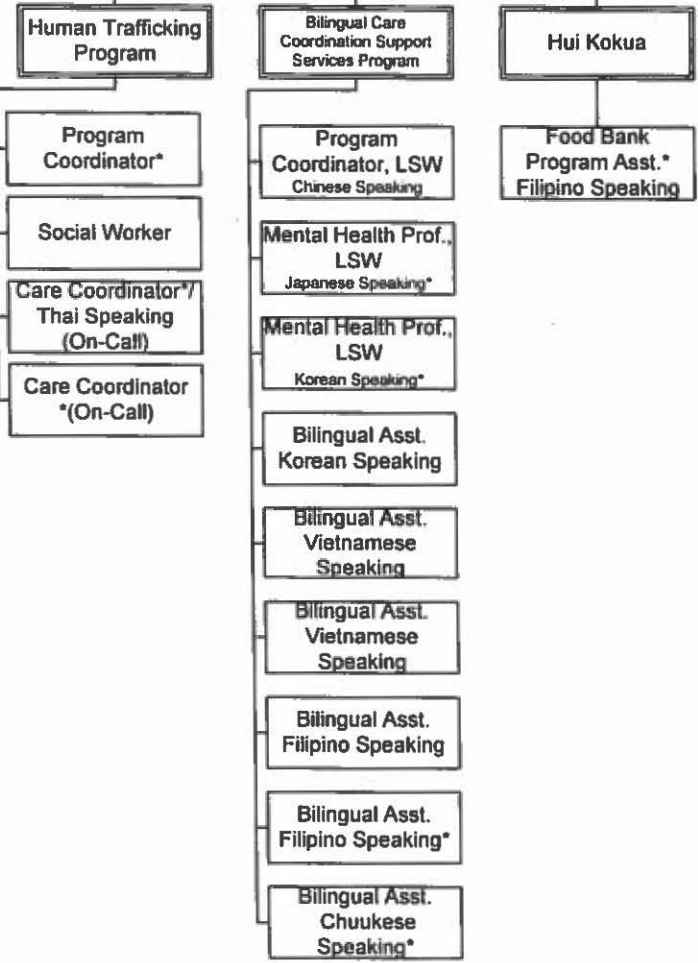


DOE Instructors

**Administrative Services**



**Clinical Administrator, LCSW**



\* Indicates part-time

SWCC Board of Directors

Susannah Wesley Community Center  
Life Skills Program Request  
& Youth Services Programs  
Organizational Chart  
Rev 01-2016

Executive Director

PQI Director

Resource Dev. & Communications Officer

Youth Services Prg. Administrator, MSW

Administrative Services

Human Resources/Accounting Assoc.

IT Specialist

Receptionist \*

Workforce Development Program Coordinator

Workforce Dev. Case Mgr.

Workforce Dev. Case Mgr.

Financial Literacy Case Mgr.

Workforce Dev. Employment Spec.

DOE Instructors

KP Juvenile Assessment Center Program Coordinator

KP JAC Program Asst. \*

KP JAC Case Mgr

KP JAC Case Mgr

KP JAC Case Mgr\*

Chuukese Speaking

KP JAC Case Mgr

Chuukese Speaking

KP JAC Case Mgr\*

KP JAC Case Mgr\*

KP JAC Case Mgr\*

Home Based Parenting Case Program Coordinator

Family Case Worker

Life Skills Program & Truancy Prevention Coordinator

Truancy Prevention Youth Worker

Life Skills Youth Worker

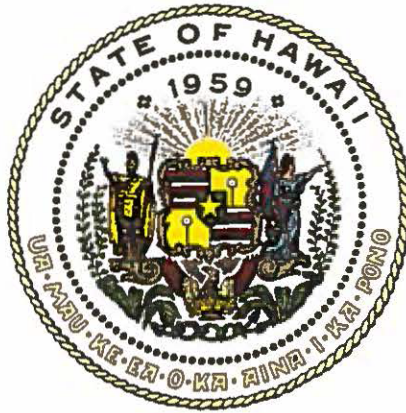
Life Skills Youth Worker \*

Life Skills Youth Worker \*

Yellow colored boxes indicate the positions funded by this request.  
Asterisk (\*) indicates part-time status.



# **CERTIFICATE OF GOOD STANDING**



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

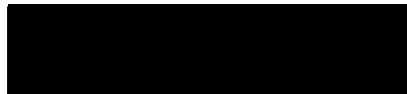
I, the undersigned Director of Commerce and Consumer Affairs  
of the State of Hawaii, do hereby certify that

**SUSANNAH WESLEY COMMUNITY CENTER**

was incorporated under the laws of Hawaii on 02/14/1968 ;  
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 19, 2016



Director of Commerce and Consumer Affairs

