

THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Type of Grant Request:

Operating

Capital

Legal Name of Requesting Organization or Individual: DbA:

ALEA Bridge

NA

Amount of State Funds Requested: \$ 276,255.00

Brief Description of Request (Please attach word document to back of page if extra space is needed):

With passionate staff, continue Wahiawa HoM After-Hours Program expansion into and throughout Regions 3 (Aiea-Pearl City-Waipahu-Ewa-Kapolei) and 5 (Mililani-Wahiawa-North Shore), an area half the size of Oahu. Operating out of our new Resource Navigation Center, Alea Bridge will: Provide outreach/case management to 250 homeless; input and report improved performance data from our on-line database; and administer and operate our pilot social enterprise project. We humbly ask that you join us in helping those who are homeless or at-risk of homelessness.

Amount of Other Funds Available:

State: \$ 3,000

Federal: \$ 883,368

County: \$ 125,000

Private/Other: \$ 71,250

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 1,627,853

Unrestricted Assets:

\$ -22,208

New Service (Presently Does Not Exist):

Existing Service (Presently in Operation):

Type of Business Entity:

501(C)(3) Non Profit Corporation

Other Non Profit

Other

Mailing Address:

PO Box 860277

City:

State:

Zip:

Wahiawa

HI

96786

Contact Person for Matters Involving this Application

Name:

Keith Yabusaki

Title:

Program Director

Email:

Kyabusaki@aleabridge.org

Phone:

(808) 445-5875

Federal Tax ID#:

██████████

State Tax ID#

██████████


Authorized Signature

Nicole S. Winter, Executive Director

Name and Title

1/17/20

Date Signed

received
01/17/2020 2:28

8:45 am

Application Submittal Checklist

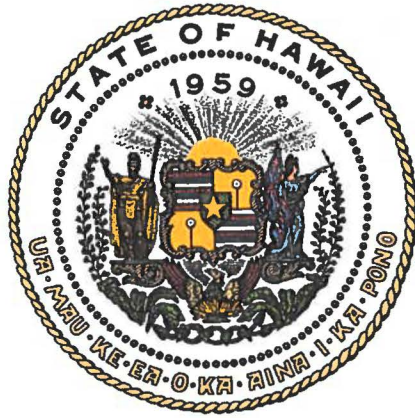
The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization).....1
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AUTHORIZED SIGNATURE

NICOLE S. WINTER, EXECUTIVE DIRECTOR
PRINT NAME AND TITLE

11/17/20
DATE



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

ALEA BRIDGE

was incorporated under the laws of Hawaii on 01/20/2016 ;
that it is an existing nonprofit corporation; and that,
as far as the records of this Department reveal, has complied
with all of the provisions of the Hawaii Nonprofit Corporations
Act, regulating domestic nonprofit corporations.



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

Dated: January 15, 2020

Director of Commerce and Consumer Affairs

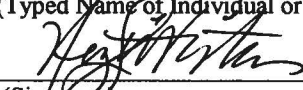
**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAII REVISIED STATUTES**

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.

<u>ALEA Bridge</u>	
(Typed Name of Individual or Organization)	
	1/17/20
(Signature)	(Date)
<u>Nicole S. Winter</u>	<u>Executive Director</u>
(Typed Name)	(Title)



Hope • Purpose • Success

ALEA Bridge

A 501(c)3 Non-Profit Organization
Break the Cycle and Reverse the Trend of Homelessness

Mailing Address: PO Box 860277 Wahiawa, HI 96786
Physical Address: 123 Mango St. Wahiawa, HI 96786
Office: 808-379-ALEA (808-379-2532) Fax: 808-744-6591

info@aleabridge.org
www.aleabridge.org

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Chris & Karla Voss
Community Engagement

Pastor John Miller
Faith-based Collaboration

Nicole S. Winter
Executive Director

January 15, 2020

Re: Declaration of Public Purpose

To 30th Legislature 2020:

ALEA Bridge certifies that this 2020 Grant-In-Aid Request meets the public purpose requirements under H.R.S. §42F -102. The following information serves as the basis for our declaration of certification:

- 1) Name of the requesting organization: ALEA Bridge.
- 2) Public purpose of the grant: Provide a comprehensive solution to establish dedicated resources, accessible facilities, and improved services, addressing the needs of the homeless, at-risk, and severely low-income individuals and families within Leeward, Central Oahu, North Shore, and expand program into neighboring communities.
- 3) Services to be supported by the grant: Our Outreach Crisis Specialists will conduct onsite and on-the-field after hours (4pm-12midnight weekdays, 10am-6pm on weekends) screening, assessment, initial intake to begin prioritization and placement, connection to services such as emergency housing (shelter, motel, shared housing), crisis services (counseling, Domestic Violence shelter), basic as well as immediate needs (food, clothing, transportation), and assist in obtaining appropriate housing solutions.
- 4) Target group: Providing assistance to those who are homeless, as well as Hawaii's at-risk individuals, families, youth and veterans in Oahu Regions 3 & 5.
- 5) Cost of the grant and budget: ALEA Bridge requests \$276,255.00 for this grant.

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

Sincerely,

Nicole S. Winter
ALEA Bridge Executive Director
nwinter@aleabridge.org
(808) 694-0311

I. Certification

1. Certificate of Good Standing

Find attached to this proposal one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs dated no earlier than December 1, 2019.

2. Declaration Statement

Find attached to this proposal a signed Declaration Statement affirming that ALEA Bridge (AB) is presently in compliance with Section 42F-103, Hawaii Revised Statutes.

3. Public Purpose

The grant proposed herein will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

II. Background and Summary

1. Brief Description of the Applicant's Background

Mission: Empowering people in need to achieve self-sufficiency through genuine compassion, and innovative community-based solutions.

Vision: Reducing homelessness on Oahu through the delivery of quality, holistic social services through effective working partnerships.

Founded in January 2016, ALEA Bridge empowers people in need to strive towards permanent housing and achieve self-sufficiency. AB serves as the link that connects those in need to vital resources while lending a helping hand up to rebuild a life of Hope, Purpose, and Success.

By living, instilling and incorporating the values of compassion, commitment, respect, and integrity in our homeless social venture, builds a client relationship based on trust while providing services to homeless, at-risk families, individuals, veterans and youth.

With supportive collaborations that allow us to accomplish more collectively than individually, while equipped with creative innovative solutions that think outside of the box, AB will Break the Cycle, and Reverse the Trend of generational homelessness and poverty.

2. Goals and Objectives Related to Request

AB is a Housing First Outreach Provider. Outreach remains a critical component to addressing poverty and homelessness, providing immediate response, direct engagement, crisis intervention and connection with community resources. We strive to be an effective coordinated crisis response agency that provides safe and decent shelter to persons needing it and rehousing "*our friends and neighbors*" as quickly as possible.

The Mililani-Wahiawa-North Shore communities (Region 5) experienced one of the largest increases in the unsheltered homeless population in the State, with the concentration of chronically homeless people quadrupling from 2013-17. Combined with Region 3 (Aiea-Pearl City-Waipahu-Ewa-Kapolei), this area covers nearly half of the island of Oahu, accounting for over 600 unsheltered individuals within the City and County of Honolulu. A major factor contributing to these statistics are the lack of dedicated resources, consistent presence of supportive services, & accessible facilities. The City and/or State does not have any current plans to expand programs or build new facilities in these areas.

Objective 1: Do what we do well, first. Then expand upon what we do well. Expand pilot After-Hours Outreach program to provide speedy access to homeless first services and reduces harm to families and individuals during “busy” evening hours and weekends when most service providers are unavailable. AB is committed to improving collaboration with first responders and forming working partnerships to expand After-Hours Outreach program throughout Regions 3 & 5. We want to implement data-driven services using evidence-based practices.

Objective 2: Our planned Resource & Navigation Center (RNC at 123 Mango Street, Wahiawa) remains delayed. This means we must continue to rely on facilities that are over 20 miles away (no guaranteed availability). This warrants improved coordination, tighter program integration, and a need to mobilize our units to bring assistance directly to the encampments, and transportation for those willing to accept housing and services. Emphatically, “Meet people where they are, but don’t leave them where they are”. AB operates out of a temporary shipping container office. Having a built functional RNC soon remains a very high priority.

Objective 3: As we enter our fifth year, like any relatively new nonprofit, AB suffers from growing pains as it grapples with agency, programmatic and financial stabilization. This GIA seeks only the operating funds necessary to hire/maintain essential staff to do what we do best, namely help homeless persons get off the street. To accomplish our goals and objectives necessitates being adequately staffed. These operating monies will help carryover and transform AB from a fledging non-profit into a performance-based organization with a managing for results culture.

Objective 4: Initiate a property lease housing focused sustainable social enterprise model by cultivating landlord relationship to increase housing inventory. This social enterprise model will actually allow AB to directly place a few persons into housing and slowly transition AB from solely an outreach agency dependent on grant/philanthropic monies.

Programmatic Goals

To be a reliable housing focused homeless service provider with appropriate resources that enable AB to timely address the barriers facing the communities we serve so that homelessness becomes rare, brief and non-recurring experience.

Goal 1: Prevention. Divert at-risk homeless from getting on the streets (especially first timers);

Goal 2: Getting homeless on the streets off to reduce the number of homeless;

Goal 3: Reduce those recycling through the social service housing system from returning to homelessness;

Goal 4: Reduce the length of time people remain on the streets and are homeless; and

Goal 5: Getting homeless on the streets off by increasing the number of successful housing placements.

3. Public Purpose and Need

Purpose

The Wahiawa HoM (Hale o Maluhia) Program, a comprehensive solution to establish dedicated resources, accessible facilities, and improved services, addressing the needs of the homeless, at-risk, and severely low-income individuals, families, veterans and youth. Overall, these efforts will benefit all residents within Leeward-Central Oahu-North Shore and neighboring communities.

Expanding and building upon our successful pilot After-Hours program will provide critical services targeting socially disadvantaged populations, with a specific focus on the at-risk, severely low-income, and primarily homeless populations throughout Regions 3 & 5.

Our response to community concerns and needs of the homeless population in historically underserved areas of the City & County of Honolulu expands as well as extends emergency homeless services beyond normal business hours to include M-F, 4p.m.-midnight, and Sat, 10a.m.-6p.m. We strive to improve collaboration with first responders, increase joint-outreach efforts with HELP Honolulu program and working partners, provide intervention/de-escalation/crisis response, diversion from citation/arrest/Emergency Room, provide transportation services, immediate access to housing & supportive services.

This project is a strategic response to homelessness that provides emergency assistance and crisis response to shift the focus towards prevention and robust models of accommodation and supports. AB is committed to transforming the lives of homeless individuals, and those at-risk of homelessness, through comprehensive, client-centered street outreach that restores dignity and partners with them to address their immediate needs, and work towards reaching their housing and self-improvement goals. The inter-agency relationships established through these creative community partnerships will facilitate improved communication & coordination, increase efficiency & responsiveness, reduce barriers to critical services, and is fully aligned with our organization mission and strategic plan.

Need

Twenty-one individual schools between Kapolei and Aiea, and more than half of all public schools in the Mililani-Leilehua-Waiialua Complexes are designated as Title I Schools, where majority of the students qualify for free/reduced lunch & other government assistance. School Administrators in these Complexes (total population of 30,000+) report 3% of the households claim (or are suspected) to be working homeless. Many are hidden, living in vehicles, under bridges, camping on the beach or in the bushes. Some are in farms and private property,

sheltered in tents and makeshift structures with no running water or utilities. Numerous households are crowded into small units meant for a single family (no official count) & there is a growing population of runaway/homeless youth that are underserved. Homelessness creates a multi-generational effect for families, starting a downward spiral of bad finances, poor performance at school/work, and unstable family life. This has a devastating impact, leading to depression, substance use, and physical/verbal abuse. Several neighborhoods are severely impoverished, with household incomes below \$35,000, 39% living below the poverty level, and unemployment rate of 7.5%. These circumstances create an overall long-lasting (negative) effect on the community.

In the most recent Community Health Needs Assessment and Implementation Plan which includes Wahiawa General Hospital, the growing homeless population was noted as a major cause for concern, linking homelessness to significant health issues. The lack of stable housing presents a challenge in receiving/providing appropriate health care services, with chronic physical health and mental illness left untreated. This often results in recurring, unnecessary, and costly, visits to the Emergency Room (ER) during times of crisis. We must improve our efforts to reach these individuals and families before they experience another crisis.

An increased effort in outreach, connection to services, and enforcement is also needed, to go beyond "sweeps." This is especially critical at significant hotspots located on Federal/State/City properties, within the Point-In-Time Count (PITC) Regions 3 and 5, to include the following: Waialeale Livestock Research Station (UH-CTAHR), adjacent Velzyland Beach Park, Alii/Haleiwa Beach Parks/Boat Ramp, State Agriculture Development Corporation (ADC) lands in Whitmore Village, Karsten Thot and Wilson Bridge, ADC property on Wilikina Drive, Kam/Waiakalani Drive, Noholoa Park, Central Oahu Regional Park (CORP), Blaisdell Park, various spots along the Pearl Harbor bike path (from to Aiea to Waipahu), areas surrounding/adjacent to Waipahu High School, Hawaii's Plantation Village, and Oneula Beach Park (aka "Hau Bush").

4. Target Population

Though we target socially disadvantaged populations, our primary focus remains at-risk, severely low-income, and primarily homeless individuals, families, veterans and youth. Demographic homeless data includes:

■ **NATIONAL. U.S. Department of Housing & Urban Development 2018 Point-In-Time counts:**

	Sheltered	Unsheltered	Total
National 2018	358,363	194,467	552,830
Veterans	23,312	14,566	37,878

Men/boys: 332,925 (60%). Women/girls: 216,211 (39%). Transgender 2,521 (<1%). Gender non-conforming: 1,173 (<1%).

Children: 111,592.

■ **STATE: In 2019, Hawaii possesses highest homeless per capita nationwide. Hawaii continues to struggle with its persistent homeless crisis.**

	Sheltered	Unsheltered	Total
State 2018	3055	3475	6530
Families with Children			623
Family Individuals			2399
Veterans	240	292*	532
Chronic			1714
Young Adults	50	139**	189
State 2017	3420	3800	7220
State 2016	3613	4308	7921
State 2015	3777	3843	7620
State 2014	3813	3105	6918

From 2017 to 2018 decrease of -9.6%.

* For 2018, Hawaii ranks 4th highest rate in unsheltered veterans at 54.9%.

** For 2018, Hawaii ranks 3rd highest rate for unsheltered unaccompanied youth at 73.5%.

ALICE – Asset Limited, Income Constrained, Employed households above FPGL but below cost of living. ALICE Threshold – average level household income needed to afford basic household necessities. **48% Hawaii households fall below ALICE Threshold (T).**

■ **OAHU 2019**

	Sheltered	Unsheltered	Total
Homeless Count 2019	2052	2401	4453
Homeless Count 2018	2350	2145	4495
Families with Children			899
Family Individuals			1590
Veterans			407
Chronic			920

School Year 2016-2017: Total public school students 3,790 (430 unsheltered; 1,247 sheltered; 5 motels; 2,108 doubled up).

Oahu households below ALICE Threshold: 46%

■ **PITC REGIONS 5 (Central Oahu-North Shore) & 3 (Kapolei-Ewa, Waipahu, Pearl City-Aiea)**

	2017 Count	2018 Count	Count Change	% Change
Region 3	231	250	+19	+8.2%
Households Below ALICET - Wahiawa 38%, Mililani Town 64%, & Mililani Mauka 72%				
Region 5	385	281	-104	-27%
Households Below ALICET-Pearl City 62%, Waipahu 50%, Ewa Gentry 64%, Makakilo 70% & Waimalu 50%				
Regions 3 & 5	616	531	-85	-13.8%

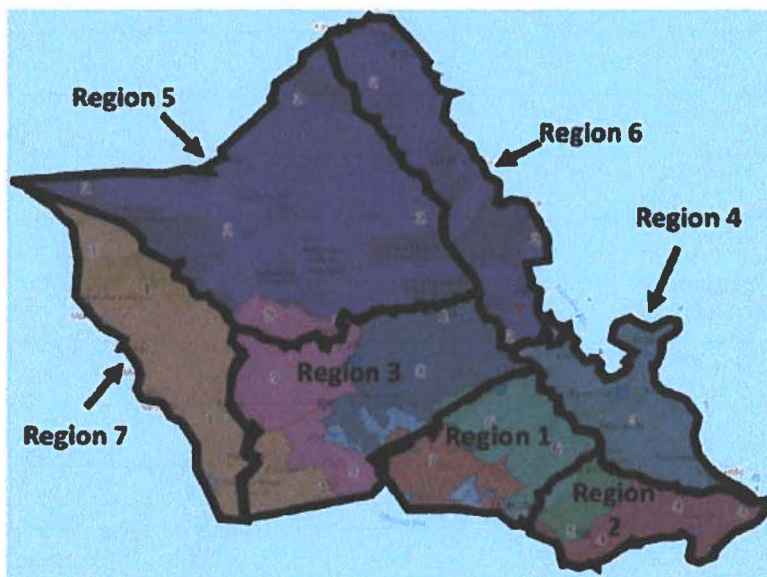
Common ALICE poverty households includes seniors, families with children, women (gender wage gap), lower education level, disabled persons, lesbian, gay, bi-sexual, transgender (LGBT), recent immigrants, veterans, and ex-offenders.

5. Geographic Coverage

ALEA Bridge service areas consists of Point In Time Count Region 3 (Aiea-Pearl City-Waipahu-Ewa-Kapolei) and Region 5 (Mililani-Wahiawa-North Shore) situated within the City & County of Honolulu on the island of Oahu.

An increased effort in outreach, connection to services, and enforcement is also needed, to go beyond "sweeps." This is especially critical at significant hotspots located on Federal/State/City properties, within the Point-In-Time (PIT) Regions 3 and 5, to include the following: Waialea Livestock Research Station (UH-CTAHR), adjacent Velzyland Beach Park, Alii/Haleiwa Beach Parks/Boat Ramp, State Agriculture Development Corporation (ADC) lands in Whitmore Village, Karsten Thot & Wilson Bridge, ADC property on Wilikina Drive, Kam/Waiakalani Drive, Noholoa Park, Central Oahu Regional Park (CORP), Blaisdell Park, various spots along the Pearl Harbor bike path (from Aiea to Waipahu), areas surrounding/adjacent to Waipahu High School, Hawaii's Plantation Village, and Oneula Beach Park (aka "Hau Bush").

2019 PIT Count Region Map



III. Service Summary and Outcomes

1. Scope of Work, Tasks and Responsibilities

A Systems Model Approach

AB Moving towards adopting and implementing a **Systems Model**. A myriad of models exists. AB patterns itself after the **Coordinated Crisis Response System** that ends homelessness promulgated by the U.S. Interagency Council on Homelessness. Suzanne Wagner and Andrea

White, Housing Innovations, New York, shared this model concept on homelessness with the State of Hawaii.

Two quotes from their presentation,

“An effective Coordinated Crisis Response System provides immediate and easy access to safe and decent shelter to anyone that needs it and aims to rehouse people as quickly as possible.” “Rare, brief and non-recurring.”

System Best Practices

Best Practices promoted by State of Hawaii supported Coordinated Crisis Response System:

- Housing First
- Harm Reduction
- Coordinated Entry System

Another best practice to consider is *Trauma Informed Care* that focuses on understanding, recognizing, and responding to the effects of all types of trauma.

Housing First transcends traditional housing ready approach. “Everyone is ready for housing, regardless of the complexity or severity of their needs.” “Housing First-the rest will follow.”

Harm Reduction in simplistic terms refers to a set of policies, programs, and practices that aim to reduce the health, social, and economic consequences of drug and alcohol abuse.

Initial Wahiawa HoM (Hale o Maluhia) Program

In 2016, AB started and continues services to this day in response to community concerns and needs of the homeless population in the underserved area of Region 5 (Mililani-Wahiawa-North Shore) and neighboring communities. **The Wahiawa HoM Program**, a comprehensive solution established dedicated resources, accessible facilities, and improved services, addressing the needs of the homeless, at-risk, and severely low-income individuals and families.

Our Wahiawa HoM Program is a strategic response to homelessness that provides emergency assistance and crisis response to shift the focus towards prevention and robust models of accommodation and supports. AB is committed to transforming the lives of homeless individuals, and those at-risk of homelessness, through comprehensive, client-centered street outreach that restores dignity and partners with them to address their immediate needs, and work towards reaching their housing and self-improvement goals. The inter-agency relationships established through these creative community partnerships will facilitate improved communication & coordination, increase efficiency & responsiveness, reduce barriers to critical services, and is fully aligned with our organization mission and strategic plan.

AB started receiving recognition and was seen as an **innovative homeless service provider that actively outreached its clients in the field** rather than sit and wait in the office for the clients to come to us. Due to being visible in the field and successful outreach efforts, **peers requested that AB help extend its outreach into Region 3 (Aiea-Pearl City-Waipahu-Ewa-Kapolei).**

Wahiawa HoM After-Hours Pilot Program

In 2017, a then AB Founder then envisioned the concept of an extended **After-Hour Homeless Program**. In brevity, AB desires to expand emergency homeless services beyond normal business hours in Regions 3 & 5; M-F, 4pm-midnight, Sat, 10am-6pm. Improve collaboration with first responders, increase joint-outreach efforts with HELP Honolulu program and other working partnerships, provide intervention/de-escalation/crisis response, diversion from citation/arrest/ER, provide transportation services, immediate access to housing & supportive services. In late 2018, AB officially launched its Wahiaw HoM After-Hours pilot program funded through a 2019 City Grant-In-Aid.

It minimally takes 3-4 years to develop, implement and refine a pilot program into its perfected model/system form. The After-Hours program in its second official year is being field tested and readied for expansion into Regions 3 and 5.

Refined Program and Social Services Transfer

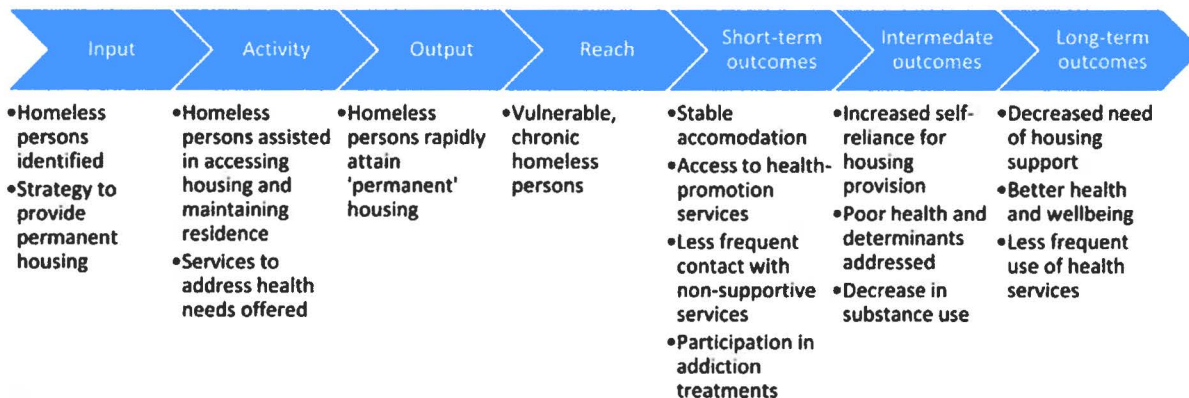
Social Services Transfer

Social services transfer implies first identifying a successful model program to replicate and the elements that work well. It often proves difficult to decide what portion or to what extent you will adapt a program to fit your needs and what constitutes success. We advocate do what you do best and do it well – maintaining quality services. This requires allocation of time, money and resources and tracking performance. To scale, we fidget with what constitutes the right legal expansion structure. Eventually this entails new sites and leaders. You then start to form a network with hub.

AB wants to improve, extend and expand services by doing it the right way for new beneficiaries but continuing to serve existing beneficiaries as well, or better than it did before.

Refined Program

We want to do what we do best but, do it better via continual program improvement. Our Coordinated Crisis Response System incorporates and uses as its base the following logic model.



Logic model adapted from Stergiopoulos and Tsemberis.

Entry into our Coordinated Crisis Response System begins with:

1) Identification. Beneficiary enters system by: Homeless Self-Identification or Homeless Identification Points (Hospitals, 211, Community Partners, Social Service Providers, Police, Street Outreach, Emergency Shelters, Drop-in Centers, Navigation Centers, Street Encampments, and Hospital/Mainstream Services).

Once we identify the beneficiary, our “housing first” strategy is to find permanent housing as soon as possible. We proceed to client engagement.

2) Client Engagement. Our clients represent human beings in crisis. We practice prevention where the purpose is to keep people in their homes and/or maintain residence.

For many, at this stage, housing type consists of;

- Street homeless
- Emergency shelter, night shelter, hostel
- Treatment facility.

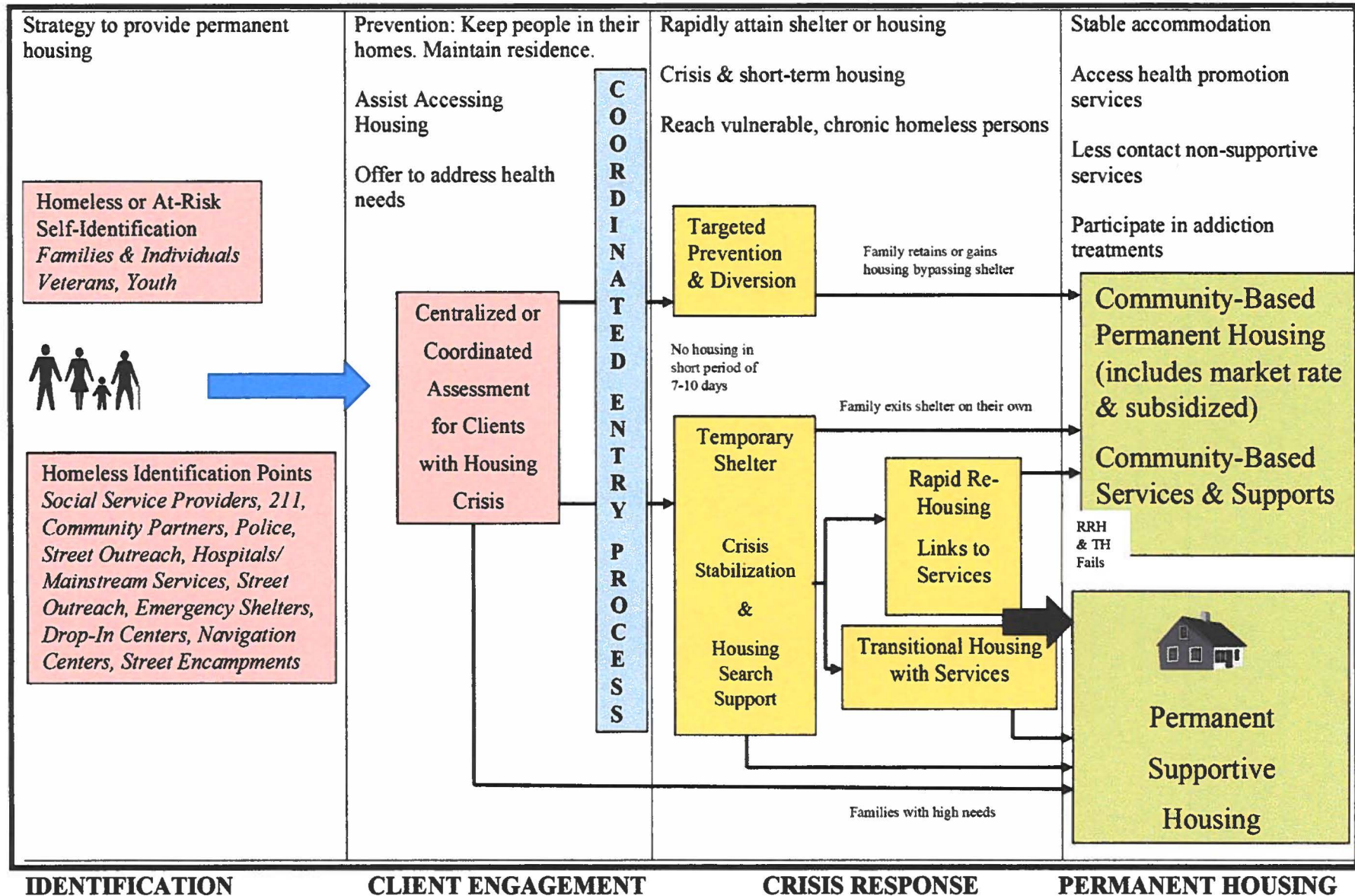
If prevention is not an option, we move on to assisting with accessing housing. If needed, offer to address any health needs.

Multi-agency crisis response team/navigators regularly meet to work together to ensure full geographic coverage by coordinating and expanding outreach, effective assistance to help participants navigate the housing system, and efficient and accurate matches to housing and non-housing resources based on the individual needs and acuity level.

During client engagement AB uses a Coordinated Entry Process. It centralizes or coordinates assessment for clients with a housing crisis. Client engagement entails outreach and case management.

Coordinated Entry System (CES) facilitates the coordination, management and prioritization of resources and services through the coordinated crisis response system. It occurs at the shelter, during interagency drop-in, and/or street outreach. CES allows users to efficiently and effectively connect people to interventions that aim to rapidly resolve their housing crisis. Using Housing First and Harm Reduction best practices, CES works to connect the highest need, most vulnerable persons in the community to available housing and supportive services equitably. Once participants are housed through CES, these approaches promote the availability of supportive services to ensure stable tenancy. Here in Hawaii, CES fosters services amongst providers and collaboration with stakeholders. It utilizes person-centered processes that removes barriers and provides fair and equal access to services.

COORDINATED CRISIS RESPONSE SYSTEM



3) Crisis Response

In CES, beneficiaries experienced crisis stabilization and housing search support. From CES, beneficiaries retain or gain new housing and generally move to crisis and short-term housing type:

- With diversion services and assistance, move to family and friend home
- Host homes
- Shelter
- Transitional shelter

If beneficiary either from outreach or temporary shelter does not find housing within a short period e.g. of seven to ten days, then beneficiary qualifies for Rapid Re-housing (RRH) with links to services or Transitional Housing (TH) with services. From RRH, beneficiary moves to community-based permanent housing (which includes market rate and subsidized housing) with community-based services and supports.

In crisis response stage, we reach out to the vulnerable, chronic homeless persons. Generally homeless persons rapidly attain permanent housing.

Our goal with typical housing ready is to get beneficiaries into permanent housing. Typical housing already possesses numerous fail points along the critical path. Housing First minimizes fail points that accelerates beneficiary into attaining permanent housing and puts them on the path to life stability.

4) Permanent Housing (PH)

If beneficiary from outreach, temporary shelter or beneficiary whom RRH and TH is unsuccessful (families have high needs), beneficiaries move to Permanent Supportive Housing (PSH). All Permanent Housing with follow-up services include:

- Transitional Housing
- RRH
- Tenant Based Rental Assistance (TBRA)
- PH, PSH, Section 8
- Relocation
- Private Rental

Generally, the beneficiary attains stable accommodations. There exists less frequent contact with non-supportive services. Access is provided to health promotion services. Beneficiaries participate in addiction treatments. There is a decreased need for housing support.

Poor health determinants addressed. Substance abuse use hopefully declines. In the long run, better health and well-being. Less frequent use of health services.

II. **Projected Annual Timeline**

This project will follow a 12-month implementation, with preliminary planning outside of the scope of the project plans, included in the overall effort and budget, but not funded through this GIA request. Anticipated start date is Oct 1, 2020 pending review & recommendation, approval by State Legislature, release of funds by the Governor, and final contract with assigned State Agency.

The following table titled Program Planning and Design represents the projected annual timeline and lists services/tasks for program management; program implementation and program evaluation and quality assurance.

ALEA Bridge
Wahiawa HoM Program – After-Hours Outreach Expansion
State Grant-In-Aid January 2020

Program Planning and Design		Months											
		1	2	3	4	5	6	7	8	9	10	11	12
Services	Specific Tasks	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021
Program Planning and Design	Continual Program Planning	X	X	X	X	X	X	X	X	X	X	X	X
Program Management													
Staffing Management Activities	Recruit/Hire Staff	X	X	As vacancies become available									
	Staff Development Plans	Discuss every six months during staff performance evaluations											
	PIC, Coc, CES, HMIS, PITC - On the Job Trainings	X	X	X	X	X	X	X	X	X	X	X	X
	Participate in Workshops & Conferences	As the opportunities arises											
	Staff Meetings	X	X	X	X	X	X	X	X	X	X	X	X
	Staff Supervision	X	X	X	X	X	X	X	X	X	X	X	X
	HR/Staff Wellness	Remind staff as needed											
Program Implementation													
Outreach and Recruitment	Identification: Homeless Self-Identification or Identification Points	X	X	X	X	X	X	X	X	X	X	X	X
	Centralized or Coordinated Assessment - Coordinated Entry System	X	X	X	X	X	X	X	X	X	X	X	X
	Targeted Prevention & Diversion	X	X	X	X	X	X	X	X	X	X	X	X
	Joint-Outreach (6)		X		X		X		X		X		X
Case Management Family, Individuals, Veterans, Youth	Client Engagement: Street Homeless, Emergency Shelter, Treatment	X	X	X	X	X	X	X	X	X	X	X	X
Temporary Shelter Crisis Stabilization and Housing Search	Crisis Response Rapid Rehousing w/ Services Transitional Housing w/ Services	X	X	X	X	X	X	X	X	X	X	X	X
Permanent Housing Including Community Based w/ Services & Supports	Permanent Supportive Housing with Followup Services	X	X	X	X	X	X	X	X	X	X	X	X
Contractual	Cash Advance & Quarterly Invoices	X		X			X			X			X
	Debriefing & Closeout						X						X
	Amend Contract?									X	If needed		
Program Evaluation and Quality Assurance													
Evaluation and Quality Assurance	Data Collection Refined to Meet Reporting Needs	X	X										
	Monthly Planning, Program & Fiscal Monitoring	X	X	X	X	X	X	X	X	X	X	X	X
	Participant & Community Satisfaction Survey		X			X			X			X	
	Collect and Analyze Data. Adjust Program as Needed.			X			X			X			X
	Submit Quarterly Program and Fiscal Reports to Funder			X			X			X			X

III. Quality Assurance and Evaluation Plans

AB remains committed to delivering high quality services to homeless and those at-risk homeless families, individuals, veterans and youth as well as the community at-large. Targeted goals, outputs and outcomes are strategically aligned to our priorities, vision and mission to achieve performance deliverables that are consistent to our funders' contracts. Quality homeless services and performance data is the *kuleana* or responsibility of everyone starting with line staff plus volunteers, supervising Program Directors, up to Executive Leadership and finally even the BOD.

Our informal contract management policies and processes support: a) a continuous program review and improvement; b) quarterly analysis of client outputs and outcomes; and c) client satisfaction surveys.

Data collection begins with line staff and volunteers in the field. On-line data collection and reporting software help organize data and specify what data to collect. Data specialist and administrative case specialist both check data inputted into the database. Program Director works with data specialist on what data to collect and report on. He then checks and validates to see if reports meet contractor satisfaction and approval. Executive Director reviews monthly, quarterly, annual and final reports before final submittal and approval.

If less than satisfactory program performance or areas for improvement or challenges are identified, the Program Director meets with staff to discuss the issues, identify the root cause, and develops an improvement plan to change processes and address identified weaknesses. AB leadership team then can introduce interventions to improve performance and implement an action plan to monitor the effectiveness of service delivery interventions. A small non-profit, AB can usually take advantage of this and make changes quickly and efficiently.

Program Evaluation: Was the program carried out as planned? Was the program successful in achieving the contracted outputs/outcomes? Did the program change client behavior as desired? What worked? What didn't? What could AB do better the next time?

IV. Measures of Effectiveness

In planning and developing our measures of effectiveness:

- Moving forward, plan course of action over several years.
- Service provision with clear policies, processes and expectations.
- Breakdown performance measures down to program goals.
- What performance measures data can we realistically collect? Not only path of least resistance or what is easiest.
- Use local HMIS to set baselines. (Performance baseline determined. +10% to set performance benchmark).
- Data collection aligned with purpose. Incorporate performance data into performance budgeting.
- Data just one basis for objective, transparent and fair decision-making.

- Use funds responsibly and appropriately. Note: Remaining program monies do not reach target population.
- Continuous improvement of quality services.

Enter accurate data into our Apricot Solution database.

Share data with Homeless Management Information System. An HMIS is typically a web-based software application that aggregates, records and stores confidential client-level information on the characteristics and service needs of homeless persons which a continuum of homeless assistance providers can use to coordinate care, manage their operations, and better serve their clients.

This After-Hours Expansion project will provide critical services to socially disadvantaged populations, with a specific focus on the at-risk, severely low-income, and homeless populations throughout Regions 3 and 5. Upon the initial encounter, we will engage and assess with an immediate goal of addressing their health & safety. The ultimate goal is to provide direct client assistance and/or connect them to housing and supportive services to promote stabilization and self-sufficiency. Follow-up will include obtaining required documentation, establishing a Housing/Care Plan, identification of appropriate housing options, completion of housing/rental applications, provision of rental assistance & other related costs, ongoing case management/counseling/medical care. Additional supportive services will be explored to promote readiness, housing stability and retention.

Overall objectives when housing our families and neighbors include:

Identifying the most vulnerable - targeted outreach and assertive engagement

Early intervention - respond quickly to shorten their experience with homelessness

Flexible implementation (and flexible funds) - based on individual goals, hierarchy or needs, community resources (such as housing/rental inventory)

Care for the social & emotional well-being for the individual (and entire family as appropriate), provide compassionate care, respect the right to privacy and self-determination

Achieve Self-sufficiency - maintain a housing-focused approach, follow-up with intensive/ongoing case management, provide opportunities for advancement and self-improvement.

Outputs

Specific program outputs tracked include:

of Client Encounters - 250/annual

of Client Assessment Forms – 200 forms

of participants connected to housing (transition from unsheltered or imminent-risk) - 54/annual

of connection/enrollment into supportive services (may include duplicate clients) - 150/annual

Number of Participants Served

i. Adults in Households

ii. Children in Households

iii. Total Participants Served

Number of Households Served

- i. Adult-only Households
- ii. Family Households
- iii. Children in Households
- iii. Total Households Served

Number of Participants by Category Type

- i. Unsheltered
- ii. Sheltered: Emergency shelters
- iii. Sheltered: Transitional shelters
- iv. At risk: With Subsidy
- v. At risk: Without Subsidy
- vi. At risk: Family/Friends
(permanent + temporary)
- vii. Institutional (e.g. hospital, prison, nursing home, drug treatment, foster care, halfway house, etc.)
- viii. Other (missing, no interview, refused)
- ix. Total Participants Served

Fields may include, but are not limited to, those presented in the following **Output Table**.

Client Name	Encounter Date	Age	Military Status	Encounter Location	Region Number	Chronic Status	After-Hours?	Housing Document Ready?	Signed Consent?	Diversion from Arr ER, or Citation

Client Name (cont'd)	Housing Type	Referred to Housing?	Child Care or Head Start	Employment Status?	Referred to Other Services	Support Services Provided	Individual Service Plan?	Medical Health Status	Track Employment Status

Number of Support Services (150) by Type:

- Behavioral/Mental Health Services
- Budgeting
- Bus Pass
- Continuum of Care
- Dental Services
- Documents: Birth Certificate, Name Change, Electronic Benefits Transfer (EBT) card
- Employment Referral
- Financial Assistance
- Financial Benefits Assistance
- Furniture/Household Items Referral
- Food Pantry
- Health Services Referral
- Housing Search
- HVL
- Hygiene Kit
- Mail Delivery
- Medical Insurance
- Medical Services Referral
- Rental Assistance
- Ready-To-Work (RTW)
- Supplemental Nutrition Assistance Program (SNAP)
- Transported Client
- Treatment Referral
- Utilities Assistance
- Veteran Benefits Referral

Outcome Objectives

Specific program outcome objectives to be monitored include:

Specific program outcome objectives we will monitor include: Outcome Measures	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
i. 75% (or more) unsheltered & chronically homeless												
25% at-risk or imminent risk of homelessness												
ii. 100% engaged participant offered housing, employment & support services												
a. Total # engaged participants												
b. # Engaged participants offered housing, employment & support services												
iii. 90% engaged participants will complete a Personal Improvement Plan (PIP) and/or Housing Plan												

a. Total # engaged participants												
b. # of engaged participants who completed a PIP and/or Housing Plan												
iv. Total # participants who will transfer from emergency situations												
v. Total # of participants will transition from emergency situations (e.g. unsheltered, at-risk) to transitional housing												
vi. 80% of participants permanently housed will retain their PH for more than six (6) months after program exit												
a. Number of participants that exited to PH that affirmed 6-month housing status												
b. Total participants												

retaining PH at six (6) month follow up												
Number of staff Professional Development hours (110)												
Number of staff program/survey evaluations (4)												
Number diversions from citation, emergency, arrest etc. (60)												
Number of Joint-Outreach Efforts (6)												
Resource Navigation Center construction completed and operational*												
Implement Social Enterprise model. Open housing. (5) youth and (2) families with children residing in housing**												
Apricot Solutions serves as data repository and generates reports. ***												

***Resource Navigation Center construction completed and operational**

- Final inspection and Certificate of Occupancy
- Increase in annual number of drop-ins served by AB

****Implement Social Enterprise model. Open housing. (5) youth and (2) families with children residing in housing.**

- Master lease from City and County

- Necessary permits obtained
- Work with Neighborhood Board and Community. Being a good neighbor.
- Renovations to property and houses.
- If permissible, old plantation office demolished.
- Beneficiaries moved in.
- Project minimally able to sustain itself.

*****Apricot Solutions serves as data repository and generates reports.**

- Time and money savings by organized data base and generation of reports.

IV. Financial

Budget and Budget Forms

1. The attached budget forms detail the cost of the grant-in-aid request, including:
 - a. Budget request by source of funds

This GIA primarily requests pertinent operating funds for staffing to administer and manage the Wahiawa HoM After-Hours expansion program into Regions 3 and 5. Program costs not requested will be funded by alternative funding sources. AB requests via this GIA, the most pressing funds it needs to maintain operations.

For State Funds

Salaries: See attached budget form P206A.

Staffing for Direct Services:

The After-Hours Outreach program will utilize four halftime 0.5 FTE Outreach/Crisis Specialists as the primary field staff managing the Screening, Intake, Enrollment, connection to services & housing (\$72k not including RTI & benefits). Two Case Managers will also be available as services are deployed (0.5 FTE, \$44k not including RTI & benefits), along with a Program Director/Operations Manager for Administrative/Supervisory functions (0.5FTE, \$30k). Other support staff will provide additional follow-up and ongoing case management (Housing Coordinator, Employment Specialist, etc.), funded separately, as needed

Fringe benefits: 15.72%. Payroll Taxes & Assessments in the amount of 24.32% basically covers medical insurance. Total payroll taxes and assessments was \$16,145. Total fringe benefits is \$24,083.

Note: Insurance, Staff Training, Contractual Services, IT Solutions and Audit Services cost shared across several different contracts.

Audit Services: Estimate \$12,000 – Charge 34% or \$4,080.

Subcontracts: Jitasa nonprofit accounting at \$12,000/year – Charge 34% or \$4,080.

Accounting Generalist (0.5 FTE) at \$25,130.88/year – Charge 34% or \$8,544.50.

Subtotal: \$12,624.50

AB will contract HR/Payroll, as well as Accounting/Bookkeeping, and other Administrative functions as needed. A portion will be funded through this GIA (\$12.6k).

IT: Apricot Solutions \$18,222.48/year – Charge 34% or \$6,196.

Insurance: Estimate \$10,000 – Charge 34% or \$3,400.

Staff Training: (10 Staff) \$10,000 – Charge 34% or \$3,400

In addition, AB will utilize Clinicians/Trainers & workshops to provide ongoing Professional Development training on case management standards, best practice approach on engagement, motivational interviewing, trauma-informed care, harm reduction, counseling, etc.

Telecommunications: \$300/month x 12 months \$3,600.

Mileage & Parking: \$600

Transportation Fuel/Maintenance: Vehicle driven 1,200 miles/month*12 months=14,400 miles/year divide by 20mpg = 720 gals gas @ \$3.30/gal = \$2,376.

Utilities: \$500/month*12 months = \$6,000

Equipment Purchases: See Form 206I (2). \$5,550.

Motor Vehicle Purchase: See Form 206I (2) \$35,000 for cargo van or truck.

b. Personnel salaries and wages - See attached budget Form P206A

c. Equipment and motor vehicles – See attached budget Form 206I (2)

Motor Vehicle Justification: Two donated vans no longer operable/dependable plus an old car available for staff use brands AB as struggling. It leaves us no choice but to costly rent/lease or use personal truck. Our service area, half the size of Oahu, lacks accessible facilities often requiring off road access to secluded country areas (hence consider 4x4). Transportation remains a HUGE barrier to placing homeless into shelter, housing and accessing supportive services. Moving assistance to families/individuals involves delivering bulky beds and furniture. Truck allows transport of staff, tables, chairs, and supplies to seven monthly scheduled service events or 84 events/year, not including special events. AB monthly picks-up food from the Hawaii Food Bank and delivers to Wahiawa and Kipapa Elementary Schools (350 families) and three local churches (110 families). Splitting outreach and case management into two teams rather than one allows AB to serve an additional two to four clients/day or 60 clients/month which translates to 250 clients/year off the streets. With resourceful, compassionate staff with a “can do” attitude, plus great partners in the Leeward and Honolulu areas, AB performs beyond what our fiscal resources would otherwise allow. AB embraces partnering with State Legislature to address the #1 social issue in Hawaii.

d. Capital project details – NA

e. Government contracts, grants, and grants in aid -

2. Anticipated Quarterly Funding Requests for the Fiscal Year 2021.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$69,063	\$69,064	\$69,064	\$69,064	\$276,255.00

3. Other Funding Being Sought for Fiscal Year 2021

The full cost of operating the Wahiawa HoM After-Hours Outreach Expansion Program is approximately \$1,358,873 per year. A list of all other sources of funding that have been secured or are being sought for the Wahiawa HoM After-Hours Outreach Expansion Program is listed in the table below.

Amount Requested	Funder	Status
\$125,000	City GIA 2021	Submitted
\$130,000	US Vets	Pending Contract Renewal
\$41,250	RYSE	Pending Contract Renewal
\$30,000	HCF	Invited to Submit Proposal
\$3,000	OHA	Submit April-May 2020
\$753,368	HUD HOME	Awarded 2/1/20-07/31/21

4. State and Federal Tax Credits

AB has not been granted any state/federal tax credits in the prior three years and does not anticipate applying for such credits in fiscal years 2020 and 2021. AB is not requesting funding for any capital projects with this application.

5. Federal, State, and County Government Contracts, Grants, and Grants-In-Aid granted within the prior three years and will be receiving for Fiscal Year 2021 Program Funding

A list of the required information is included in the Attachments on the provided form "Government Contracts, Grants, and/or Grants-In-Aid" Form 205_95.

6. Balance of Unrestricted Current Assets as of December 31, 2019

ALEA Bridge's unrestricted assets as of November 30, 2019 are \$-22,208.00, with approximately \$43,926.53 in monthly expenditures to meet agency grant commitments.

Please note AB's financial audit by an independent third-party for fiscal year ending 2019 is currently still in progress.

V. Experience and Capability

1. Necessary Skills and Experience

AB was initially established in February 2016 as an unfunded, all-volunteer organization. Prior to receiving any significant funding, AB facilitated the formation of the Wahiawa Homeless Alliance (WHA). Through WHA, AB initiated several community-wide events, service projects, & took the lead in the 2017 Point-In-Time Count, "revealing" a 72% increase for Region 5 (Mililani-Wahiawa-North Shore) from the prior year. In 2018, AB once again took the lead and reported a 24% decrease in unsheltered homeless...the first time in 6 years! This was a huge factor in fostering trust and collaboration between the stakeholders, promoting a culture of understanding and mutually respectful working relationships. By May 2017 (first 15 months), AB and its volunteers invested over 10,000 hours into the community, reaching approximately 350 unduplicated homeless and at-risk families, individuals, youths, seniors, and veterans. AB will once again be leading its 4th Point-In-Time Count on January 23, 2020.

AB initially focused on outreach, and through intensive, assertive, and progressive efforts, established a regional By-Name-List (BNL) accounting for nearly 80% of the known homeless in the area. As the organization gained more experience and funding, it quickly expanded into neighboring communities to provide services and financial assistance. Support services include assessing housing needs and developing an action plan to locate, secure, and maintain a housing unit. AB provided assistance and funds for security deposits, payment of utility and rental arrears, cleaning and storage fees, moving and transportation costs, program enrollment and document fees. In the last 12 months, AB has engaged over 800 participants, connecting 397 to supportive services and took 234 off the streets and bushes, referring and/or directly placing them into some form of housing. The organization has grown from \$42k in operating expenses in

its first year, to over \$1.37M secured funds in just its fourth year (2019). The confidence that the funders have placed on this emerging organization to deliver on its proposed solutions is a validation of its mission, vision, and values that are in alignment with the City's CONPLAN, State's Strategy & Framework, and HUD's priorities on addressing homelessness. This also highlights the critical needs of our most vulnerable citizens, and how the AB Leadership Team, its dedicated staff, and volunteers continues to fill a critical void in these severely under-served communities. We are poised to help several hundred more households achieve housing stability in the next 24 months.

Past Contracts

In 2019, AB successfully completed its first official year of the Wahiawa HoM After-Hours pilot program.

City GIA FY 2019 Contract No. CT-DCS-1900006 Amount: \$125,000

Period: 09/01/2018-10/30/2019

Actual Deliverables :

- | | |
|---|---------------|
| 1. Assessment & Encounter Forms (233) | Proposed: 156 |
| 2. Participants referred to housing (99) | Proposed: 54 |
| 3. Participants referred to supportive services (135) | Proposed: 102 |
| 4. Staff Development hours (107) | Proposed: 48 |
| 5. Survey/Program evaluation (3) | Proposed: 4 |
| 6. Diversion from citation, arrest, ER, etc. (54). | Proposed: 30 |

AB manages and administers this on-going program. We humbly request funding to continue this program into year 3.

In 2018, AB successfully completed its first year of the Wahiawa-HoM program.

City GIA FY 2018 Contract No. CT-DCS-1800006 Amount: \$125,000

Period: 10/01/2017-10/30/2018

Actual Deliverables :

- | | |
|---|----------------|
| 1. Assessment & Encounter Forms (297) | Proposed: 286 |
| 2. Participants referred to housing (223) | Proposed: 96 |
| 3. Participants referred to supportive services (504) | Proposed: 192 |
| 4. Staff Development hours (283) | Proposed: 52 |
| 5. Community Engagement Events (11) | Proposed: 4 |
| 6. Volunteers (732) | Proposed: 398 |
| 7. Volunteer Hours (2583) | Proposed: 1592 |

Program evolved to include after-hours outreach.

US Vets Outreach Subcontract 2018-2019 Amount: \$50,000 Period: 06/15/2018-06/14/2019

Actual Deliverables:

1. # Households Enrolled (41)
2. # Homeless Verifications (29)
3. # VI-SPDATs Completed (50)
4. #HMIS Outreach Assessments to US Vets (26)

5. #Chronically Homeless Households Enrolled (23)
6. #Households Referred to Housing Navigator (12)
7. #Households Exited (1)
8. #Exit to Permanent Housing (1)
9. #Exit Document Ready (1)
10. #Households Provided Support Services (1)

AB presently administering third year contract in the amount of \$130,000.

US Vets Outreach Subcontract 2017-2018 Amount: \$82,058 Period: 06/15/2017-06/14/2018

Actual Deliverables:

1. # Households Enrolled (139)
2. # Homeless Verifications (137)
3. # VI-SPDATs Completed (153)
4. #HMIS Outreach Assessments to US Vets (140)
5. #Chronically Homeless Households Enrolled (102)
6. #Households Referred to Housing Navigator (26)

State GIA 2018 Contract: RNC HoM Program Amount: \$200,000 Period: 11/1/18-10/31/19

Actual Deliverables:

- | | |
|---|---------------|
| 1. #Participants Served (772) | Proposed: 140 |
| 2. #Households Served (548) | Proposed: 80 |
| 3. #Intake Assessments (601) | Proposed: 70 |
| 4. #Completed Housing, Employment & Supportive Service Applications (248) | Proposed: 256 |
| 5. #Placements with Housing, Employment & Supportive Service (259) | Proposed: 94 |
| 6. #Diversion from Citation, Arrest, ER (63) | Proposed: 12 |
| 7. #Transition from Emergency to Long-Term PH (17) | Proposed: 24 |
| 8. #Transition from Emergency to Transitional Housing (12) | Proposed: 8 |

State GIA 2019 CIP Contract for Planning & Land Acquisition Amount: \$300,000
Funds with DAGs.

State GIA 2017 CIP Contract for Navigation Center Construction Amount: \$1M On-going.
Waiting for construction permits from City DPP.

Attached is a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

2. Facilities

Resource & Navigation Center (RNC)
123 Mango Street
Wahiawa, HI 96786



Target Launch Date – September 2020. Funds secured for construction.

The AB-owned & operated Resource & Navigation Center (RNC) creates the base location of all our program operations including this Wahiawa Hale o *Maluhia* (HoM) Program. ADA compliant, RNC will also provide a hub for community activities, to include dedicated work spaces for staff and partner service providers, client engagement, housing assistance, access to supportive services & a multi-purpose room suitable as a dining room and learning center.

Service providers along with community organizations will be able to collaborate and provide a suite of complementary, wraparound services to support the goal of healing, overall wellness, and ultimately a path toward permanent housing. This will be the common entry point for clients, with low barriers to entry, to receive immediate care and long-term/ongoing assistance. In keeping with its name “*maluhia*”, it creates a caring and safe-haven needed for the most vulnerable within our community.

Within a block of convenient bus lines, RNC encompasses approximately 2800 square feet which offers onsite amenities that include mailbox service, access to technology including high speed internet, a kitchen/food pantry, & hygiene facility. Located in the business district of Wahiawa, RNC is nearby to local Federal, State, and County satellite offices, medical facilities and banks. Adequate client parking will be available.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

Proposed Staffing and Staff Qualifications

AB GOVERNANCE: Active, participatory nine member **Board of Directors (BOD)**. Determines organizational policies. Sets pace of operations, future development and organizational structure. Exercise powers with “proper purpose” while considering the best interests of company and its employees. **Advisory Council**: Four professionals within respective fields provide guidance, training, and oversight. **Strategic Advisory Group**: Secure and search the best talent.

Presently, our hard working team consists of ten passionate staff members. A small up and coming “for purpose” agency, AB staff must remain flexible and adapt to varying staff roles as dictated by the number of contracts, services required, and number of clients.. The current program capacity, dedicated to achieving the proposed outcomes of this project and other supplementary AB programs, is as follows:

Leadership Team (3 – 4 staff)

Executive Director (ED) with direction from the Board of Directors, explore & implement initiatives in alignment with mission. Ultimately responsible for program oversight, deliverables, and ensuring overall success. Attached is a list of current BOD members.

Executive Director/Fund Development – Nicole Winter (1 FTE)

Program Director/Grants Manager – Keith Yabusaki, PhD (1 FTE)

Operations Manager/Housing & Employment Specialist - (1 FTE) vacant

Attached are the Executive Director and Program Director position descriptions and bios.

Program Team

Case Managers (3 staff) – Kristal Rivera (1 FTE). Sourcing 1 FTE. 1 FTE vacant

Outreach/Crisis Specialists (2 – 3 staff) – Alexis Cortes (1 FTE). 1 FTE vacant. Sourcing Intern (1 FTE).

Youth Outreach Specialist (1 staff) – Cora Rada, CHW (1 FTE).

Food Distribution & Resource Event Specialist (1 staff) – Joey Bagasol, CHW (1 FTE)

Attached are the Case Manager and Outreach/Crisis Specialist position descriptions.

Administrative Services

Fiscal Services

Accountant (1 staff) - 1.0 FTE Vacant

Accounting Generalist (1 staff) – Garrett Sisson (0.5 FTE) Contracted Services. The Accounting Generalist is responsible for overseeing accounts payable and receivable. This role processes invoices for vendors and overhead. Provides accounting and administrative support.

Nonprofit Accounting & Bookkeeping Services Outsourcing - The Jitasa Group represents the largest national accounting and bookkeeping service provider dedicated solely to the nonprofit sector.

Human Resources & Payroll Outsourcing - ProService Hawaii is the state's largest and most experienced HR and payroll services provider. HR outsourcing helps Hawaii businesses scale and take care of their employees.

Data Specialist – Sabrina Ford (Part-Time). Implement a on-line case management solution. Improve data entry process, organize data, generate reports in compliance with contracts & save time/money. Allows program staff to do what they do best, work with clients. Data evaluation improves program outcomes and supports the overall efforts to identify and address areas of growth and improvement. AB utilizes **Apricot Solutions software.**

Administrative Case Specialist – Char Matsumoto (Part-Time)

Volunteer Management Specialist/Communications & Marketing -Dorian “Liko” Cabanting (1.0 FTE). To design a Volunteer Training Program, organize and implement the training in support of the Wahiawa HoM Project and supplementary programs, with a specific focus of communications, marketing, recruiting, developing, and retaining quality volunteers, thereby building capacity for the organization and community.

Attached are the position descriptions for Accounting Generalist, Data Specialist and Volunteer Management Specialist.

AB will also work to secure supplemental services through the donation of in-kind services and establishing Memoranda of Agreement with partner service providers. This is a mutually beneficial arrangement as it facilitates a more efficient and cost-effective process for coordinated service delivery, reduced operating costs through shared resources, increase communications and collaboration with data sharing, and improved program outcomes and contract fulfillment.

Supervision

AB leadership devotes time to oversee employees, especially new employees, to ensure the delivery of quality services both efficiently and effectively. HR provides an employee handbook with a code of conduct. Supervisors make sure that employees are oriented and trained to perform their specific job duties. Specific information and techniques are shared on how to deal with the at-risk and homeless population. Health Insurance Portability Assurance Act (HIPAA) training is covered as it applies to client confidentiality. Personnel often "shadow" experienced workers and/or program supervisor, as appropriate. Staff receive cultural competency training to ensure that personnel are sensitive to diverse ethnic populations including language access.

AB holds staff meetings every two weeks. At these meetings program staff discuss any program issues, problems or any other needs. If client issues arise, supervisors keep an open-door policy so that issues can be dealt with in a more timely manner. These team meetings also serve to share information between various programs and solve any problems relevant to all programs.

Volunteer Supervision

AB holds itself to be responsible to recruit, screen, orient, train and supervise volunteers similar to paid staff members. Leadership conducts interviews with volunteers to determine appropriate

assignment to available program tasks. Reference checks are conducted on all volunteers as deemed necessary especially when it involves access to clients and confidential information.

Staff Training

At AB, we take staff training seriously. Our staff are our biggest assets. Staff training brings value both to the organization as well as the individual. We want to create a proactive culture of continuous improvement. Investing in your workers via staff trainings builds staff capacity leading to higher production due to greater efficiency and effectiveness, improved processes, and better data. Training gives the worker the tools to do their job better and make an impact. A satisfied trained worker proves an asset to his company, tends to be more engaged, builds strong internal partnerships, increases productivity, reduces downtime and is less apt to leave. It also creates peer mentoring opportunities. All of this creates a return on investment in terms of benefits to AB. All staff members including BOD are encouraged and do take several trainings a year. Leadership meets periodically with staff to address their progress toward identified professional goals and training needs.

2. Organization Chart

The attached Organizational Chart clearly illustrates the position of each staff and line of responsibility/supervision. It indicates the minimal amount of staff needed to maintain a program of this size and stature.

The Board of Directors (BOD) is ultimately responsible, including fiscally, for the overall policies, well-being and sustainability of the agency. The Executive Director (ED), the chief professional officer, provides direct oversight to Programs, Data/IT, Fiscal, Volunteer and Communications, as well as Fund Development sections and is responsible for the day-to-day agency operations. The ED reports directly to and does the bidding of the BOD. She is supported by the leadership team consisting of Program Director, Operations Manager and Accountant. The Program Director oversees community outreach, grants development and social enterprise.

3. Compensation

Executive Director	\$72,000
Operations Manager	\$48,000
Program Director	\$48,000

VII. Other

1. Litigation

AB possesses no pending litigation. If this changes, AB will disclose and explain any pending litigation to which it is a party, including the disclosure of any outstanding judgement.

2. Licensure or Accreditation

Not applicable.

3. Private Educational Institutions

This grant will not be used to support or benefit a sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

AB understands the limited nature of private philanthropic and public government funding. Should AB be awarded a operating grant-in-aid for this initiative for fiscal year 2020-21, but not thereafter, AB shall seek continued support for the program from federal, other State and county sources, as well as local and national foundations. Entering only our fifth year as a non-profit, AB maintains a strong commitment and intends to remain here in Wahiawa to continue serving the homeless and at-risk homeless population.

a) We would be most appreciative to receive this much needed and timely grant award. Even if awarded, AB plans to sustain and/or expand activities beyond the grant period by implementing on-going tasks:

- Extend/expand existing Department of Human Services (DHS), Homeless Program Office (HPO) outreach subcontract through USVets (Year 1, Apr 2017 – Jun 2018, renewable up to 48 months) – Done! Presently in Year 3, July 2019 – June 2020.
- Secure additional funding opportunities, with a focus on unrestricted/flexible funds, capital improvement program funds and recurring contributions, from non-Government entities. Relationships (and some minimal funding) already established with:

Aloha United Way, American Savings Bank, Atherton Family Foundation, Bank of Hawaii Foundation, Hawaii Community Foundation, Friends of Hawaii Charities, Hawaii Lodging and Tourism Association, Omidyar Group, Pyramid Charitable Foundation, Walmart, Foundation, and Harry and Jeanette Weinberg Foundation.

- Explore non traditional sources of funding/pro-bono/In-Kind (e.g HomeAid Hawaii) - Done!
- Integration and collaboration efforts with alternative Community Projects for District 22 that are currently funded (i.e. Wahiawa Freshwater Park, First Responders Tech Campus, Blue Zone Hawaii, Whitmore Economic Development Group) with community partners (Wahiawa Community Business Association, Wahiawa Community Based Development Organization aka “Wahiawa Fresh”, Leilehua Alumni & Community Association), the Office of State Senator Donovan Dela Cruz, and the Office of State Representative Amy Perruso. – ongoing
- Expand collaboration efforts with Wahiawa Center for Community Health aka “Wahiawa Health” and Wahiawa General Hospital to improve access to health care while reducing costs - In Place

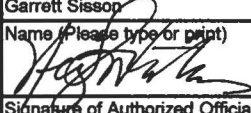
- Expand volunteerism opportunities through the Wahiawa Homeless Alliance to create a robust community support system. Improved services for clients, and increased capacity for AB – ongoing
- Step up fund raising committee activities to increase private donations – ongoing
- AB just slowly started implementing a Social Enterprise / Sustainability Plan, based on as a means to offset its dependence on government and grant funding. If successful, the potential exists to establish autonomy and generate revenue through service delivery while fulfilling AB's mission while providing a benefit to the program participants, partner agencies, & residents. Initial opportunity encompasses a simple Rental/Lease Agreement and Property Management model.
- Implement Training & Professional Development Plan for both AB Staff and Leadership Team to include: Point-In-Time Count; internal data management system; external Homeless Management Information and Coordinated Entry Systems; performance-based contracts; back office administrative functions; grant management/compliance; grant writing; fundraising; organizational structure, organizational culture, executive transition; ethics; managing for results culture; sexual harassment; workplace violence; time management – ongoing.

(b) Of course AB really needs this grant award as we are requesting funds we do not yet have committed monies for fiscal year 2020-21. If AB does not receive this operating GIA, we will continue to render homeless services as best as we can and implement the above until we can secure the necessary funding. We are committed to our mission!

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: ALEA Bridge

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	153,200	130,938	56,420	29,456
2. Payroll Taxes & Assessments	16,145	20,584	8,869	4,630
3. Fringe Benefits	24,083	31,844	13,722	7,164
TOTAL PERSONNEL COST	193,428	183,366	79,011	41,250
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	3,400			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space			10,000	
5. Staff Training	3,400		1,400	
6. Supplies				
7. Telecommunication	3,600			
8. Utilities	6,000			
9. Contractual Services	12,625		10,000	
10. Mileage & Parking	600		139	
11. Direct Client Assistance		691,200	12,000	
12. Auto Insurance			2,800	
13. IT Solutions	6,196	5,000	4,800	
14. Transportation Fuel/Maintenance	2,376		1,200	
15. Capacity Building				30,000
16. Resource Fair Event				3,000
17. Indirect Costs		3,802		
18. Audit Services	4,080			
19				
20				
TOTAL OTHER CURRENT EXPENSES	42,277	700,002	42,339	33,000
C. EQUIPMENT PURCHASES	5,550		3,650	
D. MOTOR VEHICLE PURCHASES	35,000			
E. CAPITAL				
TOTAL (A+B+C+D+E)	276,255	883,368	125,000	74,250
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	276,255	Garrett Sisson	(808) 445-0907	
(b) Total Federal Funds Requested	883,368	Name (Please type or print)	Phone	
(c) Total County Funds Requested	125,000		1/17/20	
(d) Total Private/Other Funds Requested	74,250	Signature of Authorized Official	Date	
TOTAL BUDGET	1,358,873	Nicole S. Winter Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2020 to June 30, 2021

Applicant: ALEA Bridge

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$72,000.00	10.00%	\$ 7,200.00
Program Director	1	\$60,000.00	50.00%	\$ 30,000.00
Case Manager	1	\$44,000.00	50.00%	\$ 22,000.00
Case Manager	1	\$44,000.00	50.00%	\$ 22,000.00
Outreach Coordinator	1	\$36,000.00	50.00%	\$ 18,000.00
Outreach Coordinator	1	\$36,000.00	50.00%	\$ 18,000.00
Outreach Coordinator	1	\$36,000.00	50.00%	\$ 18,000.00
Outreach Coordinator	1	\$36,000.00	50.00%	\$ 18,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				153,200.00

JUSTIFICATION/COMMENTS: Minimal staffing required to adequately expand after-hours services from Region 5 into Region 3. Half of Program Director salary allocated to administrative salaries and half to program salaries. Thus, administrative salaries of \$22,500 consists of 14.5% of total salaries.

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2020 to June 30, 2021

Applicant: ALEA Bridge

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Surface Pro 7 + Cover + Pen + Mouse	2.00	\$1,825.00	\$ 3,650.00	\$3,650.00
Lenova Yoga 940 15" core i7 16GB 2-in-1 Laptop	1	\$1,899.99	\$1,899.99	\$1,899.99
			\$ -	
			\$ -	
			\$ -	
TOTAL:	3		\$ 5,549.99	\$5,549.99

JUSTIFICATION/COMMENTS: Many computers still in use from program start in 2016. Lack of computer equipment forces a number of staff to use their own personal computers. Tablets portability greatly ease data collection especially in the field.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Pickup Truck or Cargo Van	1.00	\$35,000.00	\$ 35,000.00	\$35,000.00
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:	1		\$ 35,000.00	\$35,000.00

JUSTIFICATION/COMMENTS: See justification in Section IV. 1. c.

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: ALEA Bridge

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS						
LAND ACQUISITION						
DESIGN		NA				
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: ALEA Bridge

Contracts Total: \$1,791,896

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	C&C Emergency Solutions Grant	01/01/18-04/30/19	HUD funds via C&C	US	\$138,132
2	C&C Emergency Solutions Grant	01/01/20-4/30/21	HUD funds via C&C	US	\$262,642
3	City GIA 2018	8/17/17-2/16/19	C&C HNL-DCS	C&C HNL	\$125,000
4	City GIA 2019	10/01/18-06/30/20	C&C HNL-DCS	C&C HNL	\$125,000
5	City GIA 2020	11/1/19-10/30/20	C&C HNL-DCS	C&C HNL	\$125,000
6	Ahahui Event Grant	07/01/19-12/31/19	OHA	State	\$3,000
7	State DHS to CSHI	08/01/19-05/30/20	DHS	State	\$83,103
8	State DHS-OYS to RYSE	03/01/19-12/31/19	DHS-OYS	State	\$41,250
9	State DHS-OYS to RYSE	01/01/20-12/31/20	DHS-OYS	State	\$41,250
10	State GIA 2018	11/01/18-06/30/20	DHS-HPO	State	\$200,000
11	US Vets Initiative	03/01/17-7/31/18	USVets via DHS	US	\$82,508
12	US Vets Initiative	06/15/18-06/14/19	USVets via DHS	US	\$50,000
13	US Vets Initiative	06/15/19-06/14/20	USVets via DHS	US	\$130,000
15	HUD Continuum of Care Joint TH - PH-RRH	Awaiting NTP	HUD	US	\$385,011
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ALEA Bridge

A 501(c)3 Non-Profit Organization
Break the Cycle and Reverse the Trend of Homelessness

Mailing Address: PO Box 860277 Wahiawa, HI 96786
Physical Address: 123 Mango Street, Wahiawa, HI 96786
Office: 808-379-ALEA (808-379-2532) Fax: 808-744-6591

info@aleabridge.org
www.aleabridge.org

Hope • Purpose • Success

Officers & Board of Directors

Joel Bongco
Interim President

Creighton Chang
Treasurer

Madonna Sisson
Secretary

Mary Ann Bongco
Director

Marilyn Lee
Director

“Phil” Augustus Acosta
Director

Ron A. Porter, PhD
Director

Banner Fanene
Director

Advisory Council

Marissa Acosta, MSN, MHA
Behavioral Health

Perfecto & Desiree Acosta
Special Projects Consultant

Tamara Campbell
Public Administration

CAPT Andrea De Mello-Stevens (Ret)
Veteran Affairs

Ray Alan Man
Peer Specialist

Dr. Neal Shimoda, M.D.
Health Outreach Ministry

January 15, 2020

To whom it may concern,

Included below are the names and contact information for our Officers and Board of Directors:

Name	Title	Contact Information
Joel M. Bongco	President	95-116 Lalei Place Mililani, HI 96789 (808) 382-4308 jbongco@aleabridge.org
Creighton Chang	Treasurer	95-1023 Hookanahe Street Mililani, HI 96789 (808) 721-1099 cchang@aleabridge.org
Madonna Sisson	Co-Founder/Secretary	94-435 Hokuili Street Mililani, HI 96789 (972) 900-5475 msisson@aleabridge.org
“Phil” Augustus Acosta	Director	3102 Lanikaula Street Honolulu, HI 96822 (808) 391-3571 pacosta@aleabridge.org
Marilyn Lee	Director	95-170 Newe Place Mililani, HI 96789 mlee@aleabridge.org
Mary Ann Bongco	Director	95-116 Lalei Place Mililani, HI 96789 (808) 382-4308 mbongco@aleabridge.org
Ron A. Porter, PhD	Director	98-1022 Kupukupu Place Aiea, HI 96701 (347) 982-6556 ronaporter@gmail.com
Banner Fanene	Director	banner.fanene@gmail.com

Mahalo nui loa,

Nicole S. Winter
ALEA Bridge – Executive Director
nwinter@aleabridge.org
(808) 694-0311

Executive Director

Chief Executive for ALEA Bridge, overseeing all staff and programs, ensuring all business operations are in support of the organization's Mission, Vision, and Values. Reports to the Board of Directors.

Scope of Responsibilities :

- Responsible for the execution of the overall strategic, tactical and operational plans for ALEA Bridge
- Provide timely communications and accurate data to the Leadership Team (Board of Directors, Advisory Board, Strategic Advisory Group, Executive Committees, Key Volunteers) to allow for well-informed decision-making
- Actively engage the community to recruit and retain board members, committee members, volunteers, partner organizations, and funders
- Facilitate open and effective communication with key stakeholders to maintain partnerships and community support
- Lead the effort in establishing administrative policies and procedures for staff, committees, and volunteers
- Serve as the primary spokesperson to the organization's constituents, media, and the general public
- Ensure effective systems are in place to document, evaluate, and report on program performance. Anticipate issues and propose appropriate corrective action plans
- Secure appropriate funding sources, expand/diversify revenue sources and fundraising activities to support existing program operations
- Develop and manage an operating budget
- Responsible for the fiscal management and integrity of the organizations budget and finances; ensures maximum resource utilization and maintain a positive financial position
- Identify new opportunities for organizational growth and professional development.

Qualifications for an effective Executive Director include:

- **Excellence in organizational management with the ability to hire, coach, manage, and develop high-performance teams**
- **Ability to set and achieve strategic goals & objectives**
- **Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders and cultures**
- **Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills**
- **Action-oriented, entrepreneurial, adaptable, and innovative approach to business planning**
- **Ability to work effectively in collaboration with diverse groups of people**
- **Passion, idealism, integrity, positive attitude, mission-driven, and self-directed**

Programs Director

Position Summary

The Programs Director is responsible for managing ALEA Bridge programs and supervision of the staff and volunteers providing direct client services (Outreach, Housing & Financial Assistance, Community Engagement)

Supervisory Responsibilities Staff 5-12; Volunteers 10-25

Essential Functions

The PD is the primary Supervisor of all direct-service personnel, monitoring operations to ensure progress towards established program goals. The PD will provide management & oversight of all AB programs, collect & analyze data, prepare reports, and document quality control outcomes with recommendations for corrective actions. Understand HMIS or comparable data elements, standards, and ensure continual compliance with these guidelines. Review data regularly and produce reports on quality, timeliness, and outcome measures, provide training and technical assistance to staff.

Manage client information, data quality and integrity. Manages the activities of the Program Staff on a regular basis to ensure completeness and accuracy. Analyze program reports and numbers to identify trends and make projections or recommendations for program modifications.

Other duties include

Assist in the development and management of the organization's Strategic Plan, working to achieve long-term sustainability of Projects mission and goals.

Manage the action or tactical plan to achieve short term deliverables and program milestones.

Act as liaison with external partner agencies and funders, and assist with community engagement, building relationships with community leaders and stakeholders.

Standardize program forms, processes regarding Screening, Intake, Assessment, Case Management; employee and service handbook, overall program policies and protocols, etc.

Track and monitor progress and outcomes, engage with others Leads/Directors of partner organizations, and assist with data collection and reporting of overall Project outcomes.

Manage invoicing and reporting for service contracts and grants, providing other administrative support to Executive Director and Leadership Team.

Coordinates program & fund development, capacity building and budget/fiscal management activities.

Operations Manager

Works under the direct supervision of the Executive Director of ALEA Bridge. Also supports the Director of Operations, and the Program Director who provide general direction on ALEA Bridge operations and various programs under the Wahiwawa HoM Project. Tasks includes internal/external communications, community engagement, program assistance, data input, analysis, reporting and evaluation for quality control, and monitoring the data for progress towards established program goals. Interfaces with other POCs from partner agencies, funders, community stakeholders, and maintains a current list/map of community resources.

Responsibilities include, but are not limited to:

- Manage and secure client files (physical copies and electronic records) and monitor data input by staff on a daily/weekly basis to ensure completeness, timeliness, and accuracy
- Work with Leadership Team on program development/management efforts, developing/maintaining an Operations Manual, Employee Handbook, agency Policies & Procedures, and onboarding process
- Assist with contracting, purchasing, invoicing, reporting, accounting, and inventory management
- Manage general operations, communications, scheduling, and perform administrative duties as needed
- Act as Primary liaison with HMIS Administrator, regarding access, usage, data standards, reporting, etc., provide training and technical assistance to staff/volunteers (as needed) on proper HMIS procedures;
- Input client information (as needed) into HMIS system and maintain data integrity
- Assist Board of Directors Treasurer and Secretary with related BOD activities
- Provide programmatic support and perform other duties as assigned

Basic requirements for this position includes:

- Knowledge of HMIS data elements and standards, and ensure continual compliance with established COC procedures and quality guidelines
- Compassion to help those in need and make a positive impact in the community
- Attention to details and producing quality data
- Excellent communication skills (verbal, written, email), and experience in utilizing various forms of digital communication & marketing (e.g. phone, email, mobile apps, social media)
- Excellent time management skills, ability to multi-task and effectively prioritize work
- Ability to learn and utilize various productivity, collaboration, and data management tools (e.g. MS Office, Google, Quickbooks, Zoho, Salesforce, etc.)
- Self-motivated, reliable, independent problem solver, with the ability to function efficiently with a diverse team and dynamic work environment
- Flexible working hours (some evenings, weekends, In-state travel)
- Reliable form of transportation

*Scope of work, responsibilities, and compensation, to be discussed. Additional stipends may include mileage, cell allowance, BYOD (Bring Your Own Device)

Outreach Director & Supervisor

Position Summary

The Outreach Director is responsible for supervision of the street outreach staff and volunteers

1. Reaching out to individuals and families that are not being served or are underserved by existing community service delivery systems;
2. Build trusting relationships and developing a rapport among clients, staff and volunteers;
3. Engage the homeless as a first step to accepting care for immediate health and safety needs, using services and resources and taking steps to become integrated into the community;

Supervisory Responsibilities

Staff 1-5; Volunteers 10-25

Essential Functions

1. Manage & Supervise the Community Outreach program including program implementation, training, and recruitment of outreach volunteers. Conduct mobile outreach and create client service engagement opportunities for homeless individuals and families on the streets.
2. Use Assertive Engagement as strategies for outreach including the following elements:
 - a. Building trust, practicing sensitivity, engaging in a non-threatening, flexible, and persistent manner and building respect for the homeless person and his/her autonomy and confidentiality
 - b. Assessing the individual's safety, immediate needs, level of functioning, overall mental and physical health and strengths and capacities.
 - c. Collaborating with other homeless services providers and community resources to facilitate access to the continuum of community services including basic needs (including food, clothing, shelter, hygiene, and laundry), housing assistance, substance abuse education and treatment, legal assistance and health information.
3. Assist with screening of potential program participants for the Homelessness Prevention and Rapid Rehousing programs, emphasizing the engagement of homeless veterans.
4. Provide program materials and referral training sessions to community partners as needed
5. Provide Support and guidance to participants as they transition from street to shelter.
6. Participate in weekly case management meetings
7. Establish policies and procedures for the Community Outreach Program; implement and train staff on these policies and procedures.

Case Manager

Works under the direct supervision of the Program Director of ALEA Bridge. Also assists the Director of Field Services and Office Manager in various capacities, in support of the overall Wahiawa HōM Project. Manage data analysis, reporting, and evaluation to ensure progress towards established program objectives. Conduct overall assessment, provide personal goal setting, coaching, and overall care coordination to assist program participants in working towards self-sufficiency. Tasks also includes community engagement, interfacing with other POCs from partner agencies, stakeholders, and assist in maintaining a current map of community resources.

Roles & responsibilities include, but are not limited to:

- Manage program participant case files and monitor data input by staff to ensure completeness, timeliness, and accuracy
- Facilitate client intake, assessment, resource navigation, referral, and placement into appropriate housing and/or supportive services
- Manage process of goal-setting, maintain Housing Plan and/or Personal Improvement Plan, conduct ongoing evaluation to monitor progress toward goals/plans (e.g. employment, treatment, housing)
- Primary contact for Case Review process with partner agencies and Case Conferencing/Coordinated Entry System through Partners in Care
- Input client information (as needed) into HMIS and maintain data quality/integrity/confidentiality
- Assist Data Specialist in maintaining/monitoring/reporting of program outcomes
- Build a strong network of support for program participants, and manage the Staff & Volunteer Training Program
- Work with Leadership Team on developing program Policies & Procedures, onboarding/mentoring for team members providing direct client assistance, and ongoing professional development opportunities
- Provide support with program development efforts, special projects, and perform other duties as assigned

Basic requirements for this position includes:

- Training & formal education in social work, human services, or similar field; relevant/significant case management experience may be acceptable in place of a degree or certification
- Compassion to help those in need and make a positive impact in the community
- Knowledge of HMIS procedures and data elements, attention to details, and ensure continual compliance with established COC standards and quality guidelines
- Adherence to safety and confidentiality protocols
- Excellent communication skills (verbal, written, email) and time management skills
- Ability to multi-task, learn and utilize various productivity tools, and effectively prioritize work/caseload
- Commitment to collaboration and continual self-improvement
- Self-motivated, reliable, independent problem solver, with the ability to function efficiently in a diverse team and dynamic work environment
- Flexible working hours (some evenings, weekends, In-state travel)
- Reliable form of transportation

*Compensation to be discussed. Additional stipends may include mileage, cell allowance, BYOD (Bring Your Own Device).

Term: Part-time, 12 months with potential to rehire Full-Time w/ benefits

ALEA Bridge's mission is to empower people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions. We have a vision of reducing homelessness on Oahu through the delivery of quality, comprehensive services and effective partnerships; continually striving to Break the Cycle, and Reverse the Trend of homelessness. With values of compassion, commitment, respect, and integrity, we serve as the bridge that connects those in need to the resources & assistance necessary to rebuild a life of Hope, Purpose, and Success.

Housing Specialist

Works under the direct supervision of the Program Director of ALEA Bridge. Also assists the Director of Operations and Office Manager in various capacities, in support of the overall Wahiawa HōM Project. Coordinates efforts with Case Managers and Outreach staff to ensure progress towards established program objectives and ensure participants are working towards self-sufficiency. Tasks also includes community engagement, interfacing with other POCs from partner agencies, stakeholders, and building/maintaining a current map of community resources.

Roles & responsibilities include, but are not limited to:

- Develop Housing and Personal Improvement Plan, conduct ongoing evaluation to monitor progress toward goals/plans (e.g. education, training, employment, housing)
- Establish a working list of community partners and resources (e.g. employers, employment agencies, landlords, housing service providers); build and maintain positive working relationships with these community partners
- Coordinate resource navigation, referral and placement into appropriate housing options, and assist client throughout the process (housing search, inspection, application, walkthrough, lease signing, move-in, etc.)
- Provide or facilitate tenancy skills training, build a strong network of support for program participants, and continue to work towards sustainability & self-sufficiency
- Participate in Case Review process with partner agencies and Case Conferencing/Coordinated Entry System through Partners in Care
- Input client information (as needed) into HMIS and maintain data quality/integrity/confidentiality
- Assist Data Specialist in maintaining/monitoring/reporting of program outcomes
- Work with Leadership Team on developing organizational Policies & Procedures, and onboarding process for team members providing direct client assistance
- Provide support with program development efforts, special projects, and perform other duties as assigned

Basic requirements for this position includes:

- Compassion to help those in need and motivated to make a positive impact in the community
- Knowledge of HMIS procedures and data elements, attention to details, and ensure continual compliance with established COC standards and quality guidelines
- Adherence to safety and confidentiality protocols
- Excellent communication skills (verbal, written, email) and time management skills
- Ability to multi-task, learn and utilize various productivity tools, and effectively prioritize work/caseload
- Commitment to collaboration and continual self-improvement
- Self-motivated, reliable, independent problem solver, with the ability to function efficiently in a diverse team and dynamic work environment
- Flexible working hours (some evenings, weekends, In-state travel)
- Reliable form of transportation

*Scope of work, responsibilities, and compensation, to be discussed. Additional stipends may include mileage, cell allowance, BYOD (Bring Your Own Device). **Term: Part-time, 12 months with potential to rehire Full-Time w/ benefits**

ALEA Bridge's mission is to empower people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions. We have a vision of reducing homelessness on Oahu through the delivery of quality, comprehensive services and effective partnerships; continually striving to Break the Cycle, and Reverse the Trend of homelessness. With values of compassion, commitment, respect, and integrity, we serve as the bridge that connects those in need to the resources & assistance necessary to rebuild a life of Hope, Purpose, and Success.

Community Outreach & Crisis Specialist

Provide consistent, assertive, and community-based outreach. Navigate to appropriate, low-barrier resources, and emergency/transitional shelter. Provide client education, counseling, program referrals, and identify a pathway towards permanent housing. May also establish care plan, provide light case management, and offer interventions designed to address needs for housing, promote health, & access to various social support systems.

- Conduct outreach on the street, encampments, parks and other locations where homeless individuals and families may congregate to publicize services
- Address immediate needs for food, clothing, hygiene, health, transportation, shelter
- Build and maintain effective and professional working relationships with participants and community agencies
- Assist with screening for appropriate placement into the program, facilitate the initial Intake & Assessment
- Coordinate care with Case Managers, Housing & Employment Coordinator, and other providers to determine participant's eligibility for housing and other supportive services
- Input data & maintain client case files, information database, active By-Name List, referrals to internal/external programs, track and report on outcomes
- Schedule screenings and/or transportation to/from shelter facilities, referral for services, appointments and other activities
- Produce a daily/weekly report of encounters, engagements, referrals, outcomes, and progress
- Participate in case conferencing, community resource fairs and other events.
- Attend scheduled team meetings and training (to include workshops, webinars, in-service with partner agencies)
- Other duties and special projects as assigned

Other skills and qualifications:

Communication – communicate effectively, speak clearly and listen actively

Empathy – capacity for empathy and compassion, even if they have never been in a similar situation as their client

Organization – keeping track of the progress of potentially dozens of clients, note taking, data entry, reporting

Desire to Help Others – strong desire to help others, willing to work for the benefit of others

Friendliness – being friendly and outgoing will help outreach workers go into these unknown environments and build strong relationships and mutual trust with the individuals that need their help

Trustworthy – relied upon by their clients to protect their interests, keep their information confidential, and to act on their behalf in a professional manner

Must have valid & current Driver's License and reliable form of transportation

Job Type: Part-time (90-day probationary period). May be hired on as full-time with benefits

Salary: \$16.50 /hour

AB Staff Assignment Description

Title: Data Specialist - ALEA Bridge
Site Name (if applicable):
Focus Area(s) Primary: Capacity Building Secondary: Continuous Quality Improvement

Staff Assignment Objectives and Member Activities

Goal of the Project: To design and implement a data collection & evaluation process that improves program outcomes, and is in support of the overall efforts to address the homelessness issues impacting the Central Oahu, North Shore and surrounding communities.

Objective of the Assignment

Design and implement a data collection & evaluation process based on contract terms and deliverables for existing programs. These processes will determine program performance and identify areas of growth and improvement.

Member Activities:

1. Develop a data collection process & tool
 - a. Determine program data needs
 - b. Identify current gaps & inefficiencies
 - c. Develop an improved process & tool
2. Design a data & outcomes evaluation process
 - a. Collect & aggregate program data
 - b. Design a dashboard to monitor & report progress (monthly, quarterly)
 - c. Explore appropriate process improvement strategies

Objective of the Assignment

Design strategies to improve Point-In-Time Count outcomes. This will determine the strategies and priorities of the program in addressing the most critical needs of the homeless population in the region.

Member Activities:

1. Implement improvements to survey instrument
 - a. Determine program/CoC needs
 - b. Modify survey questions
2. Train on quality improvement methods
 - a. Volunteer training
 - b. PIT Count Week

- c. Quality assurance post-count
- 3. Design and develop a summary report

Objective of the Assignment

Design data-informed strategies to assist in the resource development plan of the organization. This will allow the agency to effectively serve the low-income, at-risk, and homeless community and ensure the sustainability of its programs.

Member Activities:

- 1. Identify appropriate sources of (future) program funding
 - a. Review focus areas & eligibility requirements to determine alignment and feasibility
 - b. Assist in the development of the narrative, budget, schedule, and quality assurance process of at least 3 grant applications
- 2. Identify & secure viable community resources & partners
 - a. Determine priorities based on program data, agency priorities, local policies, and national trends
 - b. Provide reports and documentation to support efforts in seeking in-kind donations, pro-bono services, partnerships, and sponsorships from various community organizations

AB Staff Assignment Description Volunteer Management Specialist

Assignment Objectives and Member Activities

Goal of the Project: To support the creation, implementation and support of a volunteer program to support and increase outreach capacity for ALEA Bridge, the primary homeless provider in Central Oahu, North Shore, and surrounding communities. The Program Specialist will develop a Volunteer Management Program to support various initiatives throughout AB's resource programs.

Objective of the Assignment

Create, implement and evaluate a community volunteer program for ALEA Bridge.

Member Activities:

1. Evaluate organizational volunteerism needs through needs assessment survey.
2. Create database for data; upload and organize data.
3. Utilizing data, develop effective and efficient systems and processes including data collections and evaluations of volunteer program built into structure, application, orientations, manuals and trainings.
4. Draft Recruitment/Training/Retention Strategy.
5. Evaluate program, solicit feedback for improvement from organizational leadership and community stakeholders.

Objective of the Assignment

Create a communications and outreach plan to market ALEA Bridge's community-based services as well as provide outreach to engage those in need of support.

Member Activities:

1. Create marketing plan with applicable outreach information and documents (brochures, presentations, etc.) to aide in outreach.
2. Draft outreach and marketing strategy; incorporate volunteers to support outreach efforts.
3. Create an email, website & social media campaign to support AB activities and outreach.
4. Conduct outreach activities based on outreach strategy.
5. Collect data on outreach, recruitment, volunteerism and retention of program.

Accounting Generalist

Works under the direct supervision of the Executive Director of ALEA Bridge. Also supports the Operations Manager and the Program Director to provide general direction and financial oversight of ALEA Bridge operations and various programs under the Wahiawa HoM Program. Tasks includes organization and management of financial information, and recording/reporting transactions to monitor/maintain the organization's accounts, assets & liabilities.

Responsibilities include, but are not limited to:

- General bookkeeping duties to include recording receipts, reconciliation & classification of expenses/revenue/bank account, recording disbursements, accounts analysis, etc.
- General accounting duties to include maintaining a general ledger, documenting financial transactions, entering account information, maintaining the organization's QuickBooks account, etc.
- Assist in developing required reports to ensure billing/invoicing are completed in a timely manner
- Prepare monthly expense report and quarterly financial statements (e.g. balance sheet, profit and loss statements, financial position, cash flow, account activity, and other reports)
- Submit a monthly written and/or oral financial report to the Board of Directors
- Assist in preparing and filing required Federal, State, and County tax forms and documentation
- Assist in year-end financial reporting and pre-audit tasks
- Assist with contracting, purchasing, invoicing, reporting, accounting, and inventory management
- Assist in developing forms, staff in-service, policies and procedures regarding financial transactions
- Perform other duties as assigned

Basic requirements for this position include:

- Knowledge of generally GAAP (Generally Accepted Accounting Principles) standards and procedures
- College degree, Training, and/or Certification in Accounting, Business, or Finance; at least 2 years of significant work experience
- Attention to details and producing quality data
- Excellent communication skills (verbal, written, email)
- Excellent time management skills, ability to multi-task and effectively prioritize work
- Ability to learn and utilize various productivity, collaboration, and data management tools (e.g. MS Office, QuickBooks, Salesforce, etc.)
- Self-motivated, reliable, independent problem solver, with the ability to function efficiently with a diverse team and dynamic work environment
- Flexible working hours (some evenings, weekends, In-state travel)
- Reliable form of transportation

*This is currently a part-time position, with potential to increase to a full-time position with benefits. Scope of work, responsibilities, and compensation, to be discussed. Additional stipends may include mileage, cell allowance, BYOD (Bring Your Own Device), training and professional development.



Nicole "Nicky" Winter, AB Executive Director, was born and raised in Honolulu, Hawaii and moved to the mainland in 2000, spending nearly a decade living in places such as Washington, Arizona and Colorado before returning to Oahu and settling in Wahiawa. She is a passionate believer in giving back to the community and her belief is that it is NOT a choice, but rather a responsibility. She has always had a passion for working specifically in the homeless sector and searched for a place to use her extensive talents to make a difference. Nicky found ALEA Bridge in March 2016; two months after the organization's inception in January of the same year and started as a volunteer. In ALEA Bridge, she didn't just find an organization to work

with, she found a place to belong. She found a place that tackles one of the biggest issues on the island and faces down adversity and hardship with compassion, innovation and collaboration. After four years with the organization, her passion for this work has not wavered and she continues to work to Break the Cycle and Reverse the Trend of homelessness.

Keith Yabusaki

216 Iliwai Drive | Wahiawa, Hawaii 96786 | Email: Stupendousm33rkat@gmail.com |
Cell: (808) 352-8090

Position Applied for: ALEA Bridge Program Director

Date Available: Immediately

Available to Work: Full Time

Willing to work flexible hours and travel if the job requires it.

Desired Salary: Negotiable

CAPABILITIES

- Excellent management, planning, and interpersonal skills;
- Effectively train, supervise, communicate, lead, mentor, advise and evaluate existing as well as new employees. Motivates and advocates for own team;
- Establish positive working partnerships with private and public sectors; and work with community-based programs;
- Excel as a team player but able to work independently; yet trustworthy to work with confidential information;
- Source and obtain project funds; initiate, organize, manage, monitor and execute all project phases from start to finish;
- Write and present visually and orally technical manuscripts, progress and final reports, business plans, request for proposals; and grants;
- Responsible for formulating and tracking program budgets;
- Working knowledge of State Procurement Office Procedures and Contracting Processes for Chapters 103D, 103F and 42F; Delegated as the procurement officer for Department of Labor and Industrial Relations-Office of Community Services;
- Working experience managing Federal grant social services programs;
- Develop and implement performance-based contracts for core employment programs;
- Oversee and implement program performance measurement, monitoring, evaluation, tabulate/analyze databases, and reporting;
- Procure and implement on-line grants, case management and loan software;
- Familiar with Managing for Results organizational culture;
- Extensive work experience with State of Hawaii Office of Hawaiian Affairs; Labor and Industrial Relations, Department of Agriculture; and University of Hawaii; and
- Proficient in a variety of technologies: MS (Word, Excel, Powerpoint, & Outlook), Adobe Acrobat, and Adobe Photoshop.

PROFESSIONAL EXPERIENCE – Grants Manager, Procurement Officer, and Planner

Office of Hawaiian Affairs (OHA), Grants & Consumer Microloan Program Manager

June 2011 – May 2018

Overall administers and manages all OHA grants programs as well as internal support.

OHA contracts primarily via grants and loans non-profit social service agencies that lend a

helping hand up to assist Native Hawaiian beneficiaries remove barriers thus leading to economic stability and self-sufficiency. Completely redid grants program over four-year transition. Supervised from six to ten staff members. Responsible for overseeing \$10M - \$14M or approximately 25% of annual budget, grants database, and grants annual report.

Supervisors: Denise Iseri-Matsubara (June 2011 – January 2012)
Hawley Iona (February 2012 – February 2017)
David Laeha (May 2017 – April 2018)

Department of Labor & Industrial Relations-Office of Community Services
Held five different positions, some simultaneous, over 14 years from 1997-2011.

1) Rural Cooperative Coordinator February 1997 – 2005
Responsible for facilitating collaborative activities with parties that are involved in the development of agriculture, aquaculture and fishery industries including restoration efforts of ancient Hawaiian fishponds and streamlining the required permitting process.

2) Senior Planner October 1997-December 2004
Responsible for conducting research/needs assessment, developing project specifications to fill identified needs, arranging and leading workshops and meetings, evaluating programs, and preparing reports, plans, request for proposals and policy recommendations. Functions as the office's contracts and procurement officer; establishes, implements and maintains the contract system and processes.

3) Program Administration & Evaluation January 2005 – Sept. 2006
Responsible for administering statewide programs that provide social services via purchases of service/grant contracts with private and public agencies. Conducts research, needs assessment, and workshops; develops project specifications to fulfill identified needs; evaluates programs; prepares reports, plans, requests for information, requests for proposals and policy recommendations; and performs other related duties as assigned. Responsible for supervising seven program specialists. Coordinates work flow between clerical, program specialists, fiscal and administrative team.

4) Research, Planning & Resource Development Oct. 2006 – May 2011
Responsible for analyzing federal, state and county programs concerning the needs of disadvantaged persons, immigrants and refugees in Hawaii. Evaluates the availability, adequacy, and accessibility of services, with particular emphasis on employment-related activities for the above-mentioned target group. Assists and coordinates efforts of public/private agencies providing social services focusing on employment-related programs that affect low-income persons, immigrants and refugees, including the State Departments of Health, Human Services, Labor & Industrial Relations, and Education. Report such efforts to the Legislature and Governor. Maintains contacts and encourages local action with local, state, county, and federal officials as well as public/private agencies concerned with planning for the disadvantaged, immigrants and refugees. Responsible for supervising two staff members.

5) Interim Executive Director

April – December 2010

Supervisors while at Department of Labor & Industrial Relations:

Sam Aiona (November 2006 – March 2010)

Michael Hane (May 2006 – October 2006)

Sam Aiona (May 2003 – April 2006)

Josephine Chang (December 2002-April 2003)

Karl P. Espaldon (August – November 2002)

Mark L. Forman (May 1999 – July 2002)

Bob Hoffman, Ph.D. (August 1997 – April 1999)

John Sabas (February – July 1997)

Agribusiness Development Corporation (ADC), Administrative Services Officer

1996 - 1997

Responsible for providing administrative support to the ADC Board and Executive Director; being adept in state and financial procedures; conducting special studies of operational and administrative problems; and preparing, coordinating, implementing and evaluating tactical plans for redevelopment of prime agricultural lands, water, and resources to encourage expansion and diversification of Hawaii's agriculture.

Supervisor: Chin-Nyeon Lee, Ph.D., Executive Director

Barrett Consulting Group, Field Consultant

1995

Responsible to collect and analyze field data to determine leachate potential at a Waianae sanitary landfill site. Work completed.

Supervisor: James R. Dexter, Ph.D.

University of Hawaii at Manoa-Water Resources Research Center, Project Coordinator

1993-1995

Lead the Kunia Watershed Nitrate Study funded by state, federal and private agency grants that focused upon identifying the sources and movement of nitrate to groundwater in the Pearl Harbor aquifer. Primary responsibilities involved: collecting *insitu* soil samples in sugar, pineapple and corn fields (25,000+ samples collected), 2D and 3D computer modeling, creating GIS databases, and writing progress reports and proposals. Supervised up to ten field workers and one Ph.D. student funded by the project.

Supervisor: Aly El-Kadi, Ph.D.

University of Hawaii at Manoa-Biosystems Engineering, Research Associate 1989-1993

Investigated incorporating soil hydraulic properties into drip system design. Collected extensive field data of soil hydraulic conductivities and drip wetting patterns. Comparison between field and modeled data allowed predicting drip emitter spacing.

Supervisor: Richard E. Green, Ph.D.

University of Hawaii at Manoa-Department of Agronomy & Soils, Research Assistant
1986-1989

Responsibilities included: Teach irrigation class/lab; present irrigation seminars for the Maui Extension Service; Install and maintain automated weather stations; Design and install a low maintenance, solar powered irrigation system for the U.S. Navy on Kahoolawe; Co-design a drip irrigation lateral installer; installed sub-irrigation system for Cooperative Extension Service at a Naalehu dairy; Design and install irrigation of turf grass with wastewater effluent project; Served on Department of Health committee on wastewater irrigation guidelines. Supervised three M.S. students funded on various projects.

Supervisor: I-Pai Wu, Ph.D.

University of Hawaii at Manoa-Biosystems Engineering, Research Assistant 1981-1986

Operated a Hydraulic Testing Stand (HTS) for five years to test the hydraulics of drip tubes and emitters. Modified the HTS to conduct studies of temperature effects upon drip emitters. Supervised two project funded student helpers.

Supervisor: Calvin Saruwatari, MS

EDUCATION

Ph.D. Department of Agronomy and Soil Science
University of Hawaii at Manoa, Honolulu, Hawaii
Major: Soil Physics Minor: Hydrology
Degree Received: 1993

M.Sc. Biosystems Engineering Department
University of Hawaii at Manoa, Honolulu, Hawaii
Major: Irrigation Engineering
Degree Received: 1987

B.S. College of Tropical Agriculture and Human Resources
University of Hawaii at Manoa, Honolulu, Hawaii
Major: Mechanized Agricultural Production
Degree Received: 1981

Leilehua High School
Wahiawa, Hawaii
Diploma Received: 1976

ADDITIONAL WORK EXPERIENCE

1995 MNS Limited; ABC Stores
Hyatt Regency Hotel, Hawaii
Assistant Manager - Bondable
1988-1990 Marina Pet Supply
Hawaii Kai, Hawaii
Salesperson

1978-1980 University of Hawaii Student Housing Office
Honolulu, Hawaii
Desk Receptionist/Housing Staff

REFERENCES (upon request)

APPLICANT CERTIFICATION

I certify to the best of my knowledge and belief, all of the information on and attached to this application is true, correct, complete and made in good faith.

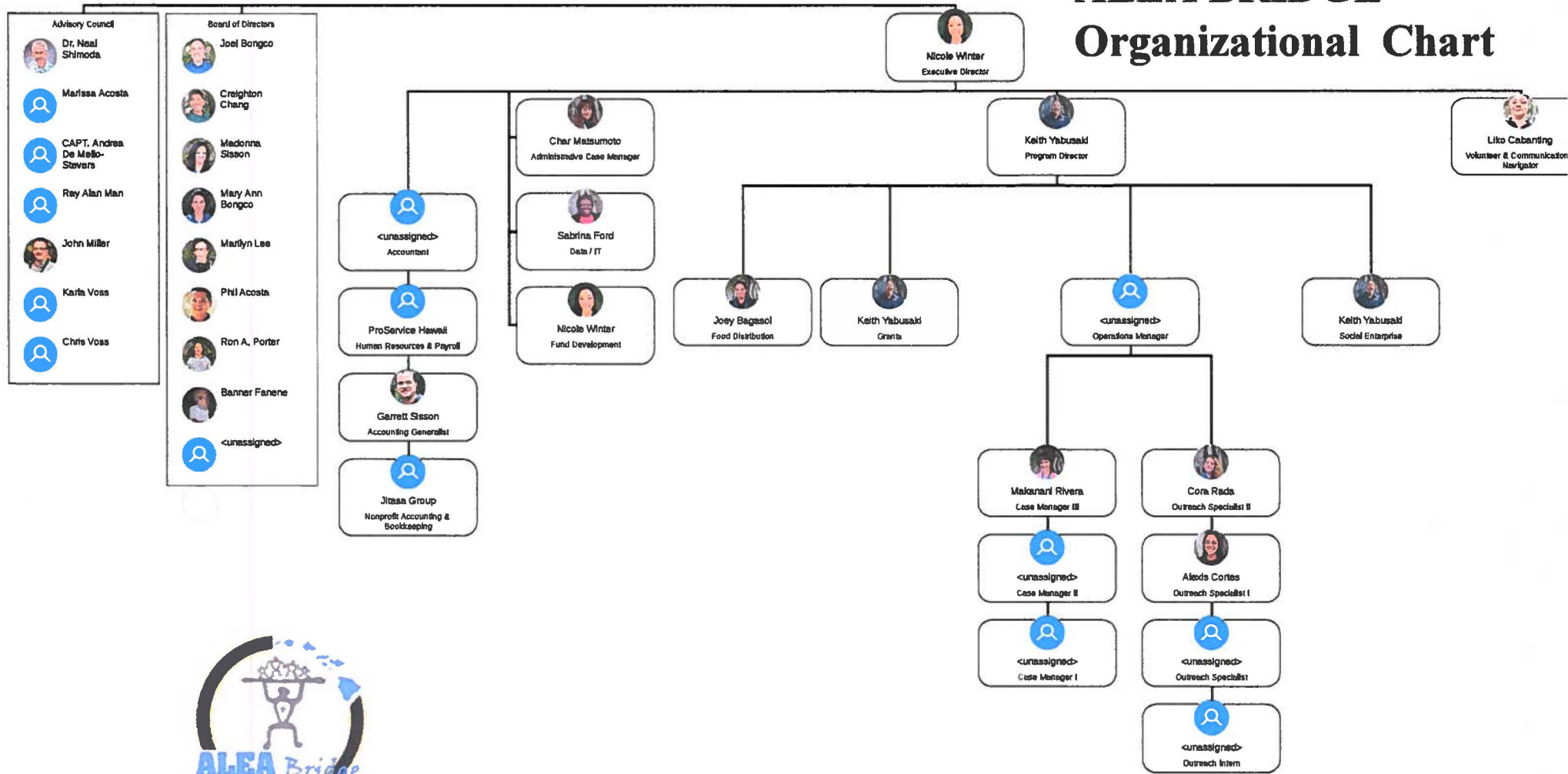
Keith Yabuaki

Signature

January 15, 2020

Date Signed

ALEA BRIDGE Organizational Chart



Hope • Purpose • Success

ALEA Bridge

BALANCE SHEET

As of November 30, 2019

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 Cash	
1010 Bank of Hawaii - Checking	8,714.79
1030 PayPal	358.37
1040 Petty Cash	-419.09
Total 1000 Cash	8,654.07
Total Bank Accounts	\$8,654.07
Accounts Receivable	
1100 Accounts Receivable	0.00
Total Accounts Receivable	\$0.00
Other Current Assets	
1400 Other Current Assets	
1420 Inventories	4,301.42
1430 Rental Deposits	22,506.66
1440 Rental Loans to Clients	-1,505.81
Total 1400 Other Current Assets	25,302.27
1499 Undeposited Funds	0.00
Total Other Current Assets	\$25,302.27
Total Current Assets	\$33,956.34
Fixed Assets	
1600 Fixed Operating Assets	
1610 Computers and IT	391.03
1620 Furniture, Fixtures, & Equip	7,332.58
1630 Land/Building	626,290.88
1640 Vehicles	1,000.00
Total 1600 Fixed Operating Assets	635,014.49
1700 Accum Depreciation - Fixed Operating Assets	
1720 Accum Deprec - Furn, Fix, Equip	-83.33
Total 1700 Accum Depreciation - Fixed Operating Assets	-83.33
Total Fixed Assets	\$634,931.16
TOTAL ASSETS	\$668,887.50
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2200 Accrued Liabilities	
2230 AUW Line of Credit	105,000.00
2240 Loans from Directors	6,175.47
Total 2200 Accrued Liabilities	111,175.47
2300 Accrued Payroll	

	TOTAL
2310 Accrued Payroll - Salaries	0.00
Total 2300 Accrued Payroll	0.00
Total Other Current Liabilities	\$111,175.47
Total Current Liabilities	\$111,175.47
Total Liabilities	\$111,175.47
Equity	
3000 Unrestricted Net Assets	-22,208.00
3100 Temporarily Restricted Net Assets	524,719.32
Retained Earnings	0.00
Net Income	55,200.71
Total Equity	\$557,712.03
TOTAL LIABILITIES AND EQUITY	\$668,887.50

ALEA Bridge

STATEMENT OF CASH FLOWS

January - November, 2019

	TOTAL
OPERATING ACTIVITIES	
Net Income	55,200.71
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1100 Accounts Receivable	682.00
1430 Other Current Assets:Rental Deposits	-3,367.66
1440 Other Current Assets:Rental Loans to Clients	1,505.81
2230 Accrued Liabilities:A UW Line of Credit	-140,000.00
2310 Accrued Payroll:Accrued Payroll - Salaries	0.00
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	-141,179.85
Net cash provided by operating activities	\$ -85,979.14
INVESTING ACTIVITIES	
1630 Fixed Operating Assets:Land/Building	-34,741.38
Net cash provided by Investing activities	\$ -34,741.38
NET CASH INCREASE FOR PERIOD	\$ -120,720.52
Cash at beginning of period	129,374.59
CASH AT END OF PERIOD	\$8,654.07

ALEA Bridge

PROFIT AND LOSS

January - November, 2019

	TOTAL
Income	
4000 Direct Contributions	
4010 Individual Contributions	9,602.97
4030 Corporate Contributions	3,375.00
4040 Federated Campaigns	148.00
4060 Nonprofit Contributions	14,456.44
Total 4000 Direct Contributions	27,582.41
4200 Non-Government Grants	
4210 Unrestricted Grants	3,000.00
4220 Use Restricted Grants	57,183.62
4230 Time Restricted Grants	25,000.00
Total 4200 Non-Government Grants	85,183.62
4500 Government Grants	
4520 Federal Grants	21,345.89
4530 State Grants	252,483.24
4540 Local Government Grants	83,403.98
Total 4500 Government Grants	357,233.11
5000 Government Contracts/Fees	
5030 State Contracts/Fees	59,621.05
Total 5000 Government Contracts/Fees	59,621.05
5400 Revenue from Sales	
5410 Non-Inventory Sales	208.66
Total 5400 Revenue from Sales	208.66
5800 Special Events	
5820 Gift Revenue	257.00
Total 5800 Special Events	257.00
5999 Misc Revenue	1,301.00
6999 Uncategorized Income	7,005.69
Total Income	\$538,392.54
GROSS PROFIT	\$538,392.54
Expenses	
7000 Grants & Direct Assistance	
7010 Grants to Individuals	35.00
7020 Direct Assistance	64,249.28
Total 7000 Grants & Direct Assistance	64,284.28
7200 Salaries & Related Expenses	
7210 Salaries & Wages	249,932.40
7230 Employee Benefits	21,240.85
7240 Payroll Taxes	27,638.57
7250 Payroll Service Fees	7,118.36
7280 Employment Verification	1,031.00
Total 7200 Salaries & Related Expenses	306,961.18

	TOTAL
Total 8500 Other Expenses	17,938.05
Total Expenses	\$483,191.83
NET OPERATING INCOME	\$55,200.71
NET INCOME	\$55,200.71