



## Application Submittal Checklist

*The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.*

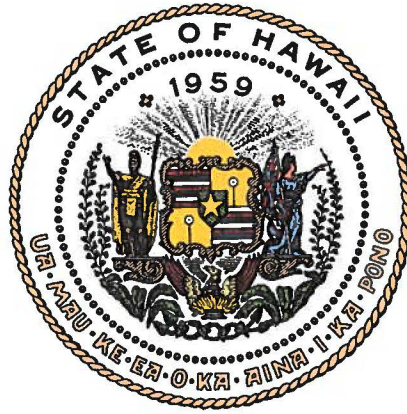
- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
  - a) Budget request by source of funds ([Link](#))
  - b) Personnel salaries and wages ([Link](#))
  - c) Equipment and motor vehicles ([Link](#))
  - d) Capital project details ([Link](#))
  - e) Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

  
AUTHORIZED SIGNATURE

Dennis Brown President/CEO  
PRINT NAME AND TITLE

1-15-2019  
DATE

# **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

**BIG BROTHERS BIG SISTERS HAWAII, INC.**

was incorporated under the laws of Hawaii on 03/20/1963 ; 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 10, 2018

Director of Commerce and Consumer Affairs

# **Declaration Statement**

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

The undersigned authorized representative of the applicant certifies the following:

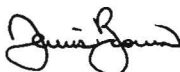
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii'i Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide 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'i 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'i 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'i 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.

Big Brothers Big Sisters Hawaii

(Typed Name of Individual or Organization)



(Signature)

January 15, 2019

(Date)

Dennis Brown

(Typed Name)

President / CEO

(Title)

**Verification that  
grant shall be used  
for a public purpose**



Big Brothers Big Sisters

# TOGETHER, WE ARE DEFENDERS OF POTENTIAL

418 Kuwili Street Suite 106  
Honolulu, Hawai'i 96817

[bbbshawaii.org](http://bbbshawaii.org)

**BOARD OF DIRECTORS**

Kerry Lum  
Chair

Elizabeth Stone  
Vice Chair

Brandon Maeda  
Secretary

Jason Yoshimi  
Treasurer

Judson Adcock  
LaTasha Baldwin  
James Chan  
Jessica Chiu  
Steve Corbisier  
Mamo Cummings Graham  
Jason Dang  
Thomas Diersbock  
Shara Enay  
Sarah Guay  
Akili Jones  
Yolanda Lau  
Darin Nakakura  
Davin Nakasato  
Dennis Rae  
Chris Sbarbaro  
Sarah Simmons  
Michael Stimson  
Tiffany Trang  
Rupa Wong

**Emeritus Board**

Neill Char  
J.P. Damon  
John Fink  
Dennis Francis  
Larry Taff

**President/CEO**  
Dennis Brown

January 15, 2019

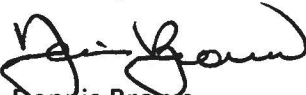
Re: Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes

To Whom It May Concern:

Big Brothers Big Sisters Hawaii confirms that this grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

Sincerely,

  
Dennis Brown  
President / CEO



Aloha United Way

Big Brothers Big Sisters Hawai'i is comprised of:

Big Brothers Big Sisters  
of Honolulu

Big Brothers Big Sisters  
of East Hawai'i Island

Big Brothers Big Sisters  
of West Hawai'i Island

Big Brothers Big Sisters  
of Kaua'i

Big Brothers Big Sisters  
of Maui



# **Background and Summary**

## Application for Grants

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

### **I. Certification – Please attach immediately after cover page**

#### **1. 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, 2018.

#### **2. Declaration Statement**

The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

#### **3. Public Purpose**

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

### **II. 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;**

Big Brothers Big Sisters Hawaii (BBBSH) annually serves more than 1,000 youth and volunteers with one-to-one mentoring programs on Hawaii Island, Kauai, Maui and Oahu. We primarily support single-parents and at-risk youth through evidence-based mentoring programs. BBBSH's unique model and proven program is effective in helping youth to become more confident, competent and caring. Children become more resilient, family connections improve, and the benefit back to the community is magnified threefold – with children, parent/guardians and volunteers all receiving life-long benefits from their participation.

Our mission is to provide children facing adversity with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever. We have been investing in our local community since 1964. All

funding for programs is raised locally and is used to support Hawaii children and families.

2. The goals and objectives related to the request;

BBBSH will provide comprehensive programming to increase the skills, knowledge and opportunities to support the growing number of ALICE families enrolled in our one-to-one mentoring programs on Oahu, Maui, Kauai and Hawaii Island. ALICE is an acronym for Asset Limited, Income Constrained, Employed, and was recently identified in a report by Aloha United Way called "ALICE: A Study of Financial Hardship in Hawaii."

In this project we will work in partnership with financial institutions, credit unions, businesses and non-profit partners, to help inform, stabilize, and empower families along with the next generation – the children that are being mentored. Research shows that increasing financial education is one of the most effective ways to help this at-risk population in both the short-term and long-term. We see a need and compelling opportunity to make a significant positive impact for our ALICE families by providing a financial literacy component to our proven mentoring model.

In our program, every family, child and volunteer is supported by a Case Manager. The Case Manager works in collaboration with the one-to-one pair and the parent/guardian to ensure that the goals and outcomes of the relationship are being met. The professional support we offer extends to include resources such as free and low cost activities, workshops, and other unique opportunities we're able to garner through our network of partnerships. On average, the relationships we support last two years or longer, which totals hundreds of hours of connection and relationships between our agency, the family unit, and volunteers. Our ongoing partnership with families builds connection and trust, which is often seen as the most challenging barrier to service and successful outcomes. Leveraging our relationship with families and our mentors' relationships with youth, we'll offer programming and services targeted to ALICE families. Our main objective is to provide at-risk children and ALICE families an opportunity to achieve their fullest potential, which supports our community's current needs and empowers the next generation.

3. The public purpose and need to be served;

Those of us living in Hawaii know that financially it can be a struggle. Our high cost of living, shrinking housing market, and low wages are just a few of the pressures that contribute to the economic strain. We have a growing number of working individuals and families on the cusp of needing emergency intervention services. Our organization works on the front lines with single parents and at-risk youth - we've seen the changes over the past decade and are very concerned.

As an evidence-based youth program that impacts long term outcomes for children, we have an obligation to our families and community to do more.

Aloha United Way's ALICE report illustrated that Hawaii is one of three states with the highest percentage of families who are struggling to make ends meet. There are 165,013 ALICE households (37%) in Hawaii and 47,066 households (11%) already living below the poverty level, meaning that almost HALF (48%) of households in Hawaii are struggling to pay basic household expenses like rent, food, child care, and transportation each month.

Currently over 60% of the families in our one-to-one mentoring programs meet or exceed the ALICE Threshold. In particular, of the ALICE families we serve, 55% have a single-female heading a household of at least one child. According to the study "families headed by single women with children are much more likely to struggle financially."

As a program that provides a unique and invaluable service to single parents and their children, we understand the struggle and hardships for mothers, fathers and their children - socially, emotionally and economically. We know that through consistent and comprehensive support we can help increase the skills, knowledge and opportunities for these families.

4. Describe the target population to be served; and

BBBSH's target population are ALICE families and at-risk children in the State of Hawaii. It's estimated that there are 30,000 children between the ages of 6-18 that are in need of our service. Of our current clients 60% of the families meet or exceed the ALICE Threshold.

5. Describe the geographic coverage.

BBBSH provides mentoring programs across the state on Hawaii Island, Kauai, Maui, and Oahu.

# **Service Summary and Outcomes**

### **III. 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;

BBBSH Case Managers will work with parents/guardians, therapists/counselors, schools, and youth serving organizations to identify and enroll at-risk youth ages 6 to 18 years old. BBBSH will also identify, recruit, enroll, screen and train appropriate volunteer mentors. Once youth and volunteers are accepted into the program, BBBSH staff will make an appropriate pairing based on personality, interests and other evidence based factors that increase the likelihood that the mentoring relationship will last and result in positive outcomes for youth. After youth and mentors are paired, Case Managers create an outcome development plan in collaboration with the parent/guardian, child and volunteer. The outcome development plan incorporates the strengths, interests and needs of the child, and parent/guardian, and support the child's social/emotional growth, skills, access to opportunities and overall development. This plan is evaluated and updated on an annual basis by the assigned Case Manager.

As children and their parent/guardian begin the enrollment process, an ALICE Coordinator will work with Case Managers to identify families that are at or below the ALICE Threshold. Eligible families will receive targeted information through weekly resource emails and monthly support calls to increase financial skills, knowledge and opportunities.

The ALICE Coordinator will pool resources and magnify existing partnerships with financial institutions, credit unions, businesses and non-profit partners to offer support and services to our growing community of ALICE families. One-to-one pairings and parent/guardians will receive targeted free and low cost activities geared towards increasing financial literacy, knowledge and opportunities. Monthly workshops, field trips, workplace tours, job shadowing, internships and scholarships will also be made available for the future generation – youth that are being mentored – to help them move beyond the ALICE cycle.

The ALICE Coordinator will also work with our credit union partners to establish savings accounts for parents/guardians and children. Savings workshops and other financial literacy workshops will be held at BBBSH's offices and also coordinated in the community as ongoing quarterly support for families.

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

If awarded funding BBBSH will utilize the funds within the 12 month grant period to provide comprehensive support and programming to ALICE families. A draft timeline is provided below:

October 2019: ALICE Coordinator will work with Case Managers to identify and enroll children/families that meet or exceed the ALICE Threshold.

November 2019 to September 2020: ALICE Coordinator will work with statewide case management team to provide information, resources, workshops and other opportunities to families and pairings. Existing and new partnerships will be leveraged to offer a variety of resources and opportunities specific to ALICE families. Ongoing surveys and youth outcome development plans will be established to ensure learning and progress.

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

BBBSH adheres to the highest standard of quality and provides social services accordingly. We will monitor the quality and success of our comprehensive financial support program through parent and child self-reports collected by Case Managers and the ALICE Coordinator. Program and participant evaluation will be ongoing and measure gains in confidence related to financial literacy, resources, and awareness of opportunities. We will also track participation and engagement with workshops and savings programs. Results from this program will be shared and summarized with our statewide program, Board of Directors and funders.

BBBSH anticipates that 90% of participating ALICE families will feel more confident and competent related to their financial literacy and success with 60% of families engaging with at least one financial support service provided through BBBSH by the end of the contract period.

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.

BBBSH will submit quarterly updates to the State providing the total number of ALICE participants and resources provided.

# **Budget**

- a) Budget request by source of funds**
- b) Personnel salaries and wages**
- c) Equipment and motor vehicles**
- d) Capital project details**
- e) Government contracts, grants, and grants in aid**



**IV. Financial****Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds ([Link](#))
  - b. Personnel salaries and wages ([Link](#))
  - c. Equipment and motor vehicles ([Link](#))
  - d. Capital project details ([Link](#))
  - e. Government contracts, grants, and grants in aid ([Link](#))
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.

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

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2020.
  - City and County of Honolulu GIA 19-20
  - County of Maui 19-20
  - TANF Fiscal Year 2020
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.  
  
N/A
5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2020 for program funding.
  - City and County of Honolulu GIA: October 1, 2016 – September 30, 2017 (\$98,360.00)
  - City and County of Honolulu GIA: October 1, 2017 – September 30, 2018 (\$88,556.00)
  - City and County of Honolulu GIA: October 1, 2018 – September 30, 2019 (\$90,000.00)
  - County of Maui: July 1, 2016 – June 30, 2017 (\$105,892.00)
  - County of Maui: July 1, 2017 – June 30, 2018 (\$105,892.00)
  - County of Maui: July 1, 2018 – June 30, 2019 (\$138,000.00)
  - County of Maui: July 1, 2019 – June 30, 2020 (\$141,586.00)

- TANF: January 1, 2016 – December 31, 2016 (\$200,000.00)
- TANF: January 1, 2017 – December 31, 2017 (\$200,000.00)
- TANF: January 1, 2018 – December 31, 2018 (\$200,000.00)
- TANF: January 1, 2019 – December 31, 2019 (\$375,000.00)

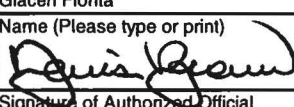
6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.

\$1,140,628.20

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: Big Brothers Big Sisters Hawaii, Inc.

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	120,979		89,493	
2. Payroll Taxes & Assessments	13,000		7,369	
3. Fringe Benefits	16,021		9,980	
<b>TOTAL PERSONNEL COST</b>	<b>150,000</b>		<b>106,842</b>	
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space			4,227	
5. Staff Training				
6. Supplies			600	
7. Telecommunication				
8. Utilities			750	
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>			<b>5,577</b>	
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>150,000</b>		<b>112,419</b>	
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	150,000	Glacen Florita <span style="float: right;">808-695-4561</span>		
(b) Total Federal Funds Requested		Name (Please type or print) <span style="float: right;">Phone</span>		
(c) Total County Funds Requested	112,419			
(d) Total Private/Other Funds Requested		Signature of Authorized Official <span style="float: right;">Date</span>		
<b>TOTAL BUDGET</b>	<b>262,419</b>	Dennis Brown <span style="float: right;">President/CEO</span>		
		Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2019 to June 30, 2020

Applicant: Big Brothers Big Sisters Hawaii, Inc.

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
President/CEO	1	\$107,400.00	5.00%	\$ 5,370.00
Chief Programs Officer	1	\$67,680.00	10.00%	\$ 6,768.00
Program Supervisor	1	\$53,160.00	10.00%	\$ 5,316.00
Program Supervisor	1	\$50,040.00	10.00%	\$ 5,004.00
ALICE Coordinator	0.6	\$22,800.00	65.00%	\$ 14,820.00
Enrollment & Matching Specialist	1	\$43,140.00	10.00%	\$ 4,314.00
Enrollment & Matching Specialist	1	\$38,000.00	10.00%	\$ 3,800.00
Community Based Case Manager	1	\$65,040.00	15.00%	\$ 9,756.00
Community Based Case Manager	1	\$43,140.00	15.00%	\$ 6,471.00
Community Based Case Manager	1	\$38,000.00	15.00%	\$ 5,700.00
School Based Case Manager	1	\$43,140.00	20.00%	\$ 8,628.00
School Based Case Manager	1	\$38,000.00	20.00%	\$ 7,600.00
Maui Regional Director	1	\$51,960.00	10.00%	\$ 5,196.00
Mentor Center Coordinator	1	\$36,000.00	10.00%	\$ 3,600.00
Kauai Regional Director	1	\$51,960.00	10.00%	\$ 5,196.00
Kauai School Based Case Manager	1	\$38,000.00	20.00%	\$ 7,600.00
Kauai Community Based Case Manager	0.6	\$22,800.00	15.00%	\$ 3,420.00

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Big Brothers Big Sisters Hawaii, Inc.

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
NOT APPLICABLE			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

**JUSTIFICATION/COMMENTS:**

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
NOT APPLICABLE			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

**JUSTIFICATION/COMMENTS:**

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: Big Brothers Big Sisters Hawaii, Inc

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						
NOT APPLICABLE						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

Applicant: Big Brothers Big Sisters Hawaii, Inc.

Contracts Total: -

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1					
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# **Experience and Capability**



## **V. Experience and Capability**

### **1. 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.

BBBSH excels in all of the skills and experience necessary to run a successful mentoring program.

First, we have served youth in Hawaii for 56 years. We have a long history of providing successful mentoring services for thousands of at-risk youth and their single-parent families. Our program model is research driven and listed in the SAMSHA (Substance Abuse and Mental Health Services Administration) National Registry of Evidence Based Programs.

Second, as a statewide organization with four regional offices and staff on Hawaii Island, Kauai, Maui, and Oahu, we are able to tailor mentoring programs to meet the unique cultural and demographic needs of each island community.

Third, BBBSH is led by a volunteer Board of Directors comprised of 25 prominent community members. Our Directors are passionate about wanting to make a difference for youth through mentoring. They believe in the mission of BBBSH and are invested in making all the programs we offer a success. Our Board brings with them experience in the fields of marketing, publishing, banking, law, operations, airline, and travel industry.

### **2. 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.

BBBSH has an office location at 418 Kuwili Street in downtown Honolulu. Our Maui office is located at 200 Waimaluhia Lane in Wailuku. Both buildings are ADA compliant, within walking distance from public transit, and offer free parking to clients. The offices have established emergency evacuation and safety procedures, as well as measures to address violence in the workplace.

The agency does not currently have office locations on Kauai or Hawaii Island, so we provide resources for staff to conduct administrative functions from home. However, all meetings with volunteers, youth, parents, and community partners take place out in the community in public locations within ADA compliant buildings.

# **Personnel: Project Organization and Staffing**

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

### **1. 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.

We have a solid staff of 25 employees, including the longest standing President/CEO in the organization's history (who is also the first "Little Brother" that our agency served in 1963). Supporting Dennis is a Chief Programs Officer, Regional Directors on Maui, Kauai, East Hawaii, and West Hawaii, an Accountant, two development staff, and a team of 16 Case Managers. Detailed resumes and job descriptions are available upon request.

President/CEO Dennis Brown has led BBBSH since 1998. Dennis obtained dual specializations from the University of Hawaii at Manoa: a Bachelor of Arts degree in Sociology and a Masters in Urban & Regional Planning. As the first client, or "Little Brother," of the organization in 1964, Dennis has a vested interest in its mission to help children become responsible adults. Prior to joining our agency, Dennis directed Lanakila Meals on Wheels for seven years. He is currently responsible for all facets of BBBSH's operations, including planning and development of new programs, fundraising, strategic planning, budgeting, and personnel administration of more than 50 employees for both the agency and the BBBSH Foundation, an independent fundraising operation for BBBSH.

Chief Program Officer Tyler Kurashige is responsible for overseeing all programs and all personnel. Tyler joined BBBSH in 2006 as a Case Manager before becoming Program Coordinator in 2011 and Chief Program Officer in 2017. Tyler holds a Bachelor of Science degree in Family Resources and Masters in Public Administration from the University of Hawaii at Manoa, with additional graduate course work in Counseling Psychology from Chaminade University.

Program Coordinator Margaret Cadiz is responsible for supervising Case Managers on Oahu. Margaret was a Social Worker at BBBSH from 1984-1987 before rejoining the agency in February 2016 as the Holomua Coordinator. She was promoted to Program Coordinator in March of 2017. Margaret is a Licensed Social Worker, holding a Master's Degree in Social Work from the University of Hawaii.

BBBSH has Regional Directors on East Hawaii Island, West Hawaii Island, Maui, and Kauai who are responsible for all aspects of programs on their islands. Detailed resumes are available on request.

BBBSH currently employs 16 Case Managers with a total of nearly 70 years of social work experience, with 60+ years here at our agency. All Case Managers are required to

have at least a four-year degree in a social science or have a four-year degree plus extensive experience in a social service setting.

Case Managers are responsible for recruiting, interview, screening, enrolling, and matching each youth with a complimentary volunteer mentor as well as providing ongoing coaching and support to each match. A typical Case Manager oversees 60 pairs of youth and mentors in order to provide individual attention to each youth, guardian, and volunteer mentor. As a point of reference, most BBBSH agencies require their Case Managers to support approximately 100 pairs of youth and mentors each, but by intentionally structuring our case load at a lower number, our Case Managers are able to provide more specialized training, coaching and support.

With 56 years of experience in mentoring youth in Hawaii, BBBSH excels in our ability to provide supervision and training to both volunteers and staff. All Case Managers are directly supervised by Regional Directors, who report to the Chief Programs Officer. Teams meet on a weekly basis to monitor progress towards program service level goals and to discuss challenges. Directors work closely with Case Managers to resolve issues with participants, monitor service quality, and provide ongoing training.

The Chief Programs Officer also monitors the quality of service by pulling a random five percent of active case management records each month for quality assurance evaluation. Each randomly selected file is reviewed for thoroughness of content, presence of potential safety issues, appropriate action plans or follow up, and timeliness.

All staff members are required to complete 10-15 hours of initial online training in addition to ongoing instruction that is provided throughout the year. Training focuses on ensuring youth safety, essentials of youth mentoring, cultural awareness, and characteristics unique to mentoring specific populations. Ongoing training is required by all program staff, including the leadership team. BBBSA updates the training schedule annually, adding new online classes in response to researched best practices.

## **2. 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 organization chart that illustrates the placement of this request.

Please see attached.

## **3. Compensation**

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Chief Executive Officer = \$75,000 - \$120,000  
Chief Programs Officer = \$60,000 – \$90,000  
Senior Case Manager = \$50,000 - \$70,000

**VII. Other**

**1. 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

**2. Licensure or Accreditation**

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

N/A

**3. 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

**4. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2019-20 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2019-20, but
- (b) Not received by the applicant thereafter.

BBBSH is responsible for raising all money required to support our organization and 100% of funds we raise stay in Hawaii to support local youth and mentors on Hawaii Island, Kauai, Maui, and Oahu. We financially support our programs through restricted contributions from corporate, federal and foundation grants (50%), unrestricted donations from individuals and organizations (20%), revenue from the BBBS Foundation's partnership with Savers Stores (12%), and funds from special events (18%), such as our signature "Bowl for Kids' Sake" fundraiser that we host on each island.

BBBSH has an annually updated marketing and fund development plan, and strategically evaluates the need to cover costs of the services we provide. If funding is received for the fiscal year 2019 – 20 we will be able to provide comprehensive programming to increase the skills, knowledge and opportunities to support the growing number of ALICE families enrolled in our one-to-one mentoring programs on Oahu, Maui, Kauai and Hawaii Island. If funding is not received thereafter, we will adjust our service levels and goals based on the available resources.