

**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:

Bobby Benson Center

Amount of State Funds Requested: \$ 350,000

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

The Bobby Benson Center is requesting \$350,000 for the complete upgrade of patient's bedrooms and living room area. BBC, has been in existence for 29 years and is in need of improving the patients living quarters. BBC will, remove carpeting for all bedrooms and tile for all living rooms. It will be replaced with new flooring. All patient bedrooms will receive new trims and professional painting to give all living space a brand new look.

Amount of Other Funds Available:

State: \$ _____
Federal: \$ _____
County: \$ _____
Private/Other: \$ 50,000

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

\$ 250,000 not received

Unrestricted Assets:

\$ 0

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:

56-660 Kamehameha Hwy
City: Kahuku State: HI Zip: 96731

Contact Person for Matters Involving this Application

Name: Elizabeth Nowland	Title: QA Coordinator, Grant coordinator
Email: enowland@bobbybenson.org	Phone: 808-293-7555 Ext 3014

Federal Tax ID#: [REDACTED]	State Tax ID# [REDACTED]
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Siome Nacata Authorized Signature Siome Nacata, F.O. Name and Title 1/16/20 Date Signed
received 1/17/2020 1:08pm

Application Submittal Checklist

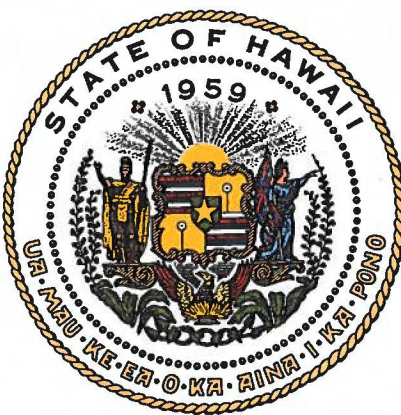
The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

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


AUTHORIZED SIGNATURE

SIONE NAEATA; EXECUTIVE DIRECTOR
PRINT NAME AND TITLE

01/16/2020
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

BOBBY BENSON CENTER

was incorporated under the laws of Hawaii on 01/02/1986 ; 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 Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

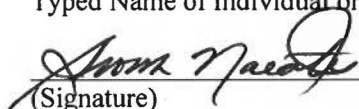
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

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

Bobby Benson Center

Typed Name of Individual or Organization


(Signature)

1/16/20
(Date)

Sione Naeata
(Typed Name)

Executive Director
(Title)

January 13, 2020

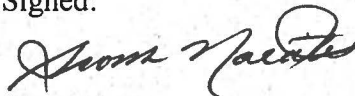
**USE FOR PUBLIC PURPOSE PURSUANT TO 42F-102 HAWAII
REVISED STATUTES**

As an authorized representative of Bobby Benson Center, I declare that the legislative grant-in-aid for the client residential cabin renovations project will be used for a public purpose pursuant to 42F-102 of the Hawaii Revised Statutes.

As required by the statutes, this application includes:

- 1) The name of the requesting organization or individual;
- 2) The public purpose for the grant;
- 3) The services to be supported by the grant;
- 4) The grant group; and
- 5) The cost of the grant and the budget. [L 1997, c 190, pt of §3; am L 2014, c 96, §6]

Signed:



Sione Naeata;
Executive Director

**BOBBY BENSON CENTER
APPLICATION FOR GRANTS**

CLIENT CABIN RENOVATION PROJECT

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II. Background and Summary

Established in 1990, the mission of the Bobby Benson Center (BBC) is to free youth in Hawaii from drug use and co-occurring disorders through residential treatment services employing best practices for youth and their families. The only program of its kind in Hawaii, BBC is the Pacific's most advanced and affordable medically monitored co-ed residential program for the treatment of adolescent substance abuse and co-occurring disorders. Many of these adolescents, aged 13-17, have two different illnesses—addiction and mental illness— and each illness must be addressed to achieve long-term success.

The Client Cabin Renovation Project (CCRP) will increase protective factors while decreasing risk factors, allowing youth to effectively address childhood trauma and transition towards a healthy and productive adulthood. CCRP will ensure client's security, healing, and engagement in their own treatment by:

- Providing a safe and comfortable (while still durable) environment in which the clients can engage in treatment, self-care and skills building activities.
- Creating a space for the clients to live and grow without worry of finding adequate shelter or place to rest.
- Encouraging youth to reach their potential through their surroundings. Giving them residential facilities that are reflective of a home environment that stimulates hope, change and growth.
- Ensuring Bobby Benson Center's continued operations and compliance with standards of excellence.

1. A brief description of the applicant's background

According to the National Alliance on Mental Illness (NAMI), approximately half of all individuals with severe mental health problems are also struggling with substance abuse.¹ BBC focuses on interrupting the cycle of substance abuse by offering trauma-informed programs in a residential environment, tools to resist relapse, and the life skills necessary to become productive family and community members. As stated in an article published by the National Institute of Health, *Adolescent substance use needs to be identified and addressed as soon as possible. Drugs can have long-lasting effects on the developing brain and may interfere with family, positive peer relationships, and school performance.*²

The inception of BBC was triggered by the tragic loss of an adolescent to drug and alcohol abuse. Former Major David Benson of the Honolulu Police Department, founder of the center and currently serving on the board of directors, was born and raised in Hawaii. In the early 1980's, Benson's son, Bobby, struggled with substance abuse, truancy, elopement, and a string of arrests. As a father, Benson struggled with the notion that despite his extensive law enforcement background, he couldn't find the resources his son so desperately needed. After years of suspension from schools, lock up at Juvenile Detention Hall and Hawaii Youth Correctional Facility, and numerous struggles at home, Bobby took his own life. This personal tragedy motivated Benson to establish a center where children like Bobby could receive the help they desperately needed for recovery. In the midst of the establishment of BBC, Benson's other son, Michael, was killed by a driver high on ice. This tragic event intensified Benson's commitment to complete the construction of the center despite mounting financial obstacles. With help from the legislature and other major contributors, Benson was able to open Bobby Benson Center in September of 1990. In the years since its opening, BBC has provided services to almost 2,000 youth throughout the state.

Bobby Benson Center's licensed, residential treatment program offers a supportive environment in which 30 teens and their families can acquire the knowledge and skills needed to overcome the cycles of drug and alcohol addiction. BBC staff (totaling 71) are trained in Risking Connection, a trauma informed approach that focuses on the importance of healing relationships to help clients recover by meeting them "where they are." Treatment components include:

- ❖ A Trauma Informed environment with staff that provide therapeutic relationships to help youth heal from past experiences and substance abuse
- ❖ A Chemical Dependency Program offering choices of AA/NA/12-Step method or SMART treatment
- ❖ Individual, group, and family therapy
- ❖ A drug-free setting staffed by professionals with expertise in adolescent drug and alcohol treatment
- ❖ A structured daily schedule to treat a young person physically, psychologically, socially, and spiritually
- ❖ A variety of activities to help the teen learn to have fun without drugs or alcohol
- ❖ Peer groups designed to reinforce health ways to cope with life's demands through honest feedback.

The goal of Bobby Benson Center is to return teen clients to their schools and communities with the skills necessary to remain drug and alcohol free and to mature successfully in today's world. With a "community of recovery" structure, the emphasis is on a holistic, team approach to therapy in a non-restrictive treatment environment. Education in life skills occurs on a 24/7 basis as the youth interact in this realistic community. BBC's extensive extracurricular activities program provides cultural and recreational activities, both on and off campus, intended to help clients reintegrate into their communities when they graduate from the program.

Adolescents reside at the center 24/7 during treatment with average stays of about 5-6 months. During treatment, clients are assigned to a primary therapist who helps them navigate through issues and problems they are currently facing. BBC staff includes a registered nurse, a contracted psychiatrist, a Medical Director (M.D.), a registered dietician, and a Clinical Director to facilitate client services. BBC also has approximately 50 front line staff personnel who are with the clients eight hours daily. Additionally, BBC's administrative department supervises the overall management of the center.

BBC is nationally accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF), licensed through the Alcohol and Drug Abuse Division (ADAD) of the State of Hawaii Department of Health, and has major contracts with the Department of Health, HMSA, KAISER, UHA, and almost all major insurance companies and several unions in Hawaii.

2. Goals/Objectives/Outcomes

Goal: The Client Cabin Renovation Project (CCRP) will increase protective factors while decreasing risk factors, allowing youth to effectively address childhood trauma, substance abuse and mental health disorders in order to successfully transition towards a healthy and productive adulthood. CCRP will ensure client's security, healing, and engagement in their own treatment. BBC's desired outcomes through the proposed request are: Outcome 1: 60% of BBC youth will successfully transition towards a healthy and productive adulthood; Outcome 2: BBC will increase its protective factors by 40% and reduce harm/risk factors by 90% ; Outcome 3: 100% of BBC youth will feel safe while living at the center; Outcome 4: 95% of BBC youth will be

actively engaged in their healing and treatment. These outcomes will be achieved by the following objectives over a two year period:

- Providing a safe, homey and comfortable (while still durable) environment in which 100 plus youth can engage in treatment, self-care and skills building activities. Encouraging youth to reach their potential through their surroundings. Giving them residential facilities that are reflective of a home environment that stimulates hope, change and growth.
- Increasing the immediate security of 100 plus youth
- To provide essential skills, education and therapy to assist in the healing of 100 plus youth and their families allowing them to resolve past trauma and learn to deal with future conflicts and problems in a healthy and productive manner
- Ensuring Bobby Benson Center's continued operations and compliance with standards of excellence.

Objective 1: Provide a safe, homey and comfortable, while still durable, environment in which 100 plus youth are able to more effectively engage in treatment, self-care and skills building activities.

1.1 BBC will replace 20 bedroom flooring and 4 common area flooring with floors that are more conducive to a healthy and inviting environment. Ensuring a comfortable and homey space while still providing the safety and security needed in a residential treatment facility environment.

1.2 BBC will replace cabin interior walls of all four client residential cabins with ones that are less prone to damage and graffiti. Thus ensuring that each youth will have a damage free, comfortable and peaceful environment.

1.3 BBC will update current closet space to create 15 innovative closet spaces that have adequate storage for youth's belongings both folded and hanging, while still being safe and risk preventative (ie suicide, theft and barricading) spaces.

1.4 BBC will repaint all client living spaces in colors that are therapeutic, stress relieving and comforting to the youth. Paint will be graffiti resistant and easily maintained in high use areas.

1.5 95% of all client's residing in the completely renovated cabins will report positive feedback of their living environment, reporting feelings of being safe and increase desire and ability to participate in treatment.

1.6 There will be a 50% decrease in destructive behaviors, ie graffiti, tampering with electrical outlet, destruction of furniture, punching walls, etc. There will be an 80% increase in client's overall care of their environment and participation in weekly double scrub and monthly facility clean-up activities.

Objective 2: To increase the immediate security of 100 plus youth

2.1 Over a two year period BBC will serve 100 youth utilizing the renovated client residential cabins.

2.2 Admittance to and living at BBC will decrease youth's risk of harm through reduction of exposure to sexual exploitation, substance use, assault, homelessness, human trafficking, abuse and many other risk factors associated with living on the streets.

2.3 Of the 100 youth served, BBC will reunite 80 clients with their families through collaboration with the youth and their families, providing therapeutic sessions and consistent communication.

2.4 Utilizing the renovated cabins BBC will model to the youth and their families a healthy, safe and stable living environment that will help them create the same in their own homes. Helping the youth's transition from treatment to be successful and long lasting.

2.5 All youth admitted to BBC will have immediate access to quality physical and psychological health care. Each youth will be provided access to mental health professionals, registered dietician services, and medical health professionals.

2.6 BBC provides all admitted youth with sufficient nutrition and hygiene needs. Through partnership with the National School Lunch Program BBC provides all admitted youth with three well balanced and healthy meals and two snacks daily. BBC will obtain 50 units of emergency hygiene packs to be given out when youth are admitted with nothing.

Objective 3: To provide essential skills, education and therapy to assist in the healing of 100 plus youth and their families allowing them to resolve past trauma and learn to deal with future conflicts and problems in a healthy and productive manner.

3.1 Utilizing a trauma informed approach BBC staff will assist 100 plus youth in the development of skills necessary to help them navigate stress, addiction and mental health issues.

3.2 Utilizing Risking Connections BBC will provide opportunities for 100 unduplicated youth to build or repair connections with others. Teaching these youth how to build healthy and meaningful connections will help these youth transform not only their lives but also of those surrounding them.

3.3 BBC will provide 100 plus youth over a two year period Individual, Family and External therapy sessions along with other groups like Anger Management, Living in Balance, Life Skills, Process and Goals Group.

3.4 BBC will provide each youth admitted to the center a safe and therapeutic environment in which youth can process their trauma, practice new skills and confront their issues.

3.5 80% of clinically discharging youth will report feeling better equipped at dealing with their lives and an increased sense of meaningful connection with those around them at the time of discharge.

3.6 70% of all clinically discharged clients will report continued sobriety, utilization of skills learned at BBC and feelings of overall satisfaction with their lives and significant connections with their families, friends and their communities.

Objective 4: Ensuring Bobby Benson Center's continued operations and compliance with standards of excellence.

4.1 BBC will maintain accreditation with CARF and ADAD for the next 10 years

4.2 BBC will purchase the land they currently lease by the end of FY:21

4.3 BBC will pass all audits with a 90% or above

4.4 BBC will provide full time staff with 30 plus hours of quality annual training, part time staff with 15 hours plus hours of quality annual training and for management and clinical team members additional training opportunities that will enhance their abilities to perform their tasks and responsibilities will be provided.

3. Public purpose and need to be served

Substance use among youth is a significant issue having a destructive impact on the State of Hawaii. In Hawaii, it is estimated that more than 90,000 youth and adults need substance abuse treatment (Governor's Proclamation, September 2016).³ According to the Office of the Attorney General, in 2019 Hawaii was ranked 4th nationally for adolescents who were offered,

sold, given or used illegal substances (Hawai'i average 31.7% to the national average 24.3%).³ During 2019, 157 arrests were made for teenage drug possession and that number is set to rise. During the 2018-2019 school year teen substance use has increased significantly with illicit drug use rising 6.3 times, marijuana use 17.5 times, alcohol use by 4.6 times and prescription drugs by 12.4 times.³ Early substance use is found to be detrimental to a youth's development and if not intervened early can have severe and long lasting impacts. SAMHSA found that early intervention and substance abuse treatment significantly reduces the likelihood of severe substance use and other related problems in adulthood.⁴

Youth who are diagnosed with substance use disorders often have co-occurring mental illnesses such as anxiety, depression, post-traumatic stress disorder, attention deficit/hyper-active disorder, and conduct disorder. Unresolved mental health conditions in youth are correlated with severe emotional, intellectual, and physical development of the youth and thus, mental health disorders have been deemed a national public health crisis.⁵ In addition, exposure to violence at a young age can often lead to a life filled with social, psychological, physical, and legal problems. Awareness of the impact of childhood trauma (abuse, exposure to violence, sexual exploitation) to later issues such as substance use has recently come to the forefront. Victimization destroys one's personal invulnerability, the belief that life has meaning and self-worth.⁶

Substance abuse treatment and prevention services are authorized by Hawai'i Revised Statutes (HRS) §321-193 and HRS §334 which delineate a comprehensive system of care, including certification of substance abuse counselors and administrators, accreditation of programs, and coordination of treatment and prevention activities. In November 2016, the US Attorney General recognized that substance use and addiction are "a disease of the brain and should be treated with evidenced based, compassionate care."³ Substance use is progressive in nature, meaning drug use begins with experimental use and progresses to addiction. While substance abuse, co-occurring disorders, and adverse childhood in adolescents is recognized as a major health issue for Hawaii, BBC is the only co-ed, residential treatment facility for adolescents with these issues in the state.

Acknowledging that one's physical environment plays a significant factor in providing highly effective, impactful and evidenced based treatment services for youth, BBC must address its' aging facilities. Research has shown that providing a therapeutic physical environment is a critical component to treating youth, especially those who have experienced trauma or suffer from mental health disorders.⁷ Wyatt v. Stickney established the precedent that all psychiatric patients had the right to physical environments that would heighten their treatment success.⁷ At BBC client's spend a large amount of time in their residential cabins. Not only are these cabins used to provide the youth shelter, a place to sleep, shower and relax, they are also used for multiple other things, such as: treatment groups, peer to peer social interactions, life skills development, building meaningful connections with family and others, educational pursuits and talent development. Despite BBC's very best efforts to maintain these cabins time, weather and basic wear and tear has taken its toll on these important areas. Complete renovation of the interiors of the cabins is sorely needed and time is of the essence.

4. Target Population to be served

Clients at Bobby Benson Center are from all over the state of Hawaii and have been referred by agencies/organizations providing services for Hawaii's adolescent population aged 13-17. The clients referred need intense, residential treatment for substance abuse and co-occurring disorders and are beyond the scope of services available through the state directly.

In FY:2019, BBC served 56 youth with the following victimization percentages: 40% physical abuse, 58% neglect, 25% psychological abuse, 40% sexual abuse, 25% commercial sexual exploitation, 52% domestic violence. 95% of the 56 youth had also been exposed to violence in their youth, with incidents that include but are not limited to witnessing murders/violent deaths, muggings and gang violence. Without early intervention and treatment, many of these youth may become institutionalized, re-victimized, continue or increase their substance use, and become themselves perpetrators of violent crimes or abuse. Crime victims are more likely to develop depression, anxiety, and physical health problems.⁸

Clients at BBC are adolescents from all over the state of Hawaii (75% from rural areas) who need intense, residential treatment for substance abuse and co-occurring disorders beyond the scope of services available through the state directly. Typically, these school-aged

male/female adolescents are from lower-income families where parents also have a drug or alcohol dependencies. 80% of BBC clients have some type of disability whether physical or mental, 5% are children of 1st generation immigrants, and 35% identify as LGBTQ.

5. Geographic Coverage

Clients are from all over Hawaii. The census from FY:2018 shows the following statewide distribution:

Oahu 36
Kauai 5
Big Island 9
Maui 5
Molokai 1

III. Service Summary and Outcomes

1. Scope of work, tasks and responsibilities

BBC has had 29 years plus experience working with adolescents suffering from substance use and co-occurring disorders. Throughout these years, BBC has learned that successful treatment of these youth depends on an unwavering commitment to providing services that align with best/evidenced based treatment standards. BBC also knows that it is vital to provide an environment (physical, emotional, social, and psychological) that promotes protective factors and harm/risk reduction. BBC is committed to providing care that is cost effective, culturally sensitive, and evidenced based to all youth in need of substance abuse and mental health residential treatment services throughout the State of Hawai'i.

The client cabin renovation project will be a 12 month project starting July 1st, 2020 and with a completion date of June 30th, 2021. It will involve replacing outdated and worn out flooring, in the client's bedrooms and central living spaces with durable laminate flooring. The project will also replace and fix the walls of each of the youth's cabins with walls that are damage resistant and durable enough to withstand the demands of a residential facility. The project will also include repainting of all walls within the cabins with a highly durable, comforting color and graffiti resistant paint. Client's closet space will also be renovated to make they are more suitable to the client's needs while still addressing the client's safety. Currently the closets do not allow for hanging items of clothing and folded storage space is limited, BBC will create an innovative closet space that will allow clients to hang their clothing, while being sensitive to suicidal risk factors. It will also address the need for folded storage space and secure storage of each client's belongings, while also being mindful of risks such as hiding contraband and barricading of themselves.

Adney Harris, Facilities Coordinator, under the direction of the Sione Neata, Executive Director, will be tasked with the responsibility for managing all procurement, purchasing and labor aspects of the project. He will be the point person for securing all contracts and completion of the project. Elizabeth Nowland, Quality Assurance Coordinator will be tasked with the responsibility of ensuring that all tasks are completed on time and in adherence to all quality standards and contract agreements. She will be responsible for submitting all necessary reports and collection of information/communication direction needed by the State. Qiana Heffernan is

tasked with ensuring all financial records, information and documents are kept accurately and available upon request by the State.

Bobby Benson Center: Location and Hours:

Bobby Benson Center is located on the North Shore of Oahu in Kahuku. Its' Business hours are Monday to Friday 8am to 4:30 pm, however, the center operates on a 24 hour, 7 days a week basis.

2. Projected annual timeline

Phase 1- July 1st, 2020 to September 1st, 2020

Solicitation of Proposals from Contractors
Minimum of 3 bids
Determination and Awarding of contract
Time Frame- 2 month

Phase 2 -September 1st, 2020 to November 1st, 2020

Design and planning with contractor
Finalization of plans
Signing of contract
Ordering of Initial materials
Time Frame- 2 month

Phase 3-January 1st, 2021 to April 30th, 2021

Construction Begins
Inspection by State throughout project
1 Month per cabin Max
Time Frame- 4 months

Phase 4 May 2021

Final Inspection by State Inspectors

3. Quality assurance and evaluation plans

To ensure that BBC achieves its desired outcomes of 60% of BBC youth successfully transitioning towards a healthy and productive adulthood, increasing protective factors by 40% , reducing harm/risk factors by 90% , having a 100% of BBC youth feeling safe while living at the center, and 95% of BBC youth actively engaged in their healing and treatment, BBC will utilize processes and outcome evaluations that will involve the youth, their families, external team members, key personnel and BBC's quality assurance procedures.

The Quality Assurance Coordinator, with the help of the Executive and Management Team will obtain, review, track, measure, record and distribute all pertinent information through:

- ***Chart reviews:*** Client charts are reviewed nightly by the 2300 shift to ensure documentation is submitted and that it is accurate, if there are any issues to address the 2300 shift sends out a notice to the staff to correct the deficiencies within 3 days of notice. Once a week 2300 staff review charts for treatment activities, track treatment offered, track client participation and report to the clinical director their findings. Clinical Director uses this information to determine whether or not BBC is offering the services promised to the youth and also to inform client therapists of their client's participation.
- ***Clinical review of client records:*** Clinical Director reviews client records to ensure quality.
- ***Clinical client case review:*** Members of the clinical team meet weekly on Wednesdays to discuss case management of their clients. This includes scheduling, school/educational needs, client needs and other aspects that will aid in the client's care.
- ***Facility/Cabin inspections:*** The Facilities Coordinator does a facility walk through on a weekly basis. During this time items that need to be fixed or addressed will be documented. Most repairs or areas of concern will be addressed prior to the next facility walk through. Those items requiring additional resources or time will be noted and an anticipated completion date will be set. Continued documentation of these items will occur during each walk through until the item has been fully addressed. A maintenance log is kept and shared with BBC's contracted maintenance personnel. Periodic inspections are done from outside agencies to ensure that BBC is operating according to safety standards.
- ***Quality Assurance meeting:*** BBC Quality Assurance Coordinator holds quarterly Quality Assurance meetings. This is an interdepartmental meeting held the 2nd Monday every three months. During this meeting, BBC's strategic plan and each department's progress towards their goals set out by the strategic plan are discussed. BBC's quality improvement plan is also discussed to measure how each department is accomplishing the plan.

- ***Quality Assurance/Management reports:*** Executive Director, Clinical Director, Clinical Supervisor, HR Manager, Chemical Dependency Coordinator, IT Specialist, Registered Nurse, Operations Manager, Facilities Coordinator, Food Service Manager, Accountant, and Quality Assurance Coordinator submit monthly reports on each of their respective departments. In this report a Strengths and Needs assessment for their department is done, accomplishments for the month are reported and an analysis of their GAP Goals including progress made, obstacles and how to address them. A task list of items needing to be addressed or completed is also included to measure progress and items will be documented as completed once they are done.
- ***Executive Meeting:*** Held every 2nd Monday of the month, Executive Meeting includes the Executive Director, Clinical Director, Clinical Supervisor, Human Resource Manager, IT Specialist, Operations Manager and Quality Assurance Coordinator. This meeting is under the direction of the Executive Director and its purpose is to address items that need to be discussed on an Executive level. During this time staff disciplinary actions, staff concerns, program concerns, company objectives, items concerning grants, etc are discussed.
- ***Client community meeting:*** This meeting is held weekly on Fridays. Each client community meet together to give the clients an opportunity to address community concerns, give feedback and make suggestions. Minutes of these meetings are taken by the Operations Manager and this information is discussed during case review. Decisions are documented and reported quarterly in reports to CAMHD.
- ***Safety Committee meeting:*** Facilities Coordinator holds a monthly Safety Committee meeting every third Thursday of the month. Members of the Safety Committee meet to discuss areas of safety concerns throughout the facility. Minutes of this meeting are kept and tasks/responsibilities are assigned. Facilities Coordinator will ensure that all items of concern are addressed as quickly as possible. Follow-up on each item will be done during the next Safety Committee meeting.
- ***Quarterly reports:*** BBC submits quarterly reports to both CAMHD and Judiciary

- ***Board Meeting:*** The Executive Director reports to the Board of Directors every third Wednesday of the month.
- ***Grants Meeting:*** The grant management team meets every second Monday of the Month to evaluate project progress, assign or follow-up on grant tasks, discuss reports, items needed and grant opportunities. Decisions on which grants to pursue will be done on an Executive level and for major grant requests Board of Directors approval is sought prior to submitting any grant request.
- ***Program Monitoring:*** BBC participates in several outside reviews of BBC's operations and facilities. Including but not limited to: Office of Health Care Assurance, the Alcohol and Drug Abuse Division, ProServices, CARF International, Child and Adolescent Mental Health Division, and National School Lunch Program.
- ***Employee self-survey, Annual Performance and program evaluations:*** On an annual basis all employees conduct a self-review of their performance and adherence to core competencies and are filed in the employee's chart. Each employee also receives an annual performance review, core competencies check and goal planning with their immediate supervisor and are filed in the employee's chart. Employee satisfaction surveys are offered bi-annually and comment/suggestion boxes are available in multiple areas throughout the facility. These are reviewed by the Executive Director and discussed as an Executive team.
- ***Shift Leader Meeting:*** Shift Supervisors (Shift Leaders) meet monthly with the Operations Manager to discuss the shifts strengths, needs, areas of concern and propose solutions to address those concerns.
- ***Individual Supervision:*** All Direct Line staff are required to attend a half hour of Individual Supervision a month. Under the direction of a Qualified Mental Health Professional (QMHP) each staff member is assigned to a specific Mental Health Professional (MHP). During Individual Supervision staff can discuss their struggles, ask questions regarding how they can better understand the clients and deal with triggering behaviors. This is a time to seek guidance from the MHP,

address issues that may lead to burnout, and learn skills that will help them be better at their jobs.

- **Group Supervision:** Each month all Direct Line staff are required to attend 3 hours of group supervision. During this time staff receive additional training on a topic that the QMHP, Clinical Supervisor, MHP and Operations manager see as needed to help staff address issues arising within the community. Such trainings include monitoring, professional boundaries, substance use, areas regarding mental health and self-care. The aim of this supervision is to reduce employee burnout, increase client safety, address the needs of both staff and clients, and build skills to help staff do their jobs in an effective, safe and impactful manner.
- **Training:** Each full time Direct Line staff are required to attend 30 hours of annual training a year. Each part time Direct Line staff and Administrative staff are required to attend 15 hours of training a year. BBC provides 18 hours of In-Service trainings annually, 12 hours of training during Group Supervisions and multiple other training opportunities for additional training throughout the year.

Outcomes measured will include: Client safety plans, clinical discharge rates, elopement rates, client satisfaction and feelings of security, recidivism rate, client's education or employment goals, clients functionality compared to pre-admittance, relationship with family, relationship with peers, relationships with others, and sobriety.

Specified areas of interest are: Client's served, client demographics, treatment effectiveness, program management, strategic planning and goal achievements, use of resources, customer satisfaction, grant management and quality of client care.

4. Measures of effectiveness

Systems/Processes for Measuring of Performance Outcomes:

- **Client Status and Client Census:** Used to track client demographics, Clinical Discharge rates, reasons for non-clinical discharge, elopement rates and length of treatment.
(Outcomes 2.1, 2.2, 2.3)
- **Client Treatment and Safety Plans:** Developed within the first week of the youth's intake through collaboration with the youth, their team, their family and their therapist.

These plan is updated monthly, noting progress within treatment, and addressing client needs. These plans are used to ensure appropriate treatment that meets the clients and their families where they are at and also provides a safety plan that is individualised to the client. (Outcomes 2.2, 2.3, 2.4, 2.5, 2.6)

- **Community Survey:** Sent to youth's external team members directly following youth's discharge from the center. Survey is used to measure the external team's perception of their client's care. (2.2, 2.3)
- **Family Survey:** Sent to the youth's legal guardian directly following youth's discharge from the center. Survey is used to measure the family's perception of their child's care. (Outcomes 2.3, 2.4)
- **Client Survey:** Client surveys can be used at any time during treatment to determine the youth's satisfaction with the treatment they are receiving, feelings of safety, perception of the facility, perception of the cabins/rooms they live in, to provide feedback and request additional help/resources. (Outcomes 1.5)
- **6 Month Follow-Up Survey:** Survey is currently sent via mail 6 months following youth's discharge to the youth. Consent to follow-up is obtained at intake from both the client and the legal guardian. Survey is designed to measure the client's relapse, sobriety, educational, social and health progress and need for further treatment or resources. It measures client's level of satisfaction with their lives, the treatment they received while at the center and the impact the treatment has had over the 6 months they have been out of treatment. The center is in current development of making this survey available online, and also conducting the survey via phone. (Outcomes 3.1, 3.2, 3.5, 3.6)
- **12 Month Follow-Up Survey:** Survey is currently sent via mail 12 months following youth's discharge to the youth. Consent to follow-up is obtained at intake from both the client and the legal guardian. Survey is designed to measure the client's relapse, sobriety, educational, social and health progress and need for further treatment or resources. It measures client's level of satisfaction with their lives, the treatment they received while at the center and the impact the treatment has had over the 12 months they have been out of treatment. The center is in current development of making this survey available online, and also conducting the survey via phone. (Outcomes 3.1, 3.2, 3.5, 3.6)

- **24 Month Follow-Up Survey:** Survey is currently sent via mail 24 months following youth's discharge to the youth. Consent to follow-up is obtained at intake from both the client and the legal guardian. Survey is designed to measure the client's relapse, sobriety, educational, social and health progress and need for further treatment or resources. It measures client's level of satisfaction with their lives, the treatment they received while at the center and the impact the treatment has had over the 24 months they have been out of treatment. The center is in current development of making this survey available online, and also conducting the survey via phone. (Outcomes 3.1, 3.2, 3.5, 3.6)
- **CAFAS:** Functionality assessment of the youth provided pre-intake for all CAMHD youth. BBC is working to establish a CAFAS evaluation for all BBC clients, pre-intake, mid treatment and prior to discharge. (3.1, 3.2)
- **Ohio Youth Survey:** Client and Family perception of care and success of treatment. This is done periodically throughout the youth's stay at the center. (3.1, 3.2)
- **Customer Service Satisfaction Survey:** Available to all consumers upon request and is to be given to consumers throughout treatment.
- **Comment/Suggestion Boxes:** Boxes are posted in the Administration Building, Client dining area, each client cabins, and Administrative trailer. These boxes are checked and reviewed on a weekly basis by the Executive and Clinical Directors.
- **Client Grievances:** Forms are available at all times in the client's cabins and clients are encouraged to fill them out when they have a grievance. All grievances are reviewed by the Clinical Director immediately, investigation into the matter is conducted and decision is presented to the client, the client has the opportunity to appeal the decision if they are not satisfied with the outcome. (2.6)
- **Grant Project Tasks and Responsibilities Database:** Each grant awarded will be entered into the Grant Project Tasks and Responsibilities Database. Tasks and responsibilities will be recorded in the database, along with deadlines for the tasks to be completed. Monthly follow-ups will be done during the Grants Management meeting and documented in a monthly grant management report. (Outcomes 1.1, 1.2, 1.3, 1.4)
- **Training Tracking Database:** Maintained by the Administrative Assistant, each staff will have a training tracking form. Any staff missing training will be notified and if training

is not completed as outlined in the BBC Training Policy and Procedures corrective action will be taken up to but not limited to removal from the schedule. (Outcomes 4.4)

- ***Program Monitoring:*** Please see description in above quality assurance and evaluation plan section (Outcomes 2.6, 4.1, 4.2, 4.3)

IV. Financial

Budget

1. Attached budget forms

a. Budget request by source of funds

See Appendix B

b. Personnel salaries and wages

Not Applicable

c. Equipment and motor vehicles

Not Applicable

d. Capital project details

See Appendix B

e. Government contracts, grants and grants in aid

See Appendix B

2. Anticipated quarterly funding requests for fiscal year 2021

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 350,000

3. All other sources of funding for fiscal year 2021

- a. City and County of Honolulu-Currently received award for FY:2018,
Applied for FY:2021 awaiting award notification
- b. Atherton Foundation-Will be applying for FY:2021
- c. McNerny Foundation- Will be applying for FY:2021
- d. Harold K.L. Castle Foundation- funds awarded for project through FY:
2021
- e. T.C. Ching Foundation-Will be applying for FY:2021
- f. Hawaii Community Foundation- Received funding for FY:2020, will be
applying for FY:2021
- g. Turtle Bay Foundation- funds awarded for FY:2020, will be reapplying for
FY:2021

- h. Friends of Hawaii- Received funding for FY: 2020, will be reapplying for FY:2021
- i. National School Lunch Program (Equipment grant)- Applying for FY:2021
- j. Aloha United Way- Received funding for FY:2020, will be reapplying for FY:2021

4. State and federal tax credits

Not applicable

5. Federal, state and county government contracts, grants, and grants in aid

- a. Child and Adolescent Mental Health Division- Contracted through 2023
- b. State of Hawaii Judiciary Juvenile Client and Family Services Division- Contracted through 2021
- c. Alcohol and Drug Abuse Division-Contracted through 2021
- d. State Grant In Aid 2018- Project still in progress with anticipated completion of June 30th, 2020
- e. City and County Grant in Aid 2018- Project completion date is March 2020 but Bobby Benson Center anticipates completion by January 31st, 2020.

6. Balance of unrestricted current assets as of December 31, 2019

- a. \$1,443,357.26

V. Experience and Capability

1. Necessary Skills and Experience

BBC has provided treatment services for Hawaii's youth and their families for twenty-nine years. In those decades of experience, BBC has demonstrated a commitment to incorporating evidence based practices within an integrated therapeutic environment utilizing the principles, methods, and procedures consistent with the current research and standards of care. Many of the youth at BBC have been victims of crime. BBC has demonstrated a unique ability to provide for the emotional and physical needs of these crime victims while also addressing the substance use and co-occurring disorders that are often the after effect of victimization and trauma.

An environment that is safe and secure is critical to the recovery and restoration of BBC's clients. BBC staff has attended several workshops and conferences where the security measures for rehabilitation facilities has been the focus. The items designated in this grant request have been identified as major components of a safe and secure campus.

Lead staff on this project will be Executive Director Sione Ford Naeata and Facilities Coordinator Adney Harris. Naeata will provide oversight and report to BBC's Board of Directors on the progress of the project. Harris is responsible for all acquisitions/purchases for the campus. All purchases made for the BBC campus are within the guidelines for a rehabilitation/restoration facility. Harris will provide weekly updates to Executive Director Naeata so that he can inform BBC's Board of Directors as to the progress of the improvements.

Major projects supervised by Harris over the past three years include:

- 1. Assisting in the management of 2018 State Grant-in-Aid:*** Demonstrated ability to work with the lead architect and project management staff to verify appropriateness of equipment purchase for major capital improvement project. Led the efforts in preparing the facility to begin the project and has demonstrated excellent ability in communicating the center's resources needed for successful completion of the project. Harris shows ability to complete projects within timeline and budget.
- 2. Management and delivery of 2018 City & County Grant-in-Aid:*** Successful completion of purchasing of 2 new 15 passenger vehicles, purchasing of new equipment and supplies utilizing the grant funds, demonstrated ability to manage funds in a

responsible and resourceful manner. Demonstrated the ability to research, negotiate and make a decision within the allotted time frame. He is consistent with keeping up with required documentation, receipts and needed documents for reports to the City and County.

3. ***Three major cafeteria purchases funded by the National School Lunch Program (NSLP)***: Including new refrigerators, new freezer and a new stove. Again Harris was able to demonstrate his ability to procure, purchase, install and complete grant projects on time and within budget.

4. ***Purchase of emergency supplies***: utilizing a grant from the Harold K.L. Castle Foundation including: 30 day food storage for 40 individuals, 30 day water storage, and purchasing and installing of 4 new active shooter/emergency alert systems on campus.

5. ***Purchase and installation of common area furniture for the client cabins***: funded by First Hawaiian Bank Foundation and Friends of Hawaii Foundation.

Other support staffing for this project include:

Elizabeth Nowland, Quality Assurance Coordinator and Administrative Assistant

Under the direction of the Executive Director, the Quality Assurance Coordinator (QAC) provides staff support and coordination for all quality assurance activities. Nowland will monitor the impact of the renovations on clients and staff and enforce adjustments as needed to insure campus equilibrium. She has successfully demonstrated her abilities to secure grants that meet the needs for the facility. She advocates for the appropriate use of funds secured and demonstrates a commitment to ensuring quality in grant management. She accurately maintain and submit all necessary documents and reports required by all funders and has facilitated BBC's successful accreditation and licensing. This is demonstrated by the recent re-accreditation of the center with CARF International, ADAD, and OHCA, management and successful completion or near completion of grants from: City and County GIA, Friends of Hawaii, Castle Foundation, Turtle Bay Foundation, First Hawaiian Bank, Aloha United Way and the Hawaii Community Foundation, and assuring compliance with standards from multimillion dollar contracts with the State of Hawaii's CAMHD, Judiciary and ADAD.

Qianna Heffernan, Accountant

Heffernan will ensure proper internal control procedures are followed when dealing with the finances of this project and that required reports on expenditures are maintained and submitted. She has successfully demonstrated her abilities to accurately maintain and submit all necessary financial documents and reports as seen in her management of several grants such as: City and County GIA, Friends of Hawaii, Castle Foundation, Turtle Bay Foundation, First Hawaiian Bank, Aloha United Way and the Hawaii Community Foundation.

2. Facilities

Located on 2.75 acres of land on the beautiful North Shore of Oahu, Bobby Benson Center is Hawaii's only residential program specializing in co-educational substance abuse treatment for adolescents. In this tranquil environment, 30 teens and their families develop skills to manage life's trials and tribulations.

Facilities on the campus include:

Client Cabins

Bobby Benson Center provides a safe, nurturing, and peaceful environment for its clients ranging in age from 13-17 years old. BBC is able to accommodate up to thirty clients on its campus. There are four cabins; two girls cabins and two for boys. Three cabins have 4 bedrooms; each bedroom is shared by two residents (8 residents per cabin). The fourth cabin has 3 bedrooms housing 6 residents. In all four cabins, each bedroom has its own bathroom. Each cabin has a common area with informal seating where group meetings take place and where clients can relax with others.

Administration Building

The administration building is the first exposure the public has with the Bobby Benson Center. It is where prospective families meet with staff to see if the center is a good fit for their child. It also provides health services through the nursing staff, group sessions for clients and their counselors, conference room, education seminars, and serves as the command center for the campus.

Also located in the administration building are the cafeteria and kitchen which are currently being renovated.

Education Building

Clients continue their education while at BBC in the education building. Staffed by a DOE teacher, students continue their studies while at the center for treatment.

Athletic Activities Court

Currently located in the parking lot, the half-court basketball court is used for various physical activities.

Fitness Center

The existing fitness center is located on a slab adjacent to the parking lot and is used to encourage participation in physical fitness activities which are so integral to the overall health and well-being of BBC clients. Fitness activities are a proven way to reduce stress and anxiety while improving self-esteem and self-worth.

Laundry Rooms

The boy's laundry room, located in a former storage room in the administration building, and is currently under renovation. Used by the male clients to launder their personal items, this reclaimed space is adequate in size but in desperate need of a transformation.

Gazebos

BBC has two gazebos, erected shortly after its opening in 1990, that are in need of replacement. While they have been repaired over the past 20+ years, they have reached a point where it's financially prudent to replace them rather than continue to repair them. Well used and much loved by the clients, the gazebos have become a welcome alternative for meetings, reflection, and respite. BBC is currently seeking funding to renovate these needed spaces.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision, and Training

Maintaining a secure campus and a safe environment is important to Bobby Benson Center's clients and staff. While these adolescents are in the process of healing, there should be no compromise to their feeling of safety and security. The main focus of the security improvements is to prevent factors that increase instance of harm.

The 2010 report by the American Academy of Child and Adolescent Psychiatry on Principles of Treatment of Children and Adolescents with Mental Disorders in Residential Treatment Centers states that: "The living environment for children residing in a residential treatment center is an integral part of the overall treatment experience. The space arrangement, size, appearance and maintenance of the facility should communicate messages of caring, comfort, and safety."

BBC Staff attended several conferences on campus security. A Brigham Young University conference included presentations from the FBI, Honolulu Police Department, Orlando Police Department (Orlando nightclub shooting), and the Honolulu Department of Emergency Management. Through information obtained at this conference and others, staff identified areas where security needed to be improved and enhanced.

If granted, this capital improvement involving campus safety and security will take five months to accomplish (barring any delay in the delivery of equipment).

Key personnel

Sione "Ford" Naeata; Executive Director

Naeata joined the Bobby Benson Center Ohana in 2004 and has been instrumental in positioning BBC at the forefront of the residential treatment facilities in Hawaii. Naeata has served as a Youth Counselor, Shift Leader, Program Manager, Operations Manager, and is currently serving as the Executive Director. Under Naeata's tutelage and trainings within the center's Milieu setting, the Bobby Benson Center has achieved consistent growth and recognition within Hawaii's residential communities as well as with funding organizations.

Naeata has developed exceptional skills in performance management issues and strategies specializing in residential treatment settings. He is also trained in Cognitive Behavior Therapy (CBT), Dialectical Behavior Therapy (DBT), Life Space Crisis Intervention (LSCI) conflict cycle, and Trauma Informed Care (TIC). He is also a member of Hawaii's Coalition for Substance Abuse. Naeata has a Bachelor's degree in International Business Management from Brigham Young University Hawaii and a Master's degree in Business Administration from the University of Argosy Hawaii.

The primary responsibility of the Executive Director is to oversee the operations of the organization; and to execute policies and procedures, programs, and initiatives. He also serves as a liaison to the Board of Directors by: 1) keeping the board informed of performance of the overall operations, 2) attends board meetings, 3) maintains open lines of communication with the Board of Directors and other partner or collaborating agencies or persons. The ED signs all contracts on behalf of the Board of Directors.

Naeata will be in close contact with Facilities Coordinator Adney Harris on the progress of this capital improvement project. Naeata will report to the Department of Health, Child and Mental Health Division, on the project and its impact on the clients at the center.

Adney Harris; Facilities Coordinator

Harris has been with Bobby Benson Center since 2008 and has worked in various positions such as House Manager, Shift Leader, Backup IT specialist, Assistant Operations Manager and is currently the Facilities Coordinator. He has a Bachelor's Degree from Brigham Young University Hawaii in Information Technology.

Harris is responsible for all acquisitions/purchases for the campus. All purchases made for the BBC campus are within the guidelines for a rehabilitation/restoration facility. Once approved by the Executive Director, Harris will arrange for purchase and installation of all equipment. Harris will oversee the installation of all equipment. Harris will provide weekly updates to Executive Director Naeata so that he can inform BBC's Board of Directors as to the progress of the improvements.

Harris will be charged with oversight of this capital improvement project to ensure it is accomplished on time, adhere to the budget, and minimally disrupts the daily routine of the center's adolescent clients.

Elizabeth Nowland; Quality Assurance Coordinator/ED Administrative Assistant

Nowland has been with the Bobby Benson Center since 2008 and has held various positions within the organization such as House Manager, Shift leader, Nursing Office Clerk, Front Desk Receptionist, Administrative Assistant and is now in her current role as Quality Assurance Coordinator and Executive Assistant. She holds a Bachelor's degree in Psychology from Brigham Young University-Hawaii and is currently in her 3rd year of the Master's in Business Administration program at American Public University.

Nowland and Harris will meet with staff to get feedback on the progress of the project and what impact it has on the treatment of the residents. Based on the feedback of staff and residents, some modifications may need to be made to the contingency plans to ensure minimum disruption to the clients.

Nowland will monitor the accomplishment of outcomes related to this project and its overall success related to the clients and staff. Nowland will provide data to the Executive Director to be used in his reporting to the Department of Health–Child and Adolescent Mental Health Division on the impact of this capital improvement project on the treatment for adolescents at the Bobby Benson Center.

Qiana Heffernan, Accountant

Heffernan is responsible for tracking and recording the revenue and expenses of Bobby Benson Center. BBC follows accounting principles in line with US GAAP. Heffernan ensures that proper internal control procedures are followed when dealing with the finances of BBC. Heffernan will monitor the project expenditures to ensure compliance with the approved budget.

Staff supervision and evaluation: Supervision of all staff members is done through the staff's immediate supervisor and includes: formal and informal evaluations, debriefing, review of tasks and responsibilities and corrective action. Supervisors are charged with paying attention to the quality of the staff's work, their compliance with both BBC, state and federal standards of safety,

evaluation of employee's productivity, providing support to the staff member, intervention and mitigation of potential risk, individualized safety plans, individualized training needs and all other areas in which the employee may need supervision.

An annual performance evaluation is done on each employee and includes the following: Goal setting, performance measurements, core competencies, performance feedback, employee's accomplishments and recognition, and documentation of the employee's growth. The evaluation is intended to help the employee accomplish their goals, whether they are personal, professional or organizational. If the employee is determined to need further assistance in obtaining their goals a performance improvement plan will be developed and monitored.

Training: BBC is committed to and has demonstrated their ability to conduct training and supervision of staff. The center has a high standard of expectations and encourages staff to attend all provided trainings through BBC. Staff development is vital to the success of the center and to its service effectiveness. The following is a list of all trainings that BBC provides throughout the year: Handbook and Policies and Procedures, Mission and Preferred Workplace, Customer Service/Mobility, Workplace Violence, Sexual Harassment, Federal Confidentiality and HIPAA, Professional Boundaries, CASSP principles, Client rights, Reporting child abuse, Cultural awareness, Natural Disasters, Emergency preparedness, Emergency drills, Workplace safety, Health Safety and infection control, Communicable diseases, Medical emergencies, Monitoring, Redirecting, Grant management, and Self-Care.

2. Organization Chart

See Appendix A

3. Compensation

Executive Director	\$95,000
Clinical Director	\$78,000
Registered Nurse	\$62,400

VII. Other

1. Litigation

Bobby Benson Center has no pending litigations.

2. Licensure or Accreditation

Bobby Benson Center is nationally accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF) and Alcohol and Drug Abuse Division (ADAD), licensed through Office of Health Care Assurance (OHCA). *See Appendix A*

3. Private Educational Institutions

The grant will not be used to support or benefit a sectarian or nonsectarian private educational institution.

4. Future Sustainability Plan

The Financial Sustainability Plan at Bobby Benson Center involves continuing to offer residential services to at-risk youth in Hawaii allowing for continuous and dependable cash flow over the next five years. BBC wants to increase its current client base by applying for a fee-for-service program with the Med Quest Division. BBC's grant writer is actively involved in applying for new funding sources, keeping track of grants awarded, and when grants are due to be submitted. We are endeavoring to be more visible statewide, sharing the vision and mission of Bobby Benson Center. Our long-term plan is to offer additional services including, adult treatment and possibly outpatient care. These items are outlined in Action Items listed below.

The project areas involved in this campus renovation will be maintained by BBC staff who will ensure the upkeep and longevity of each area on campus.

Action Items

1. Ensure continuous compliance with all funder requirements is maintained which allows continuous cash flow.
2. Apply for the Judiciary contract that will come available in the near future and any RFPs that Bobby Benson Center is eligible for.

3. Increase client admissions by submitting an application with the Department of Health, Med Quest Division for the fee-for-service program.
4. Research and formalize contracts with insurance companies.
5. Be more visible to attract new donors to help increase donor funding via a revamped Facebook page, fundraiser, open house, participating in community awareness programs to name a few.
6. The grant writer tracks all grant awards, due dates for grant application submissions, research other grants.
7. Long term goal: Increase other types of services such as services for adults who need drug and alcohol abuse treatment. These clients can come from the local community, other islands in the state, or from other states.

Goals that will be met by working toward and completing action items include:

- Provide financial stability and growth;
- Create services to more people in need;
- Enable Bobby Benson Center to become a leader in the services we provide; and
- An ongoing Plan will enable Bobby Benson Center to consider available possibilities.

This Financial Sustainability Plan is a working document subject to continual review and revision by staff and board members to align actions with our mission and vision. Bobby Benson Center's Executive Team will meet monthly to discuss the plan and its progress.

APPENDIX A

- References
- ORG Chart
- OHCA License
- CARF Accreditation Letter
- ADAD Accreditation

References

¹ NAMI (2019). Mental Health By The Numbers. NAMI.org. Retrieved from <https://www.nami.org/learn-more/mental-health-by-the-numbers>.

² NIH (2019). Principles of Adolescent Substance Use Disorder Treatment: A Research-Based Guide, Drugabuse.gov Retrieved from: <http://www.drugabuse.gov/publications/principles-drug-addiction-treatment-research-based-guide-third-edition/principles-effective-treatment>,

³ ADAD (2017) Report to the Twenty Ninth Legislature State of Hawaii 2017. Retrieved from: <https://health.hawaii.gov/opppd/files/2016/10/Annual-Report-2016-ADAD.pdf>

⁴ SAMHSA (2019). Substance Abuse and Mental Illness Prevention Retrieved from <https://www.samhsa.gov/find-help/prevention>

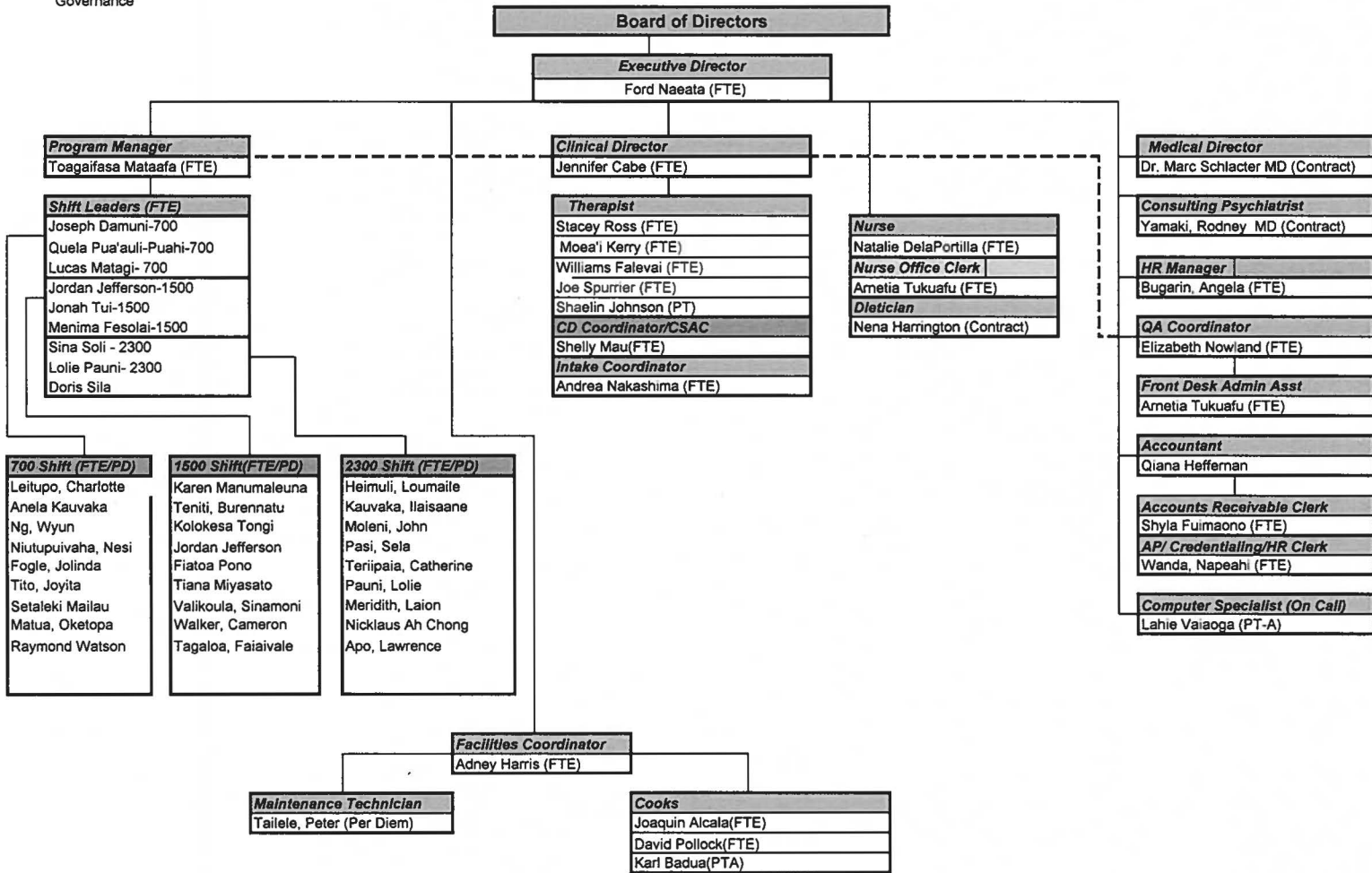
⁵ Geller, J., Biebel, K., 2006, The premature demise of public child and adolescent inpatient psychiatric beds, *Psychiatric Quarterly*, 77, 251-271.

⁶ Campbell, R., Greeson, M. R., Bybee, D., Raja, S. (2008). *Journal of Consulting and Clinical Psychology*, 76, 194-207. Google Scholar, Crossref, Medline

⁷ Trzpc, S. J., Wendt, K. A., Heitzman, S. C., Skemp, S., Thomas, D., & Dahl, R. (2016). Does space matter? an exploratory study for a child-adolescent mental health inpatient unit. *HERD : Health Environments Research & Design Journal*, 10(1), 23-44. doi:<http://dx.doi.org.ezproxy1.apus.edu/10.1177/1937586716634017>

⁸ NIH (2019) The Long-term Health Outcomes of Childhood Abuse. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1494926/>

Bobby Benson Center Organizational Chart





STATE OF HAWAII
DEPARTMENT OF HEALTH
LICENSE

BOBBY BENSON CENTER is hereby granted a license to operate a
SPECIAL TREATMENT FACILITY

at 56-660 KAMEHAMEHA HIGHWAY, KAHUKU, HAWAII
with a capacity of 30 beds. This license is valid for ONE YEAR
ending OCTOBER 31, 2020 unless revoked for just cause.

This license is granted in accordance with provisions of the state public health laws and regulations.

Effective Date: NOVEMBER 1, 2019

Date Issued: OCTOBER 16, 2019

OHCA#53-STF

Establish Date: 7/1/96

- > Post in a conspicuous place.
- > License is not transferable.
- > License shall be surrendered upon a suspension or revocation

Director of Health

By

Office of Health Care Assurance

COTTAGE #1 - 8 BEDS; COTTAGE #2 - 6 BEDS
COTTAGE #3 - 8 BEDS; COTTAGE #4 - 8 BEDS
MEMORANDUM OF AGREEMENT ADAD AND CAMHD

October 21, 2019

Elizabeth Nowland, BA
Bobby Benson Center
56-660 Kamehameha Highway
Kahuku, HI 96731

Dear Ms. Nowland:

It is my pleasure to inform you that Bobby Benson Center has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Residential Treatment: Integrated: AOD/MH (Children and Adolescents)

This accreditation will extend through November 30, 2022. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Vidal Ramirez by email at vramirez@carf.org or telephone at (888) 281-6531, extension 7131.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." in a cursive script.

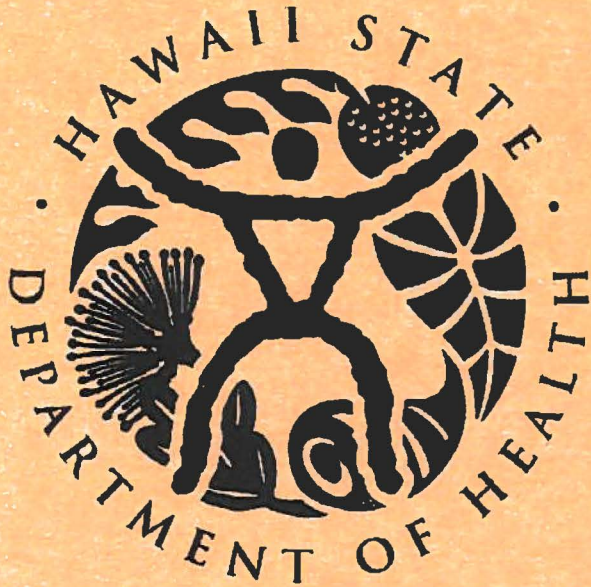
Brian J. Boon, Ph.D.
President/CEO

Enclosures

Certificate of Accreditation

The Hawaii State Department of Health, Alcohol & Drug Abuse Division

hereby acknowledges attainment of **FULL** accreditation to:



BOBBY BENSON CENTER

56-660 Kamehameha Highway

Kahuku, Hawaii 96731

This accreditation for 30 beds is valid for 12 months beginning December 1, 2019 through November 30, 2020 unless revoked for just cause.

This accreditation is awarded in accordance with State of Hawaii statutes and administrative rules.

A handwritten signature in blue ink, appearing to read "Angela Bolan", is written over a horizontal line.

Angela Bolan, MAET, CSAC, ICADC
QAIO, Alcohol & Drug Abuse Division

November 15, 2019

Date Issued

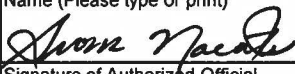
APPENDIX B

- BUDGET FORMS

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2020 to June 30, 2021

Applicant: Bobby Benson Center

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				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST	0	0	0	0
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	0	0	0	0
2. Insurance	0	0	0	0
3. Lease/Rental of Equipment	0	0	0	0
4. Lease/Rental of Space	0	0	0	0
5. Staff Training	0	0	0	0
6. Supplies	0	0	0	0
7. Telecommunication	0	0	0	0
8. Utilities	0	0	0	0
TOTAL OTHER CURRENT EXPENSES	0			
C. EQUIPMENT PURCHASES	0			
D. MOTOR VEHICLE PURCHASES	0			
E. CAPITAL	350,000			
TOTAL (A+B+C+D+E)	350,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	350,000	Sione Naeata (808) 293-7555		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		 1/17/20		
(d) Total Private/Other Funds Requested		Signature of Authorized Official Date		
TOTAL BUDGET	350,000	Sione Naeata; Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2020 to June 30, 2021

Applicant: Bobby Benson Center

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2018-2019	FY: 2019-2020	FY:2020-2021	FY:2020-2021	FY:2021-2022	FY:2022-2023
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION			350000			
EQUIPMENT						
TOTAL:			350,000			
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Bobby Benson Center

Contracts Total: 4,008,000

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	CBR3 SUD Services	2017-2023	CAMHD-DOH	State	3,200,000
2	CBR3 SUD Services	2019-2021	Judiciary	State	233,000
3	State Grant in Aid	2018-2020	State GIA	State	250,000
4	City and County Grant in Aid	2018-2020	City and County	County	125,000
5	SUD Services	2019-2021	ADAD	State	200,000
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