

House District 26

Senate District 12

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):  
DEPARTMENT OF HUMAN SERVICES, DIVISION OF VOCATIONAL REHABILITATION  
STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:  
Guide Dogs of Hawaii

Street Address:  
1600 Kapiolani Blvd. #214  
Honolulu, Hawaii 96814

Mailing Address:  
Same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name JEANNE TORRES

Title Executive Director

Phone # 941-1088

Fax # 944-9368

E-mail jeanne.torres@guideddogsofhawaii.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:

**Seniors Harnessing Independence & Empowerment (SHINE)** is a program that provides blind, visually impaired seniors, technology aids, training and sighted assistance enabling them to safely manage personal and home care, build social relationships and community interests and confidently travel using safe and effective mobility aids while minimizing the need for more costly in-home care.

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$200,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$0  
FEDERAL N/A  
COUNTY \$0

PRIVATE/OTHER HAWAII COMMUNITY FOUNDATION \$18,000; ATHERTON FOUNDATION \$7,000; COOKE FOUNDATION \$5,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE

AUTHORIZED SIGNATURE

JEANNE TORRES, EXECUTIVE DIRECTOR  
NAME & TITLE

1/17/2017  
RECEIVED



1/19/17 na

## 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. Please include the following:

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

Guide Dogs of Hawaii (GDH) is a 501 (c)(3) Hawaii based non-profit corporation founded in 1952 in order to avoid complications that arose from quarantine restrictions on Mainland trained guide dogs for the blind. Since inception, GDH has transformed the lives of Hawaii's blind and visually impaired by giving them hope and a chance to live a meaningful life.

GDH provides guide dogs, statewide, to Hawaii's blind, allowing them mobility and independence, something most of us take for granted. For the blind, their dogs are liberating, replacing their fears of travel and the unknown with confidence and a sense of self-reliance.

GDH provides financial support, a four week dog training course for the blind recipient and a suitable matched guide dog for them. The organization also provides follow-up training for the dogs and their blind recipient to ensure all protocols are being met, dogs are being cared for properly and the handlers are getting the most out of their guide dogs over time. After care and follow up services involve "on-the-job" assessments in which guide dog instructors discreetly observe the dog's work performance and make any reinforced training adjustments that are necessary.

In addition to guide dogs, GDH provides the blind and visually impaired adaptive technology aids. Technology aids continue to improve and evolve, allowing the blind and visually impaired to do more and live more productive lives. Like all of the programs and services at GDH, technology aids are provided free of charge to their clients. Many blind individuals now hold professional positions that twenty years ago would have been impossible to do. Thanks to the invention of adaptive technology aids and support from organization such as GDH, the blind and visually impaired in Hawaii now have fewer limitations, and more blind can lead productive and independent lives.

GDH commitment to the blind community extends from pre-school to high school students. Helping them along with their parents and teachers has made a profound effect on both blind and visually impaired children's attitudes and performance in school under GDH's Get Ahead with Technology program. The program provides adaptive technology aids to pre-school to high school students across the State. Working closely with the Department of Education, the aids and training received by these youths is providing them the confidence and opportunity to excel academically and socially.

Another State department that works closely with GDH is The Department of Human Services (DHS). DHS works with Blind and Visually Impaired that are fourteen years and older. GDH fills the gap servicing the younger youth as well as provide non duplicated services to those older. Working with the DHS, Guide Dogs of Hawaii help shape these youth so they are ready to transition to Ho'opono with disability-specific skills, technology skills and an idea of what they are interested in pursuing.

Following the success of Get Ahead with Technology for Hawaii's Blind and Visually Impaired youth, GDH's newest program addresses those in our community often forgotten and most vulnerable, Blind and Visually Impaired seniors. Seniors Harnessing Independence and Empowerment (SHINE). SHINE provides Blind with independent living, communications and mobility skills which will enable them to live independently while minimizing the need for more costly in-home or nursing home care. It is important to note, that currently Ho'opono refers older individuals who are blind (OIB) and not able or willing to work to GDH for support services. SHINE will provide the resources needed to serve these individuals and help them maintain independence in and out of the home.

In addition to GDH's supportive programs, it is the voice for Hawaii's blind community. Whether expert testimonial is needed or a law that might adversely affect the disabled might be passed, GDH's is there as an advocate for the blind. Important legislation has been passed because of GDH's involvement.

GDH also plays an important role in educating the public. Whether by visiting schools, community groups or businesses or offering workshops, GDH shares information on laws relating to guide dog accessibility and compliance regulations for a safe environment.

2. The goals and objectives related to the request;

Modeling after the Department of Vocational Rehabilitation Services, Services for the Blind of Windsor Connecticut, GDH will provide comprehensive training and equipment to Hawaii's blind and visually impaired seniors that will enable them to lead self-sufficient lives and maximize their participation in the community.

The goal of this program is to provide adaptive aids, training and opportunities for blind and visually impaired seniors that will empower them to live safe, healthy and independent lives in and out of the home. Disability-specific skills areas that GDH will be addressing to achieve this goal are:

1. Develop independent living skills utilizing specialized adaptive devices and techniques for personal and household management which will enable them to carry out daily living tasks safely and independently.
  2. Develop communication skills using use large print, writing guides, and time-telling devices, and using Braille for reading or labeling and making notes.
  3. Increase mobility skills which use specific orientation and mobility techniques, long canes, guide dogs and/or other mobility tools for safe and independent travel which will encourage more participation in social activities.
3. The public purpose and need to be served;

6.5 million Americans age 55 and older are blind or severely visually impaired. This population is expected to more than double by the year 2030, when the last generation of baby-boomers reaches age 65. Each year, only a fraction of older Americans experiencing age-related vision loss receives the vision-related rehabilitation services they need.

Currently, Federal, State, employer and individual insurance plans which include Medicare, Medicaid, and private health insurances do not provide reimbursement for specialized vision rehabilitation services for the Blind. While the Department of Human Services provide personal care assistance services for persons who are physically or mentally disabled, blind and visually impaired persons are not included in this population.

Blind and visually impaired seniors need to learn disability-specific skills to accomplish routine daily tasks. These new skills enable them to live independent and productive lives, minimizing the need for more costly in-home or nursing home care.

The Executive Office of Aging does provide Senior Companion Services to Hawaii seniors but to qualify the applicant must have volunteered with Catholic Social Services, Waikiki Health Center or completed the elderly blind program at Ho'opono. Though these are wonderful organizations, particularly Ho'opono, many of these individuals could not volunteer even if they wanted to because they do not have the technology skills to perform their duties. Many have been blind or visually impaired for more than 12 years making the idea of yet another adjustment to life through the vision program at Ho'opono uninviting.

Furthermore, many of our seniors simply do not wish to work and cope with more challenges than they already have. GDH's program addresses these issues and is committed to providing non-duplicated services.

All of us go through personal challenges as we grow older; some more than others. But for the Blind and Visually Disabled, life gets harder. Not only are they not as healthy as they once were, but many lose their support groups, families and friends. Many feel deserted and forgotten. Ghandi once said that a nation's greatness is measured by how it treats its weakest members. There are few weaker than Blind and Visually Impaired seniors.

GDH understands the needs of this cohort and has been helping them understand their vision conditions while helping them live life on their terms, independently. Unfortunately GDH is not doing enough for this growing portion of our community as resources are stretched. GDH and its team of professionals and volunteers want to support these seniors in taking part in social activities and building connections with others, encouraging them to get out in the community, safely, and confidently. By providing the appropriate adaptive aids and training blind seniors in Hawaii will no longer be forced to live isolated and dependent lives but instead, learn how they can stay in contact with friends and family and learn the basic of daily living which will improve the quality of their lives while reducing the cost to support them.

According to the United States Assistive Technology Act of 1998, assistive technology (also called adaptive technology) refers to any "product, device, or equipment, whether acquired commercially, modified or customized, that is used to maintain, increase, or improve the functional capabilities of individuals with disabilities." Common computer-related assistive technology products for the blind include screen magnifiers, screen readers, Braille note takers, large-key keyboards, refreshable Braille Displays and audible players. Other adaptive aids defined as adaptive technology aids are liquid indicators, talking clocks, audible organizing systems and currency identifiers.

Social skills building will focus on securing a social activity in which the participant will have a personal interest and be able to build on conversational and travel skills. These skills develop and improve self-confidence and independence. Such social building skills develop from being involved in a community-based activity such as bowling, swimming, dance, music, arts, and crafts, martial arts, etc.

In order to meet the aforementioned federal act defining adaptive technology aids and our responsibility to address individualized needs of the seniors to maximize their ability to be independent, the selection and allocation of adaptive technology aids must be tailored to satisfy each senior's disability-specific needs. Until a complete assessment of the senior is done, it is not possible to identify which specific adaptive tools will be provided. Based on research and usage popularity,

please see the attached list of adaptive technology aids (and costs) that will be considered in the determination of adaptive technology aids.

**Please see Adaptive Technology Aids Exhibit 1**

4. Describe the target population to be served; and

Of the 22,000 blind and visually impaired individuals Statewide, 27% are over the age 55 and in critical need of support. The vast majority lives at or below the poverty line and unable to acquire these aids or training on their own. The goal for GDH is to serve no less than 90 seniors in 2017/2018 of which 60 would be funded from the State GIA.

5. Describe the geographic coverage.

SHINE is a statewide initiative as the blind and visually impaired have no boundaries. Our goals of a statewide support program are ambitious but by combining our staff, a strong volunteer network and financial resources, we believe it is attainable. The more funding available, the more seniors will be served as well as the more volunteers will be trained. Initially, the focus will be on Oahu, because it is more cost effective to train and counsel those living by GDH case workers, however as the program expands so will our reach to the Neighbor Islands.

## **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;

This collaborative public, private partnership brings together trained and vetted community volunteers, family and GDH staff with the blind and visually impaired senior. Together they assess the senior's needs to determine what aids and training could improve their ability to live more independently or in some cases, completely independently, improving the quality of their lives while freeing up valuable time from the lives of family, friends and caregivers.

Registered blind seniors will be individually assessed in the area of Daily Living in the home, personal care and community participation. Based on the assessment and the individual's interests, an annual action plan will be developed defining service solutions that will help achieve self-sustainability and active community participation relative to the individual's needs.

The senior will receive a determined number of hours (minimum of 4 and maximum of 10 hours a month) provided by a GDH Special Friend Volunteer who will provide the following services:

Personal Management Assistance (PMA): Promoting home care & safety, labeling, bill paying, correspondences, mail reading.

Personal Shopping Assistance: Assistance with making the list, shopping and transporting purchased goods. Labeling and storing of goods.

Community Access: Find at least 1 community based group to participate in such activities as arts and crafts, music, reading club, bowling, knitting, etc.

Support Group Facilitator: Peer support group coordination and facilitation to promote self-advocacy and peer support.

Companionship for blind seniors aged 65 and over: A GDH Special Friend Volunteer will spend quality time with seniors to engage in mind and body exercises that may include walking, playing cards, scrabble or any activity that the senior may have interest in that will stimulate the mind and exercise the body.

Seniors Harnessing Independence and Empowerment (SHINE) will have an administrator who will oversee the program, and develop and manage the budget and program reports. The program director will report to the administrator and be responsible to implement the program, supervise and train the program staff and maintain the budget records. There will be two case management specialists, who will assess and implement the annual action plan while monitoring client services. A program clerical specialist will support the team by performing all clerical tasks and any other duties assigned. Lastly, ten Special Friends will deliver services as determined on the client action plan. These volunteers must consent to criminal background check, driver's license abstract record release, drug testing and be bonded.

The clients in SHINE are fragile and require comprehensive care; therefore GDH will begin the program with 30 seniors. Starting with a small group will ensure the program is successfully and safely implemented using the proper protocols. By year two, enrollment will be increased as our goal is to reach the majority of seniors who desire an active life but need support.

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

SHINE starts March 1, 2017 with the recruitment and processing of Special Friend volunteers. Training will include CPR and first aid certification, background checks, drives abstracts, etc. In April and May the volunteers will be trained. In June and July, the seniors will be enrolled and assessed and in August

and September, their individual action plans will be implemented. A meet and greet workshop with their Special Friend will also be conducted.

Program services will begin June 1, 2017 when each senior will be paired with a volunteer assistant.

October 2017 will begin the program's direct deliverables for the participants. Through the use and training of daily living aids and technology, seniors will build disability-specific skills that will enable them to carry out daily living activities safely and independently. Social activities will also be a major part of their direct service deliverables as such positive social support will help toward reducing stress, increasing physical health and defeating psychological problems such as depression and anxiety

Month 1 (Oct): 15 Technology aids distribution will be carried out; 1 group social activity will be carried out for at least 10 senior participants

Month 2 (Nov): 15 Technology aids distribution will be carried out; 1 group social activity will be carried out for at least 10 senior participants

Month 3 (Dec): 1 group social activity will be carried out for at least 10 senior participants; Individual social activity action plans implemented for at least 3 senior participants; Evaluation will be conducted for 15 senior participants

Month 4 (Jan): 1 group social activity will be carried out for at least 10 senior participants; Individual social activity action plans implemented for at least 3 senior participants; Evaluation will be conducted for 15 senior participants

Month 5 (Feb): 1 group social activity will be carried out for at least 10 seniors

Month 6 (Mar): 1 group social activity will be carried out for at least 10 senior participants; 1 senior wellness workshop will be conducted for at least 20 senior participants

Month 7 (Apr): 1 group social activity will be carried out for at least 10 senior participants

Month 8 (May): 1 group social activity will be carried out for at least 10 senior participants; Evaluations conducted for at least 15 senior participants

Month 9 (June): 1 group social activity will be carried out for 10 senior participants; Evaluations conducted for at least 15 senior participants; 1 Senior Wellness workshop carried out for at least 20 senior participants

Month 10 (July): 1 group social activity will be carried out for at least 10 senior participants



Month 11 (Aug): 1 group social activity will be carried out for at least 10 senior participants

Month 12 (Sept): 1 group social activity will be carried out for at least 20 senior participants; 1 senior wellness workshop will be conducted for at least 20 senior participants

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

The SHINE program will make a profound impact on at least 30 blind and visually impaired seniors who for years have been living in isolation and for many, depression. Along with the general consequences of aging, blind and visually impaired seniors experience additional restrictions due to vision loss. Not only do they lack sight, but dignity and independence. SHINE will allow them to achieve their goals and dreams as well as free up the lives of their families and friends whom have sacrificed much to try to make their lives as comfortable as possible.

Program evaluators review each senior's abilities and limitations as well as progress and make changes based on their pace and improved level of function. Success will be evaluated based on the benchmark set before the program.

Seniors will be evaluated at least three (3) times during this grant period. Each senior will be benchmarked using the Rubric Chart and Likert Scale scoring method in which three (3) masters the skill, two (2) is progressing, one (1) is emerging, and zero (0) is no skill.

Using a 6 point test, GDH bases evaluations on their client's present situation. The first seniors' assessment is to benchmark the seniors and determine their specific needs. The final disability skills assessment is to identify each blind senior's progress. Results from the assessment will be used to support each further, as they progress through the 12-month program. Corrections in instruction or additional assistance will be recommended for those with a score of 1 or below.

Site evaluations are made to ensure each senior can demonstrate proper use of their aids. Phone assessments ensure seniors stay on track and are taking full advantage of their technology aids throughout the year. Outcomes are evaluated by the Review Team using the point system mentioned above to evaluate the following functions:

- 1) The senior can effectively use their technological aids.
- 2) The senior can overcome challenges they once thought formidable.
- 3) The senior can evaluate their needs for technical and adaptive aids.
- 4) The senior can perform basic daily living skills.

- 5) The senior will be able to demonstrate ten disability-specific skills independently.
  - 6) The senior will be able to build social relationships through community-based activities.
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.

Each senior will be evaluated on his or her needs and present situation and presented a customized program that fits their unique challenges. The six-point evaluation criterion is stated above. The first evaluation is to benchmark the senior and determine their specific needs. The final disability skills assessment is to determine each senior's progress. Results from the assessment will be used to further support each senior if further service is required after the completion of the program, and additional funding is available. Corrections in instruction or additional support will be recommended for those with low scores.

Measures of effectiveness will be how much each senior improved on their daily living skills and socially and their ability to perform particular tasks independently.

### III. Financial

#### Budget

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

**(Please see Exhibits 2, 3, 4, 5 & 6)**

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2017-2018.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$50,000	\$50,000	\$50,000	\$50,000	\$200,000

3. The applicant shall provide a listing of all other sources of funding that they are trying to obtain for fiscal year 2017-2018.

2017/2018 City & County Grants In Aids; Hawaii Community Foundation Flex Grant; Aloha United Way, Atherton Family Foundation; Fred Baldwin Memorial,

Cooke Foundation, Hawaiian Electric Industries, First Hawaiian Bank, American Savings, Aloha Petroleum, Safeway Foundation, Wilcox Foundation, HSMA, Safeway Foundation, Alexander & Baldwin Foundation the Howard K. L. Castle Foundation and the Samuel and Mary Castle Foundation. In addition to the above, we will be expanding our asking to the neighbor islands and individual donors.

If needed, some of the funding for this program will come from internal financing and fundraising.

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

N/A

5. The applicant shall provide a listing of all federal, state, and county government contracts and grants it has been and will be receiving for program funding.

7/24/15	City & County GIA	Get Ahead Program	\$125,000
9/12/16	State GIA 42F	Get Ahead Program	\$300,000

6. The applicant shall provide the balance of unrestricted current assets as of December 31, 2016.

\$20,000

#### **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.

GDH is one of the oldest non-profit organizations in Hawaii, diligently working with the blind and visually impaired for over fifty years. During that time, the foundation has accumulated invaluable experience and knowledge on helping the blind and visually impaired lead safe, independent, and meaningful lives providing a number of very successful programs for both blind and visually impaired youth and adults.

GDH plays an important role as Hawaii's advocate for the blind. Important legislation including exempting guide dogs from Hawaii's quarantine laws and protecting them against attacks are examples of bills enacted into law because of GDH's involvement. Communicating the needs of the blind and visually impaired doesn't end at the government level. GDH is active in the community, going to schools, Rotary Clubs, the media, etc. to educate the public about the limitations and challenges that the blind community has and how with the right support, they can be a productive members of our community.

Since 2012, GDH has successfully completed four youth projects. The first, "Cane Travel Lessons" included 14 students ranging from 6 to 17. The objective was to teach them to become more independent by learning how to travel and shop by themselves. Some students had never done either by themselves. Shopping, communication skills, and confidence improved for all participants.

In 2013, a follow-up program, more advanced, called "Independence" took place, involving the same students. Each student was allocated \$100 to complete a desired activity that interested them. One student interested in cooking went to the grocery store, did their own shopping and went home to cook for their family. Another, deaf and blind child went to the bank to cash his check. He independently did the transaction with the teller using his text communicator and currency reader. This confidence building exercise provided a positive experience these youths from low-income households had never experienced.

In 2015 "Daily Living" included nineteen students who were empowered for the first time with adaptive aids that enhanced their social engagement. Some chose aids to compensate for visual loss while others selected card games, soccer balls, and electronic games. Normal people don't know how to engage in an activity with the blind so to avoid embarrassment, they don't. With the social tools given, blind students took the initiative to engage with them. At the completion of "Daily Living," and each of the other projects, student's confidence increased giving them the motivation and encouragement needed to engage in social activities. For many, that had been more difficult than easy. Fully fitting in or being included amongst their peers had always been a challenge.

Including the pilot program (which was modeled after the successful and nationally recognized Lighthouse for the Blind program), Get Ahead with Technology is in its fourth year of operations. In the pilot program, GDH worked with teachers on Oahu to determine which students were most suitable to use adaptive aids. Twenty-one selected blind students were provided iPads. After six months of iPad use, findings revealed that all students in the program showed greater confidence and a stronger desire to participate in school activities. As of 2016, all blind and visually disabled youth from kindergarten to twelve grade enrolled in the Department of Education are enjoying the support and benefits of the program with significant documented improvement in academic, social and life skills that only a year ago, they were lacking. Teachers, parents and students

have praised the program as GDH continues to receive accolades from its stakeholders.

Leading up to Get Ahead with Technology, GDH spent over four years developing various training initiatives, all of which have been successful. Taking the experience and knowledge gained from the youth and adult program, GDH developed its first program focused on blind and visually impaired seniors that are 55 years and older.

The goal of all GDH programs is to increase the level of independence for all Blind and Visually Impaired. With independence, comes self-esteem and with self-worth comes confidence. No matter what age, if you believe in yourself, one can overcome most challenges, no matter how difficult.

Through SHINE, seniors obtained specially designed aids that allowed them to participate in daily living activities such as matching color wardrobes for the day and learning how to cook by themselves safely. Some choose aids to compensate for visual loss while others selected card or electronic games that allow them to have a social life. Sighted people don't know how to engage in an activity with the blind so to avoid embarrassment, they don't. With the social tools given, blind seniors can participate with their families, and more easily make friends with seniors both who are sighted and blind.

At the completion of this grant period, seniors will have more confidence, giving them the motivation and encouragement needed to engage in social activities. Like the successful Get Ahead with Technology program that has been embraced by the teachers, students and their parents, we want our seniors who didn't have the help and support they needed as a blind youth, to get it as an adult.

## **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.

GDH's 1,000 square foot Honolulu office in the Pan Am Building off of Kapiolani Boulevard has work stations for its four full-time and two part-time employees with space available for volunteer help when needed. A shared conference room is utilized for Board meetings and volunteer orientation and training. It is important to note, most of GDH's work is done in the field whether it is at the student's school or home or seniors place of residence.

## **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.

Two positions which include salary and benefits need to be funded by the state GIA to implement this program, statewide; a Program Director (PD) and Operations Assistant (Admin).

The executive director's salary and benefits will be covered 100% by GDH and the 2 case management specialists positions will be covered by other funding sources.

Description/duties/qualifications:

**Program Director:** Reports to the Executive Director; is responsible for the operational success by ensuring seamless team management and development, program delivery, and quality control and evaluation. This position requires team management experience to further develop a proven program, partner with the ED and work collaboratively with a high-performance management team.

Qualifications include a BA with preference to an MBA with at least 10 years of team management experience with demonstrated success in developing and evaluating program models. Must be proficient in using technology as a management reporting tool and experience working with information technology staff to develop and implement program evaluation systems.

Duties and Responsibilities:

*Leadership:*

1. Cultivate existing relationships with vendors to ensure sufficient space, resources, and access to services
2. Develop and implement strategies that will maximize the synergies among program areas

*Team Management and Development:*

3. Develop and implement a system to evaluate the skill, experience, and professional development needs of staff
4. Implement a professional development program to address employee experience and skill gaps
5. Work with staff to develop objective performance measurements across all sites, to ensure consistent, high-quality evaluation and goal setting for all employees
6. Instill a sense of accountability among team members by modeling tight oversight of individual and organization performance standards
7. Recruit, hire, and oversee training and orientation of staff members
8. Strong project management skills managing complex, multifaceted projects resulting in measurable successes and program growth

9. Experience having worked with a high-performance, collaborative, constructive peer group
10. Strength in hiring, recruiting, managing, developing, coaching, and retaining individuals and teams, empowering them to elevate their levels of responsibility, span-of-control and performance
11. Deep understanding of human resources, employee performance improvement plans, and corrective action policies
12. Demonstrated results in managing through complex systems and proven experience negotiating win-win agreements
13. Excellent verbal and written communication skills with exceptional attention to details

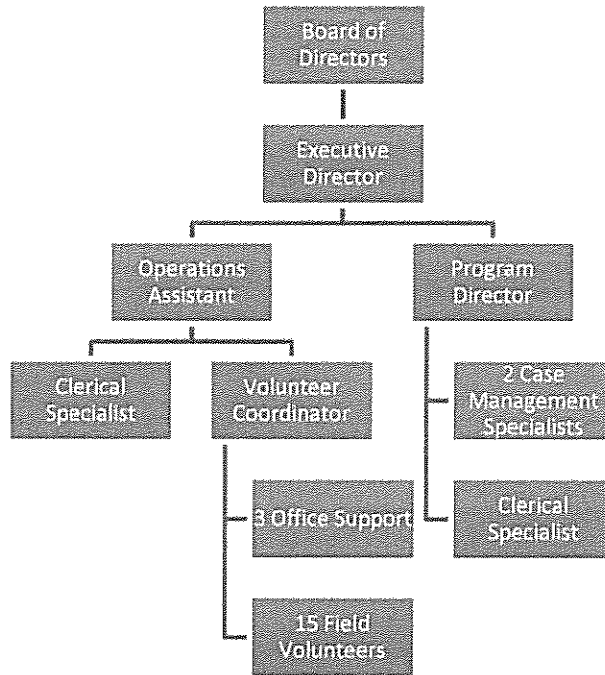
**Operations Assistant:** Reports to the Executive Director; Supports the Board of Directors; assist the ED in supporting both the public and private fundraising activities; works on special projects; maintains “to-do” list for all staff and updates ED on to-do list progress; maintains all files for the organization. This position requires a minimum of four years of administrative experience and must be familiar with program development and fundraising. A business administration degree or equivalent is preferred. The Admin provides office services by implementing administrative systems, procedures, and policies, and monitoring administrative projects.

#### Duties and Responsibilities:

1. Maintains workflow by studying methods; implementing cost reductions; and developing reporting procedures.
2. Creates and revises systems and procedures by analyzing operating practices, recordkeeping systems, forms control, office layout, and budgetary and personnel requirements; implementing changes.
3. Develops administrative staff by providing information, educational opportunities, and experiential growth opportunities.
4. Resolves administrative problems by coordinating preparation of reports, analyzing data, and identifying solutions.
5. Ensures operation of equipment by completing preventive maintenance requirements; calling for repairs; maintaining equipment inventories; evaluating new equipment and techniques.
6. Provides information by answering questions and requests.
7. Maintains supplies inventory by checking stock to determine inventory level; anticipating needed supplies; placing and expediting orders for supplies; verifying receipt of supplies.
8. Completes operational requirements by scheduling and assigning administrative projects; expediting work results.
9. Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
10. Contributes to team effort by accomplishing related results as needed.

**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.



**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.

- Executive Director: \$60,000
- Program Director: \$32,100
- Operations Assistant: \$32,100

**VI. Other**

**A. Litigation**

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

N/A



**B. Licensure or Accreditation**

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

N/A

**C. Private Educational Institutions**

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

N/A

**D. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2017-18 the activity funded by the grant if the grant of this application is:

- (1) Received by the applicant for fiscal year 2017-18, but
- (2) Not received by the applicant thereafter.

A comprehensive fundraising plan has been put in place that includes an annual and capacity building campaign that will generate ongoing operating revenues. It includes the development of a dependable expanded donor base and the creation of a new gifts program in the areas of major and general giving. A broad based volunteer group consisting of community leaders; board members and senior staff have been assembled to implement these programs. Headed by Campaign Chairman Michael Lilly, former attorney general, the Campaign Cabinet will report to and have oversight from Guide Dogs of Hawaii Board of Directors. His committee of high level volunteers works hard to generate funds for GDH's various programs and have exceeded all financial goals for the last thirty months. A sophisticated planned giving and endowment campaign is being developed to be included in GDH's plans to expand capacity.

A local consultant with over 30 years' experience in fundraising in the Hawaiian Islands, the mainland, and the Pacific Rim is guiding and training volunteers, board members, cabinet members and senior staff. The professional guidance ensures all involved in the fundraising efforts meet GDH's goals and objectives.

GDH is blessed with an endowment from the Jack and Marie Lord Foundation (from Hawaii Five-O fame) and continual support from Aloha United Way which ensures the organizations sustainability.

**F. 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 Exhibit 7)**

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

Applicant: Guide Dogs of Hawaii

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	64,200		40,800	12,000
2. Payroll Taxes & Assessments	4,911		3,121	918
3. Fringe Benefits	8,200		6,000	
<b>TOTAL PERSONNEL COST</b>	<b>77,311</b>		<b>49,921</b>	<b>12,918</b>
<b>B. OTHER CURRENT EXPENSES</b>				0
1. Airfare, Inter-Island	5,000			
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	17,172			
5. Staff Training	0			3,200
6. Supplies	2,258		978	
7. Telecommunication	1,300			3,945
8. Utilities				
9 Technology Aids	60,000		60,500	10,000
10 Mileage/Parking	2,109		9,800	
11 Postage	250		200	
12 Meals	3,600		3,600	
13 Social Activities	30,000			10,000
14 Taxi Fare	1,000			430
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>122,689</b>		<b>75,079</b>	<b>27,575</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>200,000</b>		<b>125,000</b>	<b>40,493</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	200,000	Jeanne Torres <span style="float: right;">941-1088</span>		
(b) Total Federal Funds Requested	0	[Redacted] or [Redacted] <span style="float: right;">Phone</span>		
(c) Total County Funds Requested	125,000	1/17/2017		
(d) Total Private/Other Funds Requested	40,493	Signature of Authorized Official <span style="float: right;">Date</span>		
<b>TOTAL BUDGET</b>	<b>365,493</b>	Jeanne Torres, Executive Director Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2017 to June 30, 2018

Applicant: Guide Dogs of Hawaii

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

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

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2017 to June 30, 2018

Applicant: Guide Dogs of Hawaii

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: 2015-2016	FY: 2016-2017	FY:2017-2018	FY:2017-2018	FY:2018-2019	FY:2019-2020
PLANS	N/A	N/A	N/A	N/A	N/A	N/A
LAND ACQUISITION	N/A	N/A	N/A	N/A	N/A	N/A
DESIGN	N/A	N/A	N/A	N/A	N/A	N/A
CONSTRUCTION	N/A	N/A	N/A	N/A	N/A	N/A
EQUIPMENT	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

Government Contracts

Applicant: Guide Dogs of Hawaii

Contracts Total: 425,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	City & County GIA	10/1/16	Depart. of Human Servi	Honolulu	125,000
2	State of Hawaii GIA	subj to release		State	300,000
3					
4					
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**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.

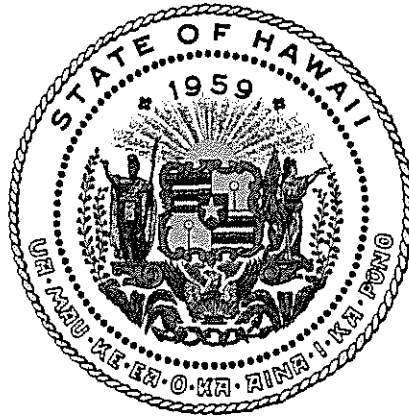
Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Guide Dogs of Hawaii

(Typed Name of Individual or Organization)

	1/17/2017
(Signature)	(Date)
Jeanne Torres	Executive Director
(Typed Name)	(Title)





## 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

GUIDE DOGS OF HAWAII

was incorporated under the laws of Hawaii on 07/11/1955 ;  
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: December 29, 2016

Director of Commerce and Consumer Affairs

## Exhibit 1

### Guide Dogs of Hawaii Technology Aids & Equipment Costs

Technology Aid	Cost
<b>Braille Note Taker</b>	\$5,495
<p>A Braille Note taker is a computer designed specifically for Blind individuals. It has a Braille keyboard, speech synthesizer, and a 32-[1] or 18-column Braille display. The user can use it to read and write documents, keep a calendar and contacts, maintain databases of important information, read and write e-mail, access the Internet, read books from a variety of sources, listen to FM radio station, or play music from a personalized collection. It can be paired with a windows computer, an iPhone, iPad, or iPod touch because it offers wireless, Ethernet, USB, and Bluetooth connectivity options.</p>	
<b>Apple iPad with Wi-Fi</b>	\$400
<p>Apple iPad offers VoiceOver, an advanced screen reader and Siri Dictation that a blind user uses to access information on the screen. For low vision users, the iPad offers color contrast and icon and font enlargement features called Zoom. VoiceOver is a revolutionary screen reader that lets the user know what's happening on the Multi-Touch screen —touch the screen to hear what's under the finger, then use gestures to control the device.</p>	
<b>Assistive Software</b>	\$700-\$1,200
<p>Screen reading software: Programs that allow blind or visually impaired users to read the text that is displayed on the computer screen with a speech synthesizer or braille display. A screen reader is the interface between the computer's operating system, its applications, and the user. The user sends commands by pressing different combinations of keys on the computer keyboard or braille display to instruct the speech synthesizer what to say and to speak automatically when changes occur on the computer screen. A command can instruct the synthesizer to read or spell a word, read a line or full screen of text, find a string of text on the screen, announce the location of the computer's cursor or focused item, and so much more.</p>	
<b>Full Screen Magnifier Software</b>	
<p>Program software that magnifies all screen items, including the mouse pointer, text cursor, icons, buttons, and title bars. In addition, the magnifiers provide a set of mouse tracking features, such as the option to link the mouse pointer to screen movement, increase the size and visibility of the mouse pointer, and limit mouse movement to horizontal or vertical directions only.</p>	
<b>Handheld Magnifier</b>	\$50-\$1,000
<p>Portable magnifier offers High Definition image quality, multiple reading and writing positions, and an easy-to-use, intuitive use. Users simply adjust the magnification strength, select preferred high contrast color, and pan through snapshots. This lightweight device is designed to use in a tilted position to move smoothly over reading materials or with its foldable handle to view objects close by and in the distance.</p>	
<b>Victor Reader Stream</b>	\$370
<p>Small, portable multi-media player designed specifically for the blind. The user can download and play books in a variety of formats including daisy, MP3 and wave. This device allows access to newspapers, magazines and online podcasts and radios. It comes with a USB connector allowing access to text documents, a recorder, internal speaker and clock.</p>	

**Adaptive Health Care Products** \$25-\$5,000

Adaptive Health care products are specially designed for the blind. These products which include temperature thermometer, talking blood pressure reader, medication label reader and weight scale. These adaptive aids are audible devices that speak information to the user. Also included in this category are hearing aids that may be necessary for those who do not have functional vision and must rely on other sensory skills.

\$5-\$100

**Kitchen Aids**

Specially designed kitchen aids for the blind that promote safety in the kitchen. Some of the kitchen aids include liquid indicator, Braille measuring cups and spoons, specially designed bowls and cooking pots and pans, cooking spoons, spatulas and cutting boards.

**Personal and Home Aids** \$10-\$700

Specially designed aids that promote independence include color identifier, currency reader, organizing system, writing guides, writing essentials, talking clocks, watches, talking reminders, timers and accessible phones.

**Mobility Aids** \$30-\$150

Mobility canes in a variety of colors and styles for different uses can help the user navigate around the environment safely.

**Social Aids** \$10-\$25

Social aids are important for the blind to be able to have full inclusion in social activities. Raised and Braille Dominoes, Yahtzee, Bingo and playing cards are among some social aids. These help individuals engage with others in their social network.

Internal Revenue Service  
P.O. Box 2508  
Cincinnati, OH 45201

Department of the Treasury

Date: FEB 13 2008

Person to Contact:

Vaida Singleton  
ID# 31-03018

EYE OF THE PACIFIC GUIDE DOGS FOUNDATION  
747 AMANA ST APT 407  
HONOLULU HI 96814-5117

Toll Free Telephone Number:  
877-829-5500

Employer Identification Number:  
99-0103779

Dear Sir or Madam,

This is in response to the amendments to your organization's Articles of Incorporation filed with the state on July 10, 2007. We have updated our records to reflect the name change from EYE OF THE PACIFIC GUIDE DOGS AND MOBILITY SERVICES INC to EYE OF THE PACIFIC GUIDE DOGS FOUNDATION, as indicated above.

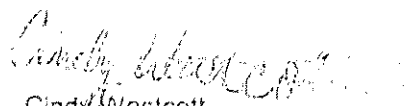
Our records indicate that a determination letter was issued in August 1957 that recognized you as exempt from Federal income tax. Our records further indicate that you are currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records also indicate you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,

  
Cindy Westcott  
Manager, Exempt Organizations  
Determinations

FILED 10/28/2014 01:36 PM  
Business Registration Division  
DEPT. OF COMMERCE AND  
CONSUMER AFFAIRS  
State of Hawaii



STATE OF HAWAII  
DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS  
Business Registration Division  
335 Merchant Street  
Mailing Address: P.O. Box 40, Honolulu, Hawaii 96810  
Phone No. (808) 536-2727

FORM DNP-2  
7/2008



10/28/2014 02:02:27

ARTICLES OF AMENDMENT TO CHANGE CORPORATE NAME

(Section 414D-120, Hawaii Revised Statutes)

PLEASE TYPE OR PRINT LEGIBLY IN BLACK INK

The undersigned, duly authorized officers of the corporation submitting these Articles of Amendment, certify as follows:

574D2

1. The present name of the corporation is:  
Eye of the Pacific Guide Dogs Foundation

2. The name of the corporation is changed to:  
Guide Dogs of Hawaii (Adaptive Aids, Canines and Advocacy for the Blind)

3. The amendment to change the corporation name was adopted on: October 14, 2014

(Month Day Year)

(Check one)

at a meeting of the members:

Designation (class) Of membership	Total Number of Memberships (votes) outstanding	Total Number of Votes Limited to be Cast By each Class	Number of Votes Cast by each class For Amendment	Number of Votes Cast by each class Against Amendment

OR

by written consent of the members holding at least eighty per cent of the voting power.

OR

by a sufficient vote of the Board of Directors or incorporators because member approval was not required

4. Check one:

The written approval of a specified person or persons named in the articles of incorporation was obtained.

The written approval of a specified person or persons is not required.

The undersigned certifies under the penalties of Section 414D-12, Hawaii Revised Statutes, that the undersigned has read the above statements, I/we are authorized to make this change, and that the statements are true and correct.

Signed this 20th day of October, 2014

Paulette Watson President



(Type/print Name & Title)

(Signature of Officer)

J.T.

J.T.

SEE INSTRUCTIONS ON REVERSE SIDE. The articles must be signed by at least one officer of the corporation.

GUIDE DOGS OF HAWAII  
BOARD OF DIRECTORS

Paulette Watson Occupation: Executive Sales Director Business: Germaine's Luau Mobile: 371.3995 Email: paulette.watson@guidedogsofhawaii.org	President
Kenneth Kaneshiro Occupation: Certified Financial Advisor Business: Kaneshiro, Tokushige & Associates Business Tel: 681.77.99 Email: kenneth.kaneshiro@lpl.com	Vice President
Victoria M. Cozloff Occupation: Front End Manager Business: Safeway Stores, Inc. Mobile: 220.7596 Email: vickie.cozloff@guidedogsofhawaii.org	Treasurer
Trudy Fernandez Occupation: Contract Coordinator Business: MDX Hawaii Mobile: 366.5623 Email: trudy.fernandez@guidedogsofhawaii.org	Secretary
Katie Freidman Occupation: Certified Optician Business: 457.9571 Email: katiehonolulu@gmail.com	Director
Susan Nonaka Occupation: Vice President of General Services Business: Hawaii Pacific Health Mobile: 651.2238 Email: Susan.Nonaka@hawaiipacifichealth.org	Director
Kristine Takekawa, AUD Occupation: Educational Specialist for Students with Hearing Loss and/or Students with Vision Loss Business: State of Hawaii, Department of Education Mobile: 542.9306 Email: kris.takekawa@gmail.com	Director

## SHINE PROGRAM

### Goals and Objectives

#### Goals:

- To provide experiences that are reasonably challenging and rewarding to participants
- To provide experiences that contributes to participants' positive social, emotional, intellectual and physical well-being.
- To assist participants in developing positive insights, attitudes and pride in achievement.
- To encourage participants in interacting with others through group involvement and participation.
- To provide for special abilities, talents and needs of participants by offering opportunities to participate

### Volunteer Special Friends Objectives

#### 1. Encourage Few and Manageable Goals

Goals can be beneficial for GDH seniors. Being goal oriented can instill motivation, a sense of purpose, and pride in accomplishment.

- create few and manageable goals – examples: ten stretches or completing a small craft project.
- Facilitate and assist along the way. Offer encouragement with each step.
- Compliment when the task is complete. Being acknowledged for completing a seemingly simple task (to us) can sometimes make a senior's day!

## 2. Encourage Affirming Self-Identify

Every older adult was at one time young, and likely full of energy, passions, ambitions, and dreams. Their younger days were often full of adventures, romances, and many other tales from their earlier years. Many would be happy to share stories with you, show you pictures and objects, and reminisce in the memories of their past.

Encouraging seniors to talk about his/her past is a wonderful form of psychological resourcing which keeps the elderly cognitively, emotionally and socially active. It enhances self-esteem, and uplifts the spirit. As you listen to the stories, ask questions to deepen the rich and vivid details of their recollections.

## 3. Encourage Technologies

The internet and social networking are wonderful opportunities for older adults. More and more seniors are connecting with family and friends via technology. Family and friends, in turn, often find such connections convenient and less stressful. In addition to social benefits, on-line connections also provide regular chances for family and friends to “check in” on the seniors’ physical, mental, and emotional well-being that would otherwise not be possible. Connecting on the internet does not replace the physical intimacy and emotional closeness that may come with face to face interactions. However, many older adults would feel much more alone without social networking. Studies show that social networking platforms that were once populated primarily by young people are now increasingly embraced by older adults.



#### 4. Encourage the Feeling of Usefulness

Many cognitively active older adults want to feel a sense of usefulness, even if their physical functions are limited. Identify and introduce conversational topics or tasks where the senior can feel wanted and needed. For example:

- Ask them for advice on practical as well as important life matters. Converse with them like they're mentors.
- Ask for their opinions on certain decisions you need to make.
- Introduce manageable projects or tasks for them to be in charge of where they'll feel a sense of accomplishment.

#### 5. Encourage Adaptive, Flexible Coping skills

As an older adult experiences increased cognitive and/or physical limitation, facilitate various types of coping skills to help the senior adjust with dignity. These can include:

- Fewer but workable goals as previously mentioned.
- Divide and conquer: break tasks down into baby steps that are more manageable.
- Assist the senior in identifying more realistic goals.
- Assist the senior in selecting alternative means to accomplishing goals.
- Allowing the senior to do what she's able, while helping just enough to complete a goal.

# GUIDE DOGS OF HAWAII

Position Title: Executive Director  
FLSA Status: Exempt  
Reports To: Board of Directors

20 October 2011

## GENERAL PURPOSE

Responsible for the overall operations of Guide Dogs of Hawaii ("GDH") including staffing, planning, developing, budgeting, implementing and evaluating GDH's programs. Participate in community activities to establish and maintain partnership, and promotes GDH's goals.

## ESSENTIAL FUNCTIONS

### Strategic Planning

- Understands and adheres to the philosophy of GDH.
- Works with the Board on the formation of long-range objectives, goals, policies and programs.
- Guides and assists the Board in review and approval of proposed strategic plans and determination of annual objectives for GDH.
- Develops internal policies and procedures for carrying out strategic plans, organizational goals and objectives.
- Works closely with other GDH managers on implementation of strategic plan and annual objectives.

### Budgeting and Finance

- Oversees preparation of Operating and Annual budgets and obtains approval of the budget from the Board.
- Judiciously implements the approved operating budgets within approved limits, while maintaining the standards of operations at desirable levels.
- Oversees and approves purchases and expenditures in accordance with established policies and procedures.
- Works closely with the Board to monitor revenues and expenditures in light of annual budgetary requirements.
- Assist the Board in identifying funding sources.
- Develops grant proposals and fee schedules for services.
- Ensures compliance with external financial reporting requirements by funding source.

- Works closely with Board, Chief Fiscal Officer and auditor to prepare monthly, quarterly and annual financial statements and reports, including fiscal year end reports, for submission to Board, federal/state agencies and/or other funding sources.
- Makes recommendations to Board on compensation and benefit packages for GDH employees as allowed by law and/or grants.

### **Board Meetings**

- Attends meetings of the Board of Directors and the Executive Committee of the Board. Assists Board in preparation of the agenda and minutes of the meetings, subject to the approval of the Board. Depending upon the subjects to be discussed, the Board at its discretion may restrict any meeting of the Board, or discussions during a meeting, to Board members only.
- Works closely with the Board and assists them in carrying out their assigned responsibilities. Provides information needed by the Board to carry out their responsibilities and conduct business.
- With the assistance of GDH staff, provides regular reports to the Board on GDH activities including, but not limited to the following:
  - Progress Reports; and
  - Other reports as required by the Board, government agencies and/or other funding sources.

### **Operations**

- Ultimately responsible for GDH operations delegated to him/her by the Board. Works on projects requested by the Board. Provides leadership in developing programs.
- Supervises the activities of the managers and staff and directs changes in procedures and practices, within his/her authority, necessary for the successful operation of GDH.
- Reviews activity proposals and plans of managers for compliance with GDH's strategic plan, annual budget and objectives, policies and procedures.
- Responsible for ensuring that services provided by GDH to individuals who are legally blind is consistent with the quality and standards established by the Board.
- Oversees maintenance of GDH's facilities, including, but not limited to, communication and computer systems, office security, and equipment.
- Oversees maintenance of GDH's records. Ensures compliance with recordkeeping requirements.

### **Human Resources Management**

- Ultimately responsible for outside contractors of GDH. Occasionally meets with contractors for information purposes as required. Jointly with Board and managers,

annually reviews the quality of services provided by each contractor and the fees incurred by GDH for the contractor. Presents recommended changes for Board approval.

- Working through managers, responsible for the employees of GDH including, but not limited to performance, morale, supervision, training, scheduling of work, promotions, transfers, hiring, and discipline.
- Works with managers to develop human resource policies and procedures. Has responsibility for insuring interdepartmental coordination and implements policies and procedures concerning employer/employee relations.

Jointly with managers: (1) annually reviews the level of all employee salaries and wages in relationship to community practices, inflation, comparable nonprofits, etc.; (2) periodically reviews employee policies and employee fringe benefits; and (3) presents recommended changes to the Board for approval, which approval shall not be unreasonably withheld provided the recommendations are consistent with GDH's strategic plan, annual objectives and approved budget.

Reviews and approves hiring selections and staffing decisions made by managers.

Meets with employees, individually or in groups, for informational purposes as required.

### **Community, Public and Media Relations**

- Acts as official liaison for GDH with government, business and community organizations.
- Acts as official spokesperson for Board and GDH on all external communications in accordance with established policies and procedures and/or as authorized by the Board.
- Develops and maintains sound networking relationships with community groups and organizations.
- Represents GDH in local, state national and international organizations, including other providers of guide dogs and electronic assistive aids.
- Advocates for GDH clients in conjunction with GDH's strategic plan.
- Works with elected officials, agencies and organizations to develop and promote legislation and programs that will benefit individuals who are legally blind.
- Makes presentations to local, state and/or national groups.

### **Attendance**

- Ability to work long hours and available to work during evenings, nights and/or weekends.
- Regular attendance is required for the position.

### **Mental Demands**

- The duties are varied and regularly require logic, analysis and discretion. The Executive Director is required to exercise discretion and independent judgment in making decisions.
- The position requires continuous concentration, alertness and attention to detail. The Executive Director is required to synthesize a large amount of information.
- The Executive Director must be able to identify and resolve issues which may at times be complex.
- The Executive Director must be able to handle medium to high amounts of stress, while simultaneously presenting a courteous, efficient and professional demeanor. Interaction with other employees, the Board and the public is a requirement.
- The Executive Director also requires good verbal and written communication skills (in English); good common sense; ability to make sound decisions under time constraints; willingness to take initiative and assume responsibility; integrity and honesty; positive attitude; and ability to maintain confidentiality.

### **ADDITIONAL INFORMATION**

This job description in no way states or implies that these are the only duties to be performed by the employee filling this position. The Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by the Board. The Board reserves the right to add to, revise, or delete information in this job description. This document does not create an employment contract, implied or otherwise.

## CASE MANAGEMENT SPECIALIST (CMS) JOB DESCRIPTION

Reports to: Program Director

### **Definition:**

Case Management Specialist works closely with the senior client member to identify his/her needs, goals and necessary resources to meet those goals.

### **Duties and Responsibilities:**

1. Reach out to senior client members assigned by the Program Director to assess their needs, appraise daily living situation, and listen to the senior client members' concerns.
2. Perform an in-depth analysis of the senior client member's disability-specific skills.
3. Interview the senior client members' household members to identify ways that they can support the senior client member .
4. Provide a comprehensive report to the Program Review Team for a review, action determination and appropriation of funds.
5. Develop a detailed plan of action to meet these needs, set goals, and find necessary resources to meet the goals.
6. Consult with other external agencies to provide support services and resources.
7. Conduct periodic evaluations to ensure that the senior client member continues to grow independently and identify new needs, if applicable.
8. Keep comprehensive records of members' progress throughout the process, including every call, referral, and home and/or school visits.
9. Maintain confidentiality, respect privacy, and preserve the senior client member s' routine and independence as much as possible.
10. Stay in touch with senior client member s to ensure the services were beneficial and that their needs are still met after completing action plans.

### **Qualifications:**

1. At least a B.A Degree or equivalent experience in social work, counseling or related field
2. Have strong communication skills
3. Have strong problem management strategies
4. Be organized, detailed-oriented, and knowledgeable
5. Fluent user of Microsoft Office programs: Word, Excel, Power Point and Outlook

## OPERATIONS ASSISTANT JOB DESCRIPTION

### JOB DESCRIPTION SUMMARY

Our Operations Assistant will maintain payroll, general accounting data entry and reports, assist with special projects involving fundraising and general office operations.

### ESSENTIAL FUNCTIONS:

- Maintains payroll information by collecting, calculating, and processing payroll with contracted payroll service provider.
- Updates payroll records by entering changes in exemptions, insurance coverage, deductions, and other related matters.
- Resolves accounting discrepancies by collecting and analyzing information.
- Provide accounting information by answering questions and requests.
- Maintain accounting operations by following policies and procedures; reporting needed changes to the Executive Director.
- Maintain employee confidence and protects all accounting operations by keeping information confidential.
- Secure and maintain all financial records for in-house recordkeeping, audit, tax preparation, independent reviews and others as authorized.
- Handle accounting and bill paying transactions for the corporation to ensure that all bills and charges are paid in a timely manner and debited to the correct business account and QuickBook account.
- Assist with fundraising projects to include grant writing and annual reports.
- Maintain a working relationship with and between staff to promote effective communication between all parties.
- Understand and maintain an awareness of various Corporation program services and goods and communicate same to clients or refer to proper personnel.
- Other duties as assigned.

### SKILLS:

- Accurate in analyzing and completing responsibilities with strong attention to detail.
- Strong computer Data Entry Skills using Microsoft Excel and Quickbooks
- General Math, Writing and Reporting Skills
- Effective Communication
- Ability to work under extreme pressure
- Possess good judgment skills, ability to accept responsibility and handle confidential information
- Highly organized and punctual

## QUALIFICATIONS:

- At least an A.S. degree or minimum two years advanced clerical work experience, preferably in a non-profit environment.

This Position Description may not be limited to the Functions and Requirements as outlined, now or in the future. For example, changes in corporate needs, position demands, or individual performance may result in changes to the Functions or Requirements of this position.



## Program Director

Reports to: Executive Director

Definition: the Programs Director will be responsible for the operational success of Guide Dogs of Hawaii ensuring seamless team management and development, program delivery, and quality control and evaluation.

### Responsibilities

#### Leadership:

- Cultivate existing relationships with vendors with the goal of ensuring sufficient space and resources, and access to services
- Develop and implement strategies that will maximize the synergies among program areas

#### Team Management and Development:

- Develop and implement a system to evaluate the skill, experience, and professional development needs of all staff
- Implement a professional development program to address employee experience and skill gaps
- Work with staff to develop objective performance measurements across all sites, to ensure consistent, high-quality evaluation and goal setting for all employees
- Instill a sense of accountability among team members by modeling tight oversight of individual and organization performance standards
- Recruit, hire, and oversee training and orientation of all staff members

#### Program Operational Management:

- Using the existing balanced score card and program dashboard; establish consistent, objective program performance standards of accountability

### Qualifications

This is an extraordinary opportunity for an individual with team management experience to grow and further develop a proven program. The successful candidate will lead programs, partner with the ED and work collaboratively with a high-performance management team. Specific requirements include:

- Minimum of a BA, MA preferred
- At least 10 years of experience with three of those in a team management role
- Demonstrated success developing and evaluating program models, and selecting and successfully operationalizing innovative programs
- Proficient in using technology as a management reporting tool and experience working with information technology staff to develop and implement program evaluation systems
- Strong project management skills managing complex, multifaceted projects resulting in measurable successes and program growth
- Experience having worked with a high-performance, collaborative, constructive peer group

- Strength in hiring, recruiting, managing, developing, coaching, and retaining individuals and teams, empowering them to elevate their levels of responsibility, span-of-control and performance
- Deep understanding of human resources, employee performance improvement plans, and corrective action policies
- Demonstrated results in managing through complex systems and proven experience negotiating win-win agreements
- Excellent verbal and written communication skills with exceptional attention to details
- Personal qualities of integrity, credibility, and a commitment to and passion for Guide Dogs of Hawaii's mission