

## 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

ACHIEVE ZERO

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: December 29, 2022

Director of Commerce and Consumer Affairs

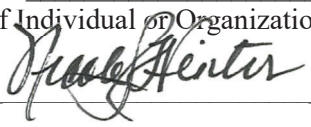
**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISIED STATUTES**

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; and
- 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.
- 4) The use of grant-in-aid funding complies with all provisions of the Constitution of the State of Hawaii (for example, pursuant to Article X, section 1, of the Constitution, the State cannot provide "... public funds ... for the support or benefit of any sectarian or nonsectarian private educational institution...").

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.

<u>Achieve Zero</u>	
(Typed Name of Individual or Organization)	
	1/17/23
(Signature)	(Date)
<u>Nicole S. Winter</u>	<u>Executive Director</u>
(Typed Name)	(Title)



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## Officers & Board of Directors

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**Creighton Chang**  
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Director

**Anina Quaranto**  
Director

**Nicole S. Winter**  
Executive Director

December 28, 2022

Re: Declaration of Public Purpose

To the 2023 – 2024 Hawaii State Legislature:

Achieve Zero certifies that this 2023 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: Achieve Zero.
- 2) Public purpose of the grant: Provide a comprehensive solution to establish dedicated resources, accessible facilities, and improved services, addressing the needs of the houseless and at-risk houseless individuals, families, youth, and veterans within Leeward, Central Oahu, North Shore, and neighboring communities.
- 3) Services supported by this grant: Provide with excellence high quality, efficient & effective houseless street outreach services via coordinated multidisciplinary comprehensive canvassing teams & case management. Outreach case managers encounter as well as conduct engagement rapport with houseless individuals/families where they reside, connecting target clientele with urgent wrap around services, emergency shelter & permanent housing. Follows State Housing First model. Emphasizes safety & harm reduction. Client-centric. Trauma-Informed. Culturally responsive. Pet friendly. Provides healthy nutritious food for the soul. It also provides clients with critical, non-facility-based care & civil legal services to help the houseless access permanent housing. Housing is a human right. It's a *kakou* thing! It's everyone's *kuleana*
- 4) Target group: Houseless, as well as Hawaii's at-risk houseless individuals, families, youth and veterans in Oahu Regions 3 (Aiea – Pearl City – Waipahu – Ewa Beach – Kapolei) & 5 (Mililani – Wahiawa – North Shore).
- 5) Cost of the grant and budget: We are humbly requesting that the Hawaii State Legislature do what it does best and seriously consider like-minded AZ to receive general operating funds in the amount of \$249,342.56 to cover a shortfall in gap funding for this grant to continue to provide above mentioned required services. The undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Sincerely,

Nicole S. Winter  
Achieve Zero Executive Director  
[nwinter@achievezero.org](mailto:nwinter@achievezero.org)  
(808) 694-0311

## Application Submittal Checklist

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

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



AUTHORIZED SIGNATURE

NICOLE S. WINTER,  
EXECUTIVE DIRECTOR

PRINT NAME AND TITLE

1/17/23

DATE

## Application for Grants

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

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

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

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2022. Please see attached Certificate of Good Standing.

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

The applicant shall submit a declaration statement affirming its compliance with [Section 42F-103, Hawaii Revised Statutes](#). Please see attached & signed Declaration Statement affirming compliance with Section 42F-103, HRS.

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

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#). Please see AZ's signed affirmation that grant will be used for a public purpose pursuant to Section 42F-102, HRS.

### **II. Background and Summary**

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

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

**501-c-3 Non-Profit Agency:** Achieve Zero (AZ). **Vision:** Maintain a state of Functional Zero by focusing on community, healing, & human dignity. **Functional Zero:** Number of persons entering houselessness is less than number of people exiting. **Mission:** End Houselessness.

**Brief Organizational History:** AZ started as a family & friends "grassroots" organization with little monies. It functioned 100% on volunteers. Implemented a "boots on the ground" approach to reach our most vulnerable neighbors. AZ's grown under the tutelage of its board of directors, acquired eight compassionate staff, recruited volunteers, & developed working partnerships with like-minded agencies. **Date of Incorporation:** January 2016. **Types of Programs:** We found there existed in the Central Oahu – North Shore area a lack of services & resources to address the houseless issue. As a result, AZ was founded here. We are the primary houseless services provider to address the needs in Central Oahu & North Shore - the way I like to term it is 'we go from streets to permanent housing & everything in between'. We don't necessarily provide all the services ourselves. For example, we don't have a mental health arm or a substance abuse arm, but

in those instances, we will partner with other organizations in the community & make our referrals & placements to their programs. We primarily focus on things like assisting clients to get what they need to be able to get into housing. Things like IDs, being able to get mail, social security cards, EBT so that they can eat. That's a big one when you're houseless. Getting a marriage certificate, a birth certificate, medical insurance, all these services-if you're houseless it can be really hard to navigate through that. We also distribute food to the hungry & hygiene products. AZ also advocates for those houseless who cannot & educate the community in general that the houseless are people too. So, we help them get the items that they need, & then we help to facilitate referrals working with programs to get them into housing. **# Clients Served Annually: +600 unduplicated persons**

## 2. The goals and objectives related to the request.

AZ with appropriate resources reliably addresses barriers facing communities so that houselessness becomes rare, brief, and non-recurring experience. Our overall program related **goals:**

- 1) Prevention. Diverting at-risk houseless from getting on the streets.
- 2) Getting houseless on the streets off.
- 3) Reducing those recycling through the housing system from returning to houselessness.
- 4) Reducing time people remain on the streets and are houseless; and
- 5) Getting street houseless off by increasing successful housing placements.

Our overall program related **objectives:**

- 1) Do what AZ does well first, then expand upon what AZ does well. AZ committed to expand Street Outreach program throughout Regions 3 & 5 with excellence.
  - 2) Complete Resource Navigation Center construction. AZ is nearing completion of its own homebase facility-a place where we can provide full services to individuals and families in need.
  - 3) Initiate a property lease housing focused sustainable social enterprise model by cultivating landlord relationship to increase housing inventory, directly place a few persons into housing, & transition AZ to be less dependent on grant monies.
- AZ strives to successfully meet its goals one person at-a-time.

### **Goal related specifically to this request:**

To obtain sufficient supplemental operating and unrestricted gap funds needed to continue homeless street outreach and housing programs leading towards organizational staffing and financial stabilization.

To provide with excellence, on-going humanitarian street outreach and case management services that treat houseless with deserved respect and dignity. Assist houseless within our communities who are willing to better themselves via lifestyle changes become active contributing community members.

To utilize assisting houseless as a sparkplug to create grassroots efforts that goes beyond just meeting immediate affordable housing needs. Focus on a concerted community revitalization strategy that not only looks at short-term needs but a mid- to long- term community recovery.



If implemented properly, community revitalization with economic development integration results in safe, healthy, prosperous, and complete communities that instill pride in residents.

Every day, our team passionately pursues our mission of ending houselessness. Only by better understanding the causes that truly lead to houselessness can Achieve Zero develop innovative effective houseless programs that work. If we keep doing the same old traditional programs that do not work, why would we expect different outcomes?

**Objective related specifically to this request:**

AZ like many non-profits grapples with agency, programmatic and financial stabilization. AZ seeks operating and unrestricted funds necessary to continue serving +600 houseless persons who require outreach, case management, and placement into homes. A non-profit funding gap exists between the funds AZ requires to operate and actual available funding. To alleviate continued dependency on grants puts us at financial risk and that we need assets to create adequate lines of credit. Such credit lines can help us to maintain cash flow for critical personnel expenses to support growth and greater reach.

Reverse negative stigma & NIMBYism of how community sees, thinks, & feels concerning the houseless. Sweeping the houseless does not work. They are someone's brother, sister, mother, father, uncle, or aunt. It takes a whole community to reintegrate a houseless person back into society. Every community has jobs that the houseless can do and homes where they can live.

"Tell Me Your Story" centers on restoring human dignity to houseless who have consistently been stripped of their basic human rights. Provides an opportunity for those silenced, to find their voice, to be heard. By carefully listening, hearing from their own mouths their own accounts, community, service providers, policymakers, and stakeholders gain a better understanding of what truly leads to houselessness.

3. The public purpose and need to be served;

**Houseless Street Outreach Case Management Program Need Summary:** Local community members saw a dire need & sought to bridge that gap between the resources available & the individual needs of the houseless & at-risk houseless in Central Oahu–North Shore & Aiea – Kapolei communities. Point-In-Time-Count 2022 does not show the lack of dedicated resources, supportive services, & accessible facilities. The city and/or State do not have any immediate plans to expand programs or build new facilities in these areas. State of Hawaii evictions for 2022 estimated at 3,906. Number of houseless expected to likely increase in 2023 as it is estimated that 1,820 residents aged 45 or older will be evicted.

In Hawaii, 6,458 people are experiencing homelessness (45.6 for every 10,000 people), the 2nd highest rate nationally. Areas with a high cost of living (HI +11.3% higher than national average), especially high housing costs, also have higher homelessness rates. In Hawaii, a reported 49.6% of adults find inflation "very stressful" & 24.2% find it "moderately stressful" as increase in monthly spending for avg. household was +\$768; Jan. 2021-July 2022. The 2020 AUW ALICE Report indicates 42% (190,390 households) of Hawaii's 455,138 households still



struggle to make ends meet. Of this 42%, 33% are living just above the federal poverty level and are often unable to survive even a minor financial challenge. An additional 9% are living in poverty. ALICE lives in every community. ALICE affects every ethnicity. Just one crisis — loss of employment even for a short period, an unexpected health emergency, car repair, or an increase in monthly rent — jeopardizes these families and individuals putting them at even greater risk of long-term problems like chronic health issues or housing loss. In Hawaii, 54 out of about 10,000 veterans were houseless or about 485 – 2nd highest nationally. 24,675 or 27% of all veterans living in Hawaii lived in a household with income below the ALICE Threshold of Financial Survival in 2019. The Hawaii Youth Homeless Demonstration Program data counted 222 unaccompanied youth in houseless shelters or on the streets in 2020. The 2022 PITC indicated 208 houseless youth.

Oahu has the highest overall number of houseless adults, with 3,932. Oahu 2022 Point-In-Time Count (PITC) showed 3,951 persons experiencing houselessness. Point-In-Time Count 2022: In Region 3 (Aiea - Pearl City – Waipahu – Ewa - Kapolei), the unsheltered houseless population almost tripled from 5% in 2015 to 14% in 2022. Region 3 reports 318 houseless – 173 single adults, 111 adult only households, 17 adults with children, & 17 unaccompanied youth. Region 3 has the highest percentage of chronically houseless individuals as compared to any other region. It also has the largest percentage (9%) of unaccompanied youth. In Region 5 (Mililani-Wahiawa-N. Shore), the unsheltered houseless population went up from 2015-2017 and then down from 17% to 7% from 2018-2022. There is still a need for services, but this also shows our programs in this region works.

There also exists a need for affordable housing in regions 3 & 5. For only by creating an inventory of available affordable housing for the houseless will we be able to address and end houselessness.

Based on experience and familiarity: Total Clients Estimated Region 3: Aiea-Blaisdell Park 35; Waimalu-Newtown 25; Pearl City Bike Trail 18; Sunset Memorial & Mauka Pearl City 40; Waipahu High School 50; Waipahu Town 45; Ewa Beach 35; Kalaeloa 30; Kapolei 25 = 303 houseless

Total Clients Estimated Region 5: Kipapa-Waipio Gentry 16; Mililani & Waipio Valley: 18; Wilson Bridge: 23; Karsten Thot Bridge: 15; Wilikina: 30; Wahiawa Town 8; Whitmore: 8; Helemano: 12; VLand : 20; Waialua, Mokuleia & Army Beach 28; Haleiwa Town Queens Bath 22 = 200 houseless.

### **Gap Funding Need Summary:**

A nonprofit funding gap exists between the funds AZ requires to operate & actual available funding. But like many nonprofits focusing on social well-being, AZ is dependent on government funding. We recognize continued dependency on grants puts us at financial risk & that we need assets to create adequate lines of credit. According to the article Why Funders

Should Pay for the True Costs of Nonprofits' Work — Not Just the Direct Project Expenses (Chronicle of Philanthropy; 2019) grantors pay on average 88 cents for every dollar of a grantee's actual expenses. Indirect program costs pay typically only about 40% of a nonprofit's overall annual budget. Pay-What-It-Takes Philanthropy (Stanford Social Innovation Review; 2016) found that grants often limit funding for indirect expenses to 15%, just over a third of what is necessary. One study by funders learned that the verified indirect costs exceeded what the foundations actually paid by an average of 17%. Research also shows that full cost coverage from grants has been demonstrably linked not to the impact of a nonprofit's program on its community, but to the nonprofit leader's "social & relationship capital" & access to "sophisticated financial workarounds." Understanding this underfunding of indirect costs, is often referred to as the "starvation cycle." Thus, AZ requires enough general operating money to pay for all its operations, not just programs & services. To run our organization with excellence, stabilize our competent staff, & cover day-to-day expenses, we need to generate an additional \$200,000/year in unrestricted funds—monies that are not program-bound. We represent a local agency with a small diverse staff, a huge heart, with lofty ambitions to reach functional zero. AZ aspires to inspire.

The discrepancy grows between what funders ask from nonprofits & what nonprofits are capable to provide. More than 50% of funders require outcome data from their grantees. Less than 70% ever cover the costs associated with data measurement. This results & leaves nonprofits with a heavy burden of data collection & analysis with limited funds to demonstrate the required work.

**"Tell Me Your Story" Need Summary:** A qualitative research study that will add to the current understanding and knowledge concerning contributing factors leading to homelessness. AZ will partner with subject matter experts as well as graduate students to plan, create and execute "Tell Me Your Story" professionally and in an ethical manner. If you suffer from a stroke, you study the heart. If you break your foot, you see a podiatrist. If you experience blurred vision, the ophthalmologist exams your eyes. The etiology of homelessness must be understood to develop effective programs that address the root causes of homelessness. I.e., Is some form of trauma the real cause of why one becomes homeless? Does one first take drugs that leads to a downwards spiral into homelessness? Or does one abuse substances attempting to cope with the painful trauma of being homeless? Just one myriad of interesting scenarios to explore in dissecting the root causes leading to homelessness. So why shouldn't we be taking a closer look at the brain?

#### 4. Describe the target population to be served; and

**Target Population:** At-risk & unsheltered homeless individuals, families, veterans, & youth. Target Oahu's most vulnerable homeless adults with mental illness, chronic substance abuse, untreated medical conditions, chronic homelessness, and who tax and abuse costly emergency and hospital services. A number may be fleeing/attempting to flee domestic violence. Target clientele shall be living on-the-streets or places not meant for human habitation. They are also unwilling or unable to access services in an emergency shelter. Central Oahu does harbor a special population of COFA migrants. Homeless or at-risk transgender and gender nonbinary clients especially vulnerable to housing insecurity due to anti-trans structural bias as well as ostracism.

5. Describe the geographic coverage.

**Geographic Coverage:** Point-In-Time Count (PITC) Region 3 (Aiea – Waimalu – Newtown – Pearl City - Waipahu – Royal Kunia – Ewa Beach – Honouliuli – Kapolei – Makakilo) and Region 5 (Mililani – Wahiawa – Whitmore/Poamoho – Haleiwa – Waiialua – Mokuleia – Waimea Bay – Pupukea – Sunset Beach – Vland – Turtle Bay).

### **III. Service Summary and Outcomes**

The Service Summary shall include a detailed discussion of the applicant’s approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

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

Proposal applications consists of three requests:

- 1) Solicit and acquire award of needed gap funds;
- 2) Continue to provide with excellence, on-going humanitarian street outreach and case management services that treat houseless with deserved respect and dignity. Assist houseless within our communities who are willing to better themselves via lifestyle changes become active contributing community members. By assisting the houseless, stimulates grassroot effort that leads to community revitalization with economic development integration that results in safe, healthy, prosperous, and complete communities that instill pride in residents; and
- 3) Develop questions, create survey, interview local houseless persons to learn and better understand the root causes of houselessness. Share and disseminate what we’ve learned by video, photos, and podcasts.

#### **Gap Funds**

Funders award grants to solve a shared community problem they do not want to task themselves whether it be lack of expertise, time, resources, effectiveness, efficiency, or a combination of these reasons. Majority of grants consists of restricted funds that do not fully cover all non-profit project costs. Achieve Zero humbly is requesting that the State of Hawaii do what it does best and seriously consider like-minded AZ to receive unrestricted general operating funds in the amount of \$249,342.56 to cover a shortfall in gap funding. To cover required costs that our agency does not have any other sources of funds. Award of gap funds let’s AZ to continue programmatically demonstrating and focusing upon what we know and do best. And that’s being humanitarian by treating the homeless with greater dignity while providing holistic houseless services.

If you do not trust an organization, do not trust the project. Conversely, if you do trust Achieve Zero, award us unrestricted funds. Check to see if an organization is well governed and its interest in maximizing its long-run impact is in line with its mission. Only funding organizations whose missions are aligned with your own, can funders create contracts that include only the minimum requirements for reporting and assurance. The State remains guided by a passionate commitment to the Hawaii people with its vision, mission and values like AZ aligned to building

a better future together. AZ positively impacts local communities by creating opportunities for increased self-sufficiency & quality of life one person at a time. Liked Legislature making available unrestricted general operating funds, mitigating risk by smaller initial one-year fund while developing working relationship with non-profit that may lead to multi-year partnership & larger funding. We embrace partners with similar like-minded methodology of treating the houseless who suffer from substance abuse and mental illness with human dignity and respect.

### **Street Outreach, Case Management, & Housing**

Street outreach is the first step to housing. Meet the vulnerable on their turf. Establish & build a one-to-one relationship. Provide emergency life services. Active case management. Make referrals to partners for those who we cannot serve ourselves. Connect them with housing, until more permanent supportive housing is available, 'We go from streets to permanent housing & everything in between'.

Our AZ multi-disciplinary canvassing team actively engage the houseless to access basic health, housing, medical including street medicine, & other social services. Our street outreach program supports client-centered, trauma-informed, harm reduction, Housing First approach with low barrier to entry. Housing First is not housing only but participants meeting AZ half-way on lease & behavioral expectations. Understand risky behavior. We are culturally competent. Comprehend that participants need to make meaningful ethical choices that do not cross clinical & legal limits.

Canvassing entails ORG code trained team members including but not limited to licensed social workers, behavioral health specialists, & medical professionals. We do not sit in the office waiting for clients to come to us. Boots on-the-ground, we directly deliver services to houseless families & individuals where they are including out in the field. Working partnerships with law enforcement, faith-based organizations, public/private landowners, legal services, schools, libraries, immigration youth services, health, & mental health services to implement a collaborative approach especially in developing a canvassing strategy. To better service our houseless participants, AZ partners making referrals for services it does not provide. And we'd like to get to know businesses situated near shelters to work together to help others move beyond houselessness. AZ is proud to be part a collaborative of expert partners working together to create a coordinated outreach response system to identify & help stabilize houseless in crisis & connecting them to needed services.

AZ recognizes the need for specialized youth houseless street outreach. Hawaii possesses the fifth highest percentage of unsheltered Unaccompanied Youth Experiencing Houselessness (67.1%) in the nation. HMIS data & street outreach efforts show that houseless youth are unsheltered or at risk of houselessness statewide, however there are extremely limited resources & outreach efforts. The 2018 Street Youth study also found that a large portion of street youth were not connected to schools or shelters, indicating a need for outreach & mobile crisis response. For some houseless youth, the decision not to use services is embedded within a culture of self-reliance & a lack of trust in adult systems. These youth will not seek services, instead we must seek them. To address these trends, a youth specific coordinated community response to identify & divert youth from houselessness is essential to make youth houselessness rare, brief, & nonrecurring.

AZ uses Google Maps to identify & mark unsheltered houseless sites within the community.

Unique Theory of Change & Humanitarian Approach: When a participant acknowledges readiness to change, AZ serves as a catalyst coaxing each one to self-identify their own purpose that starts them on their individual journey to regain their inherent right as a person, to be valued, respected for their own sake, & to be treated ethically with human dignity. Key to Approach: AZ treats our houseless brothers & sisters with the human dignity & respect they deserve. Tough survivors, houseless persons live under constant fight or flight. Who are we to tell them what they want? What to do? Compassionate staff nonjudgmentally listen building mutual trust & respect. Via person-centered outreach, coax, hear & learn what participants need & wants. We ask them what they want? What do you dream of? Where do you want to see yourself in a year? Establish a trusting respectful relationship with each participant, even those that at first may be reluctant. We accommodate every participant, so they feel they are in a safe environment enabling them to overcome emotions & disclose sensitive info as needed. Once participant self identifies their own purpose, only then positive change can occur. Staff does assertive engagement.

We empower each person to take their life back. We also understand at times that they will fall & relapse. AZ accepts this as part of growing. We help them to dust off their britches, stand tall & get back on the right path. We do continual follow-ups, recognize their incremental achievements, & celebrate their significant milestones. Our clients' success is our success. A few of our nontraditional staff possess lived & LGBTQ experience which make them invaluable in working especially with the hard-to-serve. Unity in diversity. By looking at our attached bios, our unified highly trained team consists of diverse ethnic backgrounds with diverse disciplines.

AZ embraced Housing First (HF) approach in 2019. It's simple! HF ends homelessness. Permanent HF has a proven track record of +20 years. Mandated under State Department of Human Services – Homeless Program Office that outreach program services shall be provided in a manner that is consistent with the HF approach. AZ since 2021 is in the second of 4-year DHS-HPO Street Outreach contract. Prior to that AZ was subcontracted for these same outreach services from June 2017-2021.

Permanent Housing First (PHF) treats those who were often mistreated with kindness, respect, & dignity while instilling hope who have felt hopeless for years. Moving from the streets into one's own home initiates the process of physical & psychological healing. In one move you go from an invisible nobody into a valued community member. Having a home offers safety & security opening doors to consider using other services. PHF supports AZ's theory of change – Your own choice & self-determination. Moving houseless persons into PHF can have a quick turn-around time of 2 – 4 weeks. On the long run PHF is the way to go. It eliminates costly shelters & traditional housing & treatment services preparing clients to become housing ready. PHF implements a client-centered approach ending homelessness that starts each person on an individual journey towards recovery & community reintegration.

You cannot have Housing First without having...housing first. I will have my land, my house. Don't exploit me, nor stand in my way. Housing creates a base to live & flourish. HF helps



everyone reach their potential. No longer remains a client but a normal person with control over housing & normal aspects of their life. Doomed to fail without HF.

Get rid of shelters made to fail you. True common good, social impact, affordable housing. Pass savings on to tenants. Shelter temporary. Person in shelter still houseless. No privacy. Limited professional help. Temporary solution now permanent. In the end a place few want to go. Congregates like persons. Does not help them evolve into contributing community members. Every community has places they can live, jobs they can do. Scattered housing; mixed supported housing; & hybrid models work to create PHF.

AZ does Housing-Focused case management. Each individual & family completes a Vulnerability Index- Service Prioritization Decision Assistance Tool (VI-SPDAT). AZ enters the VI-SPDAT into HMIS & maintains a current by-name list of all participants. To prioritize housing vulnerable houseless, AZ works with CoC & the Coordinated Entry System. AZ team participates in weekly meetings with network of houseless service providers. AZ team just attended annual 2022 Homeless Awareness & Housing Solutions Conference. Help participants to obtain identification, supporting documents, complete housing plan, applications, access financial assistance, apply for & view apartments, & to meet with landlord property managers. Assistance to connect with employment, income support, health, mental health, dental, addiction & legal services. Help participants to use community resources such as schools, grocery stores, parks, churches, libraries, etc. Access to internet proves invaluable. Build motivation for change well in advance to planned program discharge. Positive attitude, self-efficacy, & hope creates an image that things are attainable & within reach. Establish short- & long- term goals so participants will gain control of their lives. Develop services that are attractive & meaningful to participants. Upon closing a case, provide information concerning how participant can access assistance if needed from the program. Make sure to deliver follow-up services monthly. Check progress at 3- & 6- month milestones.

Houseless persons AZ serves represent the poorest & most vulnerable members of our community. They live with behavioral health, substance use disorders, physical/developmental disabilities & other life problems that contributes to their becoming or remaining houseless.

We will use the Service Prioritization Decision Assistance Tool (SPDAT) developed by Org Code as an assessment tool for front-line workers at agencies that work with houseless clients to prioritize those clients that should receive assistance first. SPDAT, an evidence-based approach, helps to guide the right household to the right support intervention at the right time to address ending houselessness.

AZ is familiar & already using the Homeless Management Information System (HMIS) to collect client- level data, goals, & service outcomes allowing for timely access to resources & prioritized referral information to improve management coordinated entry operations.

AZ is familiar & already using the Coordinated Entry System (CES). CES processes help communities prioritize assistance based on vulnerability & severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. It also provides

information about service needs & gaps to help communities plan their assistance & identify needed resources.

A few programs operate on a first-come, first-served basis. Unfortunately, this leaves the lowest functioning & least assertive clients out in the cold. To make sure those who need care the most gets services, requires determining who is most likely to be victimized or harmed on the streets. Rating a person's functioning level, health, & other characteristics relevant to their personal health & safety prioritizes those who are most in need are served first at AZ.

Growing number of houseless makes it impossible to serve everyone with limited resources. One criterion is that we can only help those who want help. One priority is servicing families with minor children to end generational houselessness.

Criteria that AZ looks at to determine houseless vulnerability: Mental health & functioning impairment; Substance use & how it impairs functioning; Ability to communicate with others; Social behavior – ability to advocate for oneself, Ability to tolerate others; Houseless duration; Ability to obtain & maintain basic needs – food, clothing, hygiene, income; Survival skills; Medical risks; Mortality risks – number of hospitalizations or ER visits, renal care, tri-morbidity; & organization/orientation - Thinking, developmental disability, memory, awareness, cognitive abilities, & how these present & affect functioning.

### **Reintegrating Houseless as Contributing Members of Society Creates a Tipping Point Leading to Healthy Revitalized Communities**

To end houselessness - You must understand the root causes of houselessness.

- Mental Health and/or Substance Abuse Issues; PTSD
- Loss of Family or the Human Connection
- Drastic Shortage of Affordable Housing
- Lack of Employment with Living Wages. Growing Wealth Gap or Economic Inequality
- Racial Disparities in Homelessness Coexist

Strategies to end houselessness -

- Address the root causes of houselessness. Change existing system & infrastructure by implementing improved policies & processes.
- Expand houseless prevention programs that work. Create affordable housing that meets the need.
- Create healthy communities for all, houseless & unsheltered inclusive.

Genes may or may not predispose certain individuals to a life of houselessness. Houselessness may result because of moral failure by communities, schools and families who do not raise their children to respect what is right or wrong. This distinguishes a personality type insensitivity to the norms of a so-called normal society. Persons who grow up poor, raised in a broken family, and subjected to racism normally don't have the same commitment to social norms as persons from healthy middle-class families. Often persons who aren't taught right and wrong just simply don't know what is and what is not appropriate behavior.



Broken windows are a metaphor for the radicle Power of Context theory. Houselessness represents a visible disorder in an environment that goes untended. We are not denying that how our parents raised us, the friends we keep, or the schools we attended or did not attend, or the neighborhoods we grew up in affects who we are today. Nor are we disputing that genes do account for at least half of the reason we tend to act the way we do. Under certain conditions, even our inherent predispositions can be overwhelmed by changing the details of our surrounding influences. Power of Context implies that it is possible to be a better person on a clean street or in a clean community rather than houseless in one that is littered with trash and graffiti.

Though we try to oversimplify why people are houseless, the reasons people are houseless remains complex as well as diverse. The Fundamental Attribution Error (FAE) is a thought process that occurs when a person makes an incorrect assumption about the cause of another individual's actions. When they involve FAE, they typically assume an individual performs an action because of a personality trait or quality of their character, rather than an external situation they experience. It can also involve a simultaneous assumption that your own actions have an inherently valid explanation. We often consider FAE to better understand how we can develop and create strategies for better addressing and understanding houselessness on a day-to-day basis.

Achieve Zero would like to create a “tipping point”, a magical moment when an idea, irreversible trend, or social behavior crosses a threshold, tips, and spreads like an epidemic to simply end houselessness. AZ wants ending houselessness to be a contagious idea that moves through the community. Hoping this will make a positive difference as people make different decisions when in a group rather than alone. According to Malcom Gladwell, tipping points occur due to the Law of the Few. “Law of the Few” asserts that social epidemics like ending houselessness while bettering our community start not because of large numbers of people, but because of the actions of a few specific types of people – Connectors, Mavens, and Salesmen. Connectors are people who link us up with the world. People with a special gift for bringing the world together. We want to bring stakeholders together to address the greater community needs while addressing the houseless dilemma. Mavens are reputable information specialists that want to educate others but are not marketers. Charismatic salesmen build rapport with others and gain their trust. Gladwell explains that some people are very good at expressing emotions and feelings, which means that they are much more ‘socially contagious’ than others.

Applying this tipping point, we will hold townhall meetings bringing together houseless stakeholders including the houseless. We will identify champions from our communities to lead the fight to end houselessness. It will take all of us to reintegrate the homeless who are already part of our community back into contributing members of our community. By creating a tipping point, we will reverse NIMBYism into YIMBY.

This effort represents much more than at-risk & houseless street outreach & case management. By addressing houselessness, AZ seeks to reclaim the business district, waterfront, parks & beaches, schools, & public spaces while retaining the area's traditional & historic character. While lending a helping hand up to the houseless community to morph into active integrated

contributing community members, we want to slowly instill a vibrant town that blends bringing out the best of the old & new world the town has to offer. We want our town to once again be the hub where proud residents of all ages want to come & hang out with families, friends, & visitors alike.

To end houselessness, AZ wants to assist the community in the development of truly affordable housing that is undertaken in connection with a town reclamation effort. Without truly affordable housing being made available, we will never truly end houselessness.

Everyone agrees, if left unchecked, houselessness continues to spread like a societal cancer: Everyone agrees ending houselessness provides greater social good. It's okay for us to agree to disagree on a solution, but wouldn't it be better to join hands to form public, private, & community inclusive of houseless partnerships rather than choose to bicker disagreeing on how to best expend limited resources (time, human & money) to end houselessness. Not to criticize anyone or past efforts, but the needle on houselessness remains relatively stagnant. With these supplemental gap funds applied to programs, Achieve Zero offers to the State of Hawaii: 1) Action plan for Regions 3 & 5 mitigating houseless dilemma; 2) Holistic street outreach, case management & housing alternatives for individuals, families, veterans, and youth that work; 3) Experienced personnel with knowledge, skills, abilities & culture that creates a houseless tipping point that's performance-based delivering results that moves the "needle on houselessness"; 4) Develop community village conceptual design that identifies feasible site; 5) Promote gainful well trained workforce equipped with the tools to do their work with excellence; 6) Positive change to policies, processes, & existing infrastructure; 7) Support on-island one-stop resource center & detoxification & treatment options; 8) Add storage units to existing inventory & 9) Adage "Fresh set of eyes" to an on-going dilemma plus unique innovative theory of change. AZ does not pretend to have all the answers or be the shining knight on the white horse coming to save our communities and the houseless. We bring plausible solutions while making recommendations to streamline while improving processes and infrastructure to support priorities as determined by the resident community. Revitalizing communities while working with the houseless is much bigger than just working with existing local Oahu social services as well as anyone who wants to join us in the fight to end houselessness, but on a higher level constitutes stimulating community pride leading to communities' revitalization. It everyone's *kuleana* to lend a helping hand up to the houseless community to evolve into once again contributing members of society. Acts as a catalyst treating the at-risk houseless & houseless with respect and human dignity they deserve as they take the next step up to permanent housing with supports & self-sufficiency. Doing what's *kakou*, happy residents take pride & satisfaction not only in the fact that their communities represent a mecca tourist destination but serves as a shining example to the world of how we as an island people treat our houseless population with dignity, respect & *aloha*.

### **"Tell Me Your Story" – Understanding Trauma & Better Understanding the Causes of Houselessness**

**Purpose:** As Oahu houselessness grows, its negative stereotype did likewise that resulted in strong NIMBYism (Not in My Back Yard). Our society developed an insensitivity to the houseless to the point where our own community members once filled with aloha morphed

becoming desensitized. Many of us more fortunate, turn a blind eye often as a defense mechanism, do not see the downtrodden houseless while traversing the sidewalks, hurriedly driving home from work, or spending leisure time at parks. All too often blanket statements made with little conscious thought, paint a false negative picture of the houseless as lazy, dangerous, a menace to society, plus just plain different. It's much too easy to forget while remaining closed minded that the houseless are people too. We need to treat them with the human dignity and the respect they deserve as well as be more humanitarian. It's way too easy to forget that the houseless possess names, come from families, and have dreams as well as aspirations. We often forget they have a face, a story to tell.

“Tell Me Your Story” represents a project centered upon restoring human dignity to the houseless population that constantly experiences being beaten down, stripped of their basic human rights. This study creates an opportunity for those who have been silenced too long to be heard. Telling their own story with their own words and voices.

“Tell Me Your Story” further starts to look at how trauma impacts the brain leading to houselessness. People need to make good healthy choices if they want to live to an older age. Cold hard truth – Houselessness kills. How old are most houseless people when they die? From independent studies: Of those people we know the age of, more than a quarter were under 40 when then they died. In Sacramento County it was 51 for men and 49 for women. In 2022, the average life expectancy of a houseless person is just 50 years. In 2021, United Kingdom, the average age of death for people experiencing houselessness is just 45 for men and 43 for women. Compared to the national average age of death in the UK (79.4 for men and 83.1 for women) this is shocking.

**Benefits:** Houselessness. An unpopular issue & endeavor. Society tires hearing and constantly dealing with this dilemma. Negative emotions fester. Anger plus frustration boils to the point of desensitization. Studies show that over 60% of people walking down the street do not see the houseless. Blanket statements paint a false picture that all houseless are pathetic lazy, dangerous, and hopeless. It's much too easy to forget that they have names, families, feeling, dreams, aspirations Houseless are people too. We forget that they have a face, a story to tell.

“Tell Me Your Story” centers on restoring human dignity to the houseless that have consistently been stripped of this basic human right. This project provides an opportunity for those silenced to find their voice and be heard. By carefully listening, by hearing from their own mouths their own accounts, community, service providers, policymakers, and stakeholders gain a better understanding of what truly leads to houselessness.

Change the negative stigmatism as well as NIMBYism of how community sees, thinks, views, and feels concerning the houseless. Just sweeping the houseless does not work. They are someone's cousin, brother, sister, mother, father, uncle, or aunt. It takes a whole community to reintegrate a houseless person back into the community. There are jobs in every community that the houseless can do. There are places in every community where the houseless can live.

Every day, our team passionately pursues our mission of ending houselessness. Only by better understanding the causes that truly lead to houselessness can Achieve Zero develop innovative

effective houseless programs that work. If we keep doing the same old traditional programs that do not work, why would we expect different outcomes? Get the houseless off the street. Prevent houseless recidivism. Keep the houseless off the street.

Achieve Zero remains an open, fair, and transparent agency. We are more than willing to share what we learn and disseminate nonconfidential information. Thus, the podcasts, townhall meetings, storybook, and whitepaper. Foremost, we're the biggest cheerleaders for those less fortunate that often lack a voice.

Meaningful change begins with a dream. Dream big! Or go home. Believe! Or it will never happen. Change starts beginning with each of us. At Achieve Zero we dare to dream big to end houselessness. We sincerely believe that "Unicorns fart rainbows!"

**Number of Persons Impacted:** 250 houseless persons and the community at-large.

### **How Will You Accomplish the Project Objectives?**

Stakeholders, policy makers, service providers, community members and the houseless themselves will gain a better understanding of trauma induced houselessness. Most houseless do not even know or are even cognizant that they suffer some form of trauma. If you do not recognize and acknowledge that one suffers from trauma, how will one be able seek treatment and healing. "Tell Me Your Story" consists of four parts: 1) Interviews, 2) Photos, 3) Video Short, and 4) Podcast.

**The Interview.** Achieve Zero will interview 250 houseless persons across Oahu. Interviewees receive a gift certificate for their time. A qualitative research study that will add to the current understanding and knowledge concerning contributing factors leading to houselessness. AZ will partner with subject matter experts as well as graduate students to plan, create and execute "Tell Me Your Story" professionally and in an ethical manner. If you suffer from a stroke, you study the heart. If you break your foot, you see a podiatrist. If you experience blurred vision, the ophthalmologist exams your eyes. The etiology of houselessness must be understood to develop effective programs that address the root causes of houselessness. I.e., Is some form of trauma the real cause of why one becomes houseless? Does one first take drugs that leads to a downwards spiral into houselessness? or does one abuse substances attempting to cope with the painful trauma of being houseless? Just one myriad of interesting scenarios to explore in dissecting the root causes leading to houselessness. So why shouldn't we be taking a closer look at the brain? In looking at the brain.....

Brain Health & Houselessness. We have all seen houseless suffer from progressive brain disorders. The acronym BRAINS stands for a multifaceted approach to long-term brain health to prevent age related cognitive decline or reverse mild cognitive impairment. Its paramount to start early and take care of your brain now. Unfortunately, the houseless majority lead a lifestyle contrary to good long-term brain health.

**B**rain engagement represents one of the best ways to prevent cognitive decline. Keep learning new things. Keep doing new activities. Disuse leads to atrophy. If we stop using our brains, our brain cells stop firing and functioning as neurons. Get the most from doing activities you enjoy

that utilize different parts of the brain. Complex activities likely exercise multiple cognitive sections of the brain together which is good. Making these activities more social engages different areas of your brain as well as yourself.

**Rest.** Naturally, good, and adequate amounts of sleep are essential for maintaining a healthy brain. But how many of us attain 7 – 8 hours of restful sleep a night? Inadequate sleep increases the chances of dementia by 36%.

**Activity.** Being active keeps your vascular health strong, Strong vascular health keeps your heart strong which in turn directly affects your brain. Being active and less sedentary leads to a healthier you.

**Interaction.** Social relationships stimulate different areas of the brain. We are social creatures. Social isolation can be as detrimental to cognitive well-being as any other of the five components of the brain. Thus, its' important to interact with family, friends as well as the people you work with.

**Nutrition.** Eating a good nutritious, mostly whole food, healthy plant-based plant-rich minimally processed low fat, low sugar foods filled with fiber. Microorganisms in our digestive system breakdown fiber to reduce cholesterol, lower bad fats and improve our immune function, but can make neurotransmitters to help our brain function better.

**Stress Management.** Stress kills. Unresolved stress alters your gene functions in a way that turns on bad genes and promote the development of chronic diseases. Remember problems are like unfolded laundry. It will still be there tomorrow.

Your brain is tissue. Keep it healthy like any other part of the body. Your brain merely weighs 3% of your full body weight but gets 20% of your cardiac output. Therefore, when you start to cut off that supply of oxygen to the brain, your brain suffers injuries, and these injuries start to accumulate. Drinking lots of alcohol kills brain cells and leads to irreversible shrunken brains that may cause frequent memory loss.

Photos, video short and podcasts all focus on information dissemination. Sharing the information gathered, stories heard, and lessons learned with the general population. Putting a story to the man yelling while pushing his overflowing shopping cart. Giving a face to this crisis called houselessness.

**Photos.** Photography in its purest form remains a tested age-old method to capture and record humanity. Both an art as well as a science, it serves as a universal language uniquely capturing emotions of desperation, hate, love, and happiness. The camera serves as tool of exploration acting as a passport to inner sanctums of the mind. A picture evokes power to move the mind and compels the body to act as an instrument of change. Great photos communicate so much in an instant. In addition, for the visual components, AZ plans to share a series of photos depicting houseless encampments and individuals experiencing houselessness, accompanied by direct quotes of people in the photos to humanize the crisis. Blown up pics create poster boards or compilation of photos depicting real life houseless tells a compelling tale via storybook.



**Video Short.** What would you see if you could see through the eyes of a houseless person? As Henry David Thoreau said, “Could a greater miracle take place than for us to look through each other’s eyes for an instant?” Hear what they hear. See what they see. Feel what they feel. Would you think and treat them differently? Intent of this emotionally charged video moves you to reconsider how each and every one of us views houseless persons as fellow human beings.

**Podcasts.** The podcast entails discussing key factors of houseless services, and interviewing various providers, policymakers, and community members to provide different perspectives surrounding this issue. Most importantly, it will serve as a space for the houseless population to share their personal journey with others if they wish to do so. The podcast will be recorded and shared once a month. Totaling to 12 over a one-year period. Through the podcasts, people gain new knowledge, insight and an understanding while getting to familiarize and know who the houseless persons truly are. Another media to disseminate actual data findings.

The end goal of all four parts is to challenge stereotypes, broaden our minds, and restore dignity to those who have had it stolen from them. Through "Tell Me Your Story," our hope is to ignite a passion in the community to work together because together is the only way we will end houselessness for all.

Everyday someone from the community comments why does Achieve Zero staff fail to help more houseless persons get off the street and stay off the street. Oft times, you can only help a houseless person, when and if they want help. Only by better identifying and understanding the root causes of trauma that leads to houselessness will enable Achieve Zero to end houselessness one person at a time.

New gained knowledge equips outreach case managers to create innovative solutions to address houselessness. If we are to responsibly deal with houselessness, we need real solutions based on concrete data. If we just keep managing houseless programs the same old traditional way, then why would we expect the outcomes to change. To instigate a change from the houseless lifestyle, that person must possess a reason as to why they should change. It is not so farfetched that at times we quit on ourselves before we quit on others. When you make others your reason for making lifestyle changes in your life or the reason why, then you are on to something. Then you are catching fire!

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

Program Planning and Design		Months											
Outreach, Case Management & Housing		1	2	3	4	5	6	7	8	9	10	11	12
Services	Specific Tasks	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Program Planning and Design	Continual Program Planning												
Program Management													
Staffing Management Activities	Recruit/Hire Staff												
	Staff Development Plans												
	PIC, Coc, CES, HMIS, PITC - On the Job Trainings												
	Participate in Workshops & Conferences												
	Staff Meetings												
	Staff Supervision												
	HR/Staff Wellness												
Program Implementation													
Outreach and Recruitment	Homeless Self-Identification or Identification Points												
	Centralized or Coordinated Assessment - Coordinated Entry System												
	Prevention & Diversion												
	Joint-Outreach (6)												
Case Management Family, Individuals, Veterans, Youth	Client Engagement: Street Homeless, Emergency Shelter, Treatment												
Temporary Shelter Crisis Stabilization and Housing Search	Crisis Response Rapid Rehousing w/ Services Transitional Housing w/ Services												
Permanent Housing Including Community Based w/ Services & Supports	Permanent Supportive Housing with Followup Services												
Contractual	Cash Advance & Quarterly Invoices												
	Debriefing & Closeout												
	Amend Contract?												
Program Evaluation and Quality Assurance													
Evaluation and Quality Assurance	Data Collection Refined to Meet Reporting Needs												
	Monthly Planning, Program & Fiscal Monitoring												
	Participant & Community Satisfaction Survey												
	Collect and Analyze Data. Adjust Program as Needed.												
	Submit Quarterly Program and Fiscal Reports to Funder												



**“Tell Me Your Story” Timeline:** Period July 1, 2023 – June 30, 2024 (12 months)

- 1) Develop interview & survey questions. (July 31, 2023).
- 2) Conduct 250 interviews, take photos, and create photo boards (August 1, 2023 – May 31, 2024).
- 3) Purchase podcast equipment. Test podcast equipment. (Sept 1, 2023 – Nov 30, 2023).
- 4) Interview/Survey process mid-evaluation and assessment (Dec 2023).
- 5) Video short completed (Dec 2023).
- 6) Info dissemination at four town hall meetings (July 2023; Oct. 2023; Jan. 2024 and Apr. 2024).
- 7) White paper. Final report. Photo book. (August 31, 2024\*\*). \*\*Final report usually due 2 months after contract end date.
- 8) Achieve Zero twelve monthly podcasts (Jan 2024 – Dec 2024\*). \*Continue 6 months after one-year contract end date.

		"Tell Me Your Story" Project Timeline																	
		Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
<u>Activity</u>																			
Develop Interview & Survey Questions		█																	
Interviews, Photos, & Photobooks			█	█	█	█	█	█	█	█	█	█	█						
Purchase & Test Podcast Equipment				█	█	█	█												
Mid-Evaluation & Assessment							█												
Video Short Completed							█												
Town Hall Meetings		█			█			█			█								
White Paper. Final Report. Photo Book.														█	█	█			
Monthly Podcasts								█	█	█	█	█	█	█	█	█	█	█	█

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

**Quality Assurance & Evaluation Plans.** AZ remains committed to delivering high quality services to houseless & those at-risk houseless families, individuals, veterans, & youth as well as the community at-large. Targeted goals, outputs & outcomes are strategically aligned to our priorities, vision & mission to achieve performance deliverables that are consistent to our funders’ contracts. Quality houseless services & performance data is the *kuleana* or responsibility of everyone starting with line staff plus volunteers, supervising Programs Director (PD), up to Executive Leadership & finally even the BOD. Our informal contract management policies & processes support: a) a continuous program review & improvement; b) quarterly analysis of client outputs & outcomes; & c) client satisfaction surveys.

Data collection begins with line staff & volunteers in the field. On-line data collection & reporting software help organize data & specify what data to collect. Data specialist & administrative case specialist both check data inputted into the database. PD works with data specialist on what data to collect & report on. He then checks & validates to see if reports meet contractor satisfaction & approval. ED reviews monthly, quarterly, annual, & final reports before final submittal & approval. If less than satisfactory program performance or areas for

improvement or challenges are identified, the PD meets with staff to discuss the issues, identify the root cause, & develops an improvement plan to change processes & address identified weaknesses. AZ leadership team then can introduce interventions to improve performance & implement an action plan to monitor the effectiveness of service delivery interventions. A small non-profit, AZ can usually take advantage of this & make changes quickly & 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 AZ do better the next time? AZ maintains a managing for results culture that is performance based. We strive to deliver service with excellence to our clients.

4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.

If awarded sufficient supplemental operating and unrestricted gap funds, Achieve Zero will continue houseless street outreach, case management, and housing programs leading towards organizational stability and financial stabilization.

Provide with excellence, on-going humanitarian street outreach and case management services that treat houseless with deserved respect and dignity. Assist houseless within our communities who are willing to better themselves via lifestyle changes become active contributing community members.

Assisting houseless stimulates grassroot effort that leads to community revitalization with economic development integration that results in safe, healthy, prosperous, and complete communities that instill pride in residents.

#### Schedule of Performance for Activities

Deliverable Activities	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Unduplicated adult households	7	8	7	8	7	8	7	8	7	8	7	8	90
Unduplicated family households		1		1		1		1		1		1	6
Unduplicated adults	8	8	9	8	8	9	8	8	9	9	9	9	102
Unduplicated children		1		1		1		1		1		1	6
75% of households have engagements	6	6	6	6	6	6	6	6	6	6	6	6	72
50% households	3	3	3	3	3	3	3	3	3	3	3	3	36

engaged entered housing													
Hold quarterly town hall meetings	1			1			1			1			4
Hold client mini resource fairs		1			1			1			1		4
Joint outreach efforts		1		1		1		1		1		1	6
20% households engaged still housed after 6 months							2	2	2	2	3	3	14
15% households* engaged still housed after one-year													11

\*NA Program funding one-year. Program strives for.

AZ is nearing completion of its own Resource Navigation Center - a homebase facility where we can provide full services to houseless individuals, families, veterans, and youth in need.

If awarded, implement “Tell Me Your Story”. By carefully listening, hearing from their own mouths their own houseless accounts, community, service providers, policymakers, and stakeholders gain a better understanding of what truly leads to houselessness.

If awarded, implement the “Tell Me Your Story” program that consists of four parts: 1) Interviews, 2) Photos, 3) Video Short, and 4) Podcasts.

Achieve Zero will screen 400 and conduct an interview of 250 houseless persons across Oahu.

AZ plans to share a series of photos depicting houseless encampments and individuals experiencing houselessness, accompanied by direct quotes of people in the photos to humanize the crisis. Blown up pics create poster boards or compilation of photos depicting real life houseless tells a compelling tale via storybook.

Intent of this emotionally charged video short moves you to reconsider how each and every one of us views houseless persons as fellow human beings.

Share data via photos & video; & Record and share 12 podcasts.

## **IV. Financial**

### **Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds  
(See end of this Section IV. Financial Attachment 1)

This State budget request for unrestricted gap funds to keep Achieve Zero operational is in the amount of \$249,342.56

AZ is also requesting street outreach and case management programmatic funds from other sources in the amount of \$598,018.60.

To demonstrate commitment to its mission and to cover all expenditures, AZ itself must contribute funds in the amount of \$144,998.60.

Total budget is in the amount of \$992,359.82

In 2021, AZ audit cost upwards of \$16,000. 2022 audit expected to cost \$18,000. Requesting \$2000 or 11.1% of total audit cost.

In 2022, AZ insurance costs for six months was \$5,900. In 2023 expected insurance is expected to cost \$12,000/year. Requesting \$2000 or 16.6%.

In second six months of 2022, AZ easily spent \$6,000 helping clients get IDs, birth certificates, and other documentation. In 2021, AZ expended \$13,000 for program activities. As we serve more clients, expected program activities is anticipated to increase to \$18,000. Requesting \$6,000 or 33%. All monies applied to our houseless clients.

In 2022, telecommunication and software costs were +\$32,000. Requesting \$3,000 or 9.375%.

In second six months of 2022, gas for two vehicles was \$4,500. Total gas costs for a year is about \$10,000/yr. Requesting \$5,000 or 50% to cover required gas costs.

All funds requested including contractual services cover gap costs that AZ struggles to meet. All funds other than administrative go to cover required programmatic costs.

Contractual Services Administrative request in the amount of \$31,200 is to cover 0.5 FTE program costs for an accountant. Presently, AZ only granted funds for an 0.25 FTE accountant.

Contractual Services Program request in the amount of \$26,000 is to cover 0.5 FTE program costs for a data specialist. Presently AZ only granted funds for an 0.25 FTE data specialist.

- b. Personnel salaries and wages (See end of this Section IV. Financial Attachment 2)

Grants only cover 13-15% of administrative costs. AZ being a small non-profit does not have the luxury of 8-10 grants to cover the entire actual administrative costs as well as programmatic expenses.

AZ is requesting that the State contribute administrative salaries and wages for 0.67 FTE for the Executive and Programs Directors positions in the amount of \$116,355.82. We pay fair gainful salaries and wages for fair work. Being a small non-profit, agency cannot afford to be exorbitant. AZ itself will demonstrate its commitment by being responsible to contribute the remaining 15 – 20% by raising unrestricted funds.

c. Equipment and motor vehicles (See end of this Section IV. Financial Attachment 3)

To purchase computer, camera, and podcast equipment to implement “Tell Me Your Story” project that will give us a better understanding how trauma impacts and causes homelessness. Requesting equipment funds in the amount of \$6,232.00.

Achieve Zero conducts daily “boots-on-the-ground” street outreach. Staff do not just sit and wait for our homeless clients to come into our office but go out to where they reside. We target harder-to-serve clients that possess multiple barriers to success. Our geographic service area is half of Oahu – Point-In-Time Count Regions 3 (Aiea – Pearl City – Waipahu – Ewa Beach – Kapolei) and 5 (Mililani – Wahiawa – Mokuleia – North Shore up to Turtle Bay). Sites visited often lack accessible facilities often requiring off road access to secluded country areas.

Requesting funds in the amount of \$31,281.45 to purchase either one new or a “gently” used car like an **entry level** Toyota Corolla. Transportation remains a barrier in placing homeless into shelter, housing & accessing supportive services.

Presently we have four outreach case manager positions with plans to expand to six later this year. We need a reliable third vehicle that will allow splitting outreach case management into three teams rather than two. AZ able to serve additional 3-4 clients/day or 48 - 64 clients/month.

We are in the third year of a campaign to replace two donated vans and car that are no longer operable/dependable. One 1998 Dodge van on its last legs (185,000 miles) was replaced with a dependable truck in 2021. Inoperable 2006 Saturn with worn out crank shaft bearing (205,000 miles) has been replaced with a reliable Honda CR-V in 2022. If awarded, we hope to replace in 2023 a 2002 Prius Hybrid (143,000 miles) that just died and is too costly to repair.

Leasing a vehicle or paying mileage represent costly alternatives. Staff often don’t like to use personal vehicles because the mileage paid may not cover the full extent of the repair costs.

d. Capital project details (See end of this Section IV. Financial Attachment 4)

Not applicable.

e. Government contracts, grants, and grants in aid (See end of this Section IV. Financial Attachment 5)

List of four government contracts, grants, and grants-in-aid in the amount of \$1,672,000.

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2024.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$90,470.73	\$52,957.28	\$52,957.28	\$52,957.27	\$249,342.56

First quarter startup costs slightly higher.

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2024.

See end of this Section IV. Financial Attachment 1.

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

Not applicable.

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2024 for program funding.

See end of this Section IV. Financial Attachment 5.

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

The unrestricted current assets balance is -22,874.83. Please see end of this Section IV. Financial Attachment 6 - Statement of Financial Position.


**Attachment 1**  
**Budget Request by Source of Funds**



**BUDGET REQUEST BY SOURCE OF FUNDS**

Period: July 1, 2023 to June 30, 2024

Applicant: Achieve Zero

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>Total Federal Funds Requested (b)</b>	<b>Total County Funds Requested (c)</b>	<b>Total Private/Other Funds Requested (d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	116,235.82		359,614.67	27,403.78
2. Payroll Taxes & Assessments	16,743.47		52,139.20	4,083.16
3. Fringe Benefits	3,649.82		37,082.00	1,094.40
<b>TOTAL PERSONNEL COST</b>	<b>136,629.11</b>		<b>448,835.87</b>	<b>32,581.34</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1 Audit	2,000.00		4,440.00	8,000.00
2 Contractual Services - Administrative	31,200.00		6,240.00	
3 Contractual Services - Program	26,000.00			95,417.32
4 Food			4,024.00	
5 Insurance	2,000.00		4,375.00	3,000.00
6 Lease/Rental of Equipment				
7 Lease/Rental of Motor Vehicle			15,414.00	
8 Lease/Rental of Space			17,736.00	
9 Mileage & Parking			3,510.00	
10 Postage, Freight and Delivery			2,221.00	
11 Program Activities	6,000.00		15,790.00	
12 Publication, Printing, and			1,400.00	
13 Repair and Maintenance - Vehicle				
14 Staff Training				
15 Substance/Per Diem				
16 Supplies - Gas	5,000.00		11,331.00	
17 Telecommunication	3,000.00		22,911.00	6,000.00
18 Transportation			398.80	
19 Utilities			6,000.00	
20 Vehicle Repair & Maintenance			841.40	
21 Supplies			1,291.00	
22 Indirect Costs			24,459.53	
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>75,200.00</b>		<b>142,382.73</b>	<b>112,417.32</b>
<b>C. EQUIPMENT PURCHASES</b>	<b>6,232.00</b>		<b>6,800.00</b>	
<b>D. MOTOR VEHICLE PURCHASES</b>	<b>31,281.45</b>			
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>249,342.56</b>		<b>598,018.60</b>	<b>144,998.66</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	249,342.56	Keith Yabusaki (808) 445-5875		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested	598,018.60	 Jan 18, 2023		
(d) Total Private/Other Funds Requested	144,998.66	Signature of Authorized Official Date		
<b>TOTAL BUDGET</b>	<b>992,359.82</b>	Nicole S. Winter Executive Director Name and Title (Please type or print)		

## Attachment 2

### Budget Justification – Personnel Salaries and Wages



## Attachment 3

### Budget Justification – Equipment & Motor Vehicles

**BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES**

Period: July 1, 2023 to June 30, 2024

Applicant: Achieve Zero

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
ThinkPad X1 Yoga Intel (15") Computer, Pen, Mouse, & Case	1	\$2,217.00	\$ 2,217.00	
Rode Large Condensor Mic w/ Shock Mount, Cables	2	\$258.00	\$ 516.00	
Focusrite Scarlett 2i2 3rd Gen USB Audio Interface	1	\$209.00	\$ 209.00	
Mackie Mixer - Unpowered, 4 Channel	1	\$399.00	\$ 399.00	
Closed Ear Headphones, Cable, Case, & Adapter	2	\$99.00	\$ 198.00	
Microphone Stand	2	\$99.00	\$ 198.00	
Leica TC2 Mirrorless Camera with 18.56mm Lens Kit	1	\$2,495.00	\$ 2,495.00	
<b>TOTAL:</b>	10		\$ 6,232.00	

**JUSTIFICATION/COMMENTS:** Acquire new knowledge to gain a better understanding of what truly leads to houselessness. Interview 250 homeless regarding contributing factors to houselessness; Gather insight into their personal life journeys; Capture an instant moment in time, what it feels like to look through the eyes of a houseless person? Share data via photos & video; & Record and share 12 podcasts.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Toyota Corolla SE \$25,995 msrp + tax, license, registration \$1296.45	1.00		\$ -	
+ dealer markup \$4,000			\$ 31,281.45	
			\$ -	
<b>TOTAL:</b>	1		\$ 31,281.45	

**JUSTIFICATION/COMMENTS:** Entry level car. AZ does daily outreach with 4 - 6 staff. We currently have only 2 vehicles to cover a geographic area half of Oahu - Region 3 (Aiea - Pearl City - Waipahu - Ewa - Kapolei) & Region 5 (Miliiani - Wahiawa - Haleiwa - Mokuleia - North Shore up to turtle Bay). We do not wait for our clients to come into the office but go out to where they are. Using individual vehicles & paying higher mileage cost is even more expensive & cost prohibitive.

## Attachment 4

### Budget Justification – Capital Project Details



**BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS**

Period: July 1, 2023 to June 30, 2024

Applicant: Achieve Zero

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2021-2022	FY: 2022-2023	FY:2023-2024	FY:2023-2024	FY:2024-2025	FY:2025-2026
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS: Not Applicable</b>						

## Attachment 5

List of Government Contracts, Grants and/or Grants In Aid

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

App: Achieve Zero Contracts Total: 1,672,000

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Homeless Outreach Program	06/15/22-06/14/23	Dept. of Human Services	State	327,000
2	FY 2017 CIP Resource Navigation Center	01/2018-12/31/22	DAGS	State	1,000,000
3	The Emergency Food & Shelter Program	09/2022 - 05/2023	AUW	U.S.	91,000
4	Tenant Based Rental Assistance	05/01/20-02/28/22	Dept. Community Service	Honolulu	254,000
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Attachment 6  
Statement of Financial Position

## Achieve Zero

## Statement of Financial Position

As of December 31, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	-27,744.96
1010 Bank of Hawaii - Checking (AB)	22,500.55
1011 Bank of Hawaii - Checking (AZ)	42,670.22
1030 PayPal Bank (AB)	0.00
1040 Petty Cash	290.40
<b>Total 1000 Cash</b>	<b>37,716.21</b>
<b>Total Bank Accounts</b>	<b>\$37,716.21</b>
Other Current Assets	
1400 Other Current Assets	
1410 Prepaid Expenses	0.00
<b>Total 1400 Other Current Assets</b>	<b>0.00</b>
Undeposited Funds	39,808.82
<b>Total Other Current Assets</b>	<b>\$39,808.82</b>
<b>Total Current Assets</b>	<b>\$77,525.03</b>
Fixed Assets	
1600 Fixed Operating Assets	
1610 Computers & IT	
Accumulated Depreciation - Computers & IT	-234.72
Original cost - Computers & IT	391.03
<b>Total 1610 Computers &amp; IT</b>	<b>156.31</b>
1620 Furniture, Fixtures, & Equip	
1621 Furniture, Fixtures, & Equip	3,960.14
Accumulated Depreciation - Furniture, Fixtures, & Equip	-4,399.56
Original cost - Furniture, Fixtures, & Equip	7,332.58
<b>Total 1621 Furniture, Fixtures, &amp; Equip</b>	<b>6,893.16</b>
1622 Outreach Equipment	
Accumulated Depreciation - Outreach Equipment	-2,181.48
Original cost - Outreach Equipment	6,544.44
<b>Total 1622 Outreach Equipment</b>	<b>4,362.96</b>
<b>Total 1620 Furniture, Fixtures, &amp; Equip</b>	<b>11,256.12</b>
1630 Land	427,881.27
1640 Vehicles	2,973.82
1642 Truck	516.20
Accumulated Depreciation - Truck	-7,196.65
Original cost - Truck	35,983.23
<b>Total 1642 Truck</b>	<b>29,302.78</b>
1643 Honda	35,858.24

# Achieve Zero

## Statement of Financial Position

As of December 31, 2022

	TOTAL
<b>Total 1640 Vehicles</b>	<b>68,134.84</b>
1650 Buildings	
1651 Portable Classrooms	
Accumulated Depreciation - Portable Classrooms	-10,130.00
Original cost - Portable Classrooms	0.00
<b>Total 1651 Portable Classrooms</b>	<b>-10,130.00</b>
1652 Construction in Progress	508,557.64
<b>Total 1650 Buildings</b>	<b>498,427.64</b>
1660 Land/Building	
Accumulated Depreciation - Land/Building	0.00
Original cost - Land/Building	0.00
<b>Total 1660 Land/Building</b>	<b>0.00</b>
<b>Total 1600 Fixed Operating Assets</b>	<b>1,005,856.18</b>
<b>Total Fixed Assets</b>	<b>\$1,005,856.18</b>
<b>TOTAL ASSETS</b>	<b>\$1,083,381.21</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	14,371.32
<b>Total Accounts Payable</b>	<b>\$14,371.32</b>
Other Current Liabilities	
2200 Accrued Liabilities	
2230 AUW Line of Credit	80,000.00
2250 Other Loans	36,200.39
<b>Total 2200 Accrued Liabilities</b>	<b>116,200.39</b>
2300 Accrued Payroll	
2310 Accrued Payroll - Salaries	0.00
2320 Accrued Payroll - Taxes	6,023.28
<b>Total 2300 Accrued Payroll</b>	<b>6,023.28</b>
2600 Pass-Thru Funds	2,271.63
<b>Total Other Current Liabilities</b>	<b>\$124,495.30</b>
<b>Total Current Liabilities</b>	<b>\$138,866.62</b>
<b>Total Liabilities</b>	<b>\$138,866.62</b>
Equity	
3000 Unrestricted Net Assets	-22,874.83
3100 Temporarily Restricted Net Assets	524,719.32
3200 Retained Earnings	204,211.18



# Achieve Zero

## Statement of Financial Position

As of December 31, 2022

	TOTAL
Net Revenue	238,458.92
<b>Total Equity</b>	<b>\$944,514.59</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,083,381.21</b>

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

Our AZ multi-disciplinary canvassing team possesses the overall general knowledge, skills, abilities, & capacity (KSAC) to actively engage the houseless to access basic health, housing, medical including street medicine, & other social services. Our street outreach program supports client-centered, trauma-informed, harm reduction, Housing First approach with low barrier to entry. Housing First is not housing only but participants meeting AZ half-way on lease & behavioral expectations. Understand risky behavior. We are culturally competent. Comprehend that participants need to make meaningful ethical choices that do not cross clinical & legal limits. Canvassing entails ORG code trained team members including but not limited to licensed social workers, behavioral health specialists, & medical professionals. We do not sit in the office waiting for our clients to come to us. Boots on-the-ground, we directly deliver services to our houseless families & individuals where they are including out in the field. Working partnerships with law enforcement, faith-based organizations, public/private landowners, legal services, schools, libraries, immigration youth services, health, & mental health services to implement a collaborative approach especially in developing a canvassing strategy. To meet the KSAC required to better service our houseless participants, AZ partners making referrals for services it does not provide.

Support of **our working partnerships network** remain key to AZ delivering outcomes. AZ cannot do what it does without them. AZ will partner with anyone who wants to end houselessness. Emergency Health Services - over 60% of clients suffer mental illness, substance abuse or both. Appointments & referrals: Wahiawa Health; Wahiawa General Hospital; Hope Treatment Services; Institute of Human Services Adult Mental Health Division & Alcohol and Drug Abuse Division; North Shore Mental Health; Care Hawaii; Hina Mauka; Hale Kipa; Kalihi-Palama Health Care; Waikiki Health Center; Women In Need; Salvation Army Family, Treatment and Kroc Center; Waianae Coast Comprehensive Health Center; U.S. Vets; Waianae Coast Community Mental Health Center; Aloha United Way; Child & Family Service and Hawaii Health & Harm Reduction Center.

AZ partners with the Hawaii Food Bank, local area churches i.e., Mililani St. John's, Wahiawa Church of the Nazarene, The Church of Jesus Christ of Latter-Day Saints, Kipapa, Wahiawa, & Kaala Elementary Schools, & Catholic Charities Meheula Vista and Haleiwa Senior Housing to continue food distribution to kupuna and those most in need. We partner with Honolulu Police Department Community Police District teams 2 (Mililani-Wahiawa-North Shore) and 8 (Ewa-Kapolei) as well as Law Enforcement Assisted Diversion (LEAD). Though we support the rights of landowners, how one removes houseless persons, and their belongings can and should be done while supporting each person's human dignity and respect.

Local government partners include but not limited to: Office of Homelessness & Housing Solutions; Department of Human Services – Homeless Programs Office; Department of Health, Department of Labor & Industrial Relations, & Department of Community Services.

AZ is a part of the Continuum of Care (COC) – Partners in Care which administers federal funding related to homelessness and oversees the Coordinated Entry System for homeless resources.

Being client-centered, getting houseless into shelters requires coordinating services with: Waimanalo Emergency Shelter – Alternative Structures International; Care Hawaii L.R.S.C.; Family Promise Hawaii; Dynamic Healing Center Kulaokahua; Gregory House -Community Residential Program; Hale Mauliola; Institute for Human Services, Inc; Kealahou West Oahu – Onelauena; Homeless Outreach Navigation for Unsheltered Persons (HONU); Residential Youth Services and Empowerment (RYSE); Waianae Civic Center; Waikiki Health – Keauhou; & United States Veterans Initiative.

AZ is proud to be part a collaborative of expert partners working together to create a coordinated outreach response system to identify & help stabilize houseless in crisis & connecting them to needed services. We look at barriers with fresh new eyes bringing our KSAC to share. We also cherish the opportunity to come with an open mind to learn from like-minded partners. Together we will move the bar on houselessness. It's win-win.

AZ uses Google Maps to identify & mark unsheltered houseless sites within the community.

As stated above, AZ implements a unique Theory of Change & Humanitarian Approach: When a participant acknowledges readiness to change, AZ serves as a catalyst coaxing each one to self-identify their own purpose that starts them on their individual journey to regain their inherent right as a person, to be valued, respected for their own sake, & to be treated ethically with human dignity. Key to Approach: AZ treats our houseless brothers & sisters with the human dignity & respect they deserve.

A few of our nontraditional staff possess lived & LGBTQ experience which make them invaluable in working especially with the hard-to-serve. Unity in diversity. By looking at our attached bios, our unified highly trained team consists of diverse ethnic backgrounds with diverse disciplines.

AZ recognizes the need for specialized KSAC for youth houseless street outreach. Hawaii possesses the fifth highest percentage of unsheltered Unaccompanied Youth Experiencing Houselessness (67.1%) in the nation. HMIS data & street outreach efforts show that houseless youth are unsheltered or at risk of houselessness statewide, however there are extremely limited resources & outreach efforts. The 2018 Street Youth study also found that a large portion of street youth were not connected to schools or shelters, indicating a need for outreach & mobile crisis response. For some houseless youth, the decision not to use services is embedded within a culture of self-reliance & a lack of trust in adult systems. These youth will not seek services, instead we must seek them. To address these trends, a youth specific coordinated community response to identify & divert youth from houselessness is essential to make youth houselessness rare, brief, & nonrecurring.

**Listing of verifiable experience** managing City & County and State grants, with an emphasis on outreach grants, include funding source & grant amounts.

Past Contracts: In 2019, successfully completed 1st year Wahiawa After-Hours pilot.

**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

In 2018, AZ successfully completed 1st 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.

**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. #Placements with Housing & Employment (259) Proposed: 94
5. #Diversions from Citation, Arrest, ER (63) Proposed: 12
6. #Transition from Emergency to Long-Term PH (17) Proposed: 24
7. #Transition from Emergency to Transitional Housing (12) Proposed: 8

**US Vets Outreach Subcontract 2017-2018 Amount: \$82,058**

Period: 06/15/2017-06/14/2018 Actual Deliverables:

1. # Households Enrolled (139) Proposed 125
2. # Homeless Verifications (137) Proposed 125
3. # VI-SPDATs Completed (153) Proposed 70
4. #HMIS Outreach Assessments to US Vets (140)
5. #Chronically Homeless Households Enrolled (102)
6. #Households Referred to Housing Navigator (26)

**US Vets Outreach Subcontract 2018-2019 Amount: \$50,000**

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)

**US Vets Outreach Subcontract 2019-2020 Amount: \$130,000**

1. Total Encounters (407)
2. Total Clients unduplicated (177)

**US Vets Outreach Subcontract 2020-2021. Amount: \$125,000.**

1. Total Clients unduplicated (62) No audit &/or monitoring findings

**HPO Street Outreach 2021-2022 Amount \$327,000 Total Unduplicated Clients (370)**  
**HPO Street Outreach 2022 Amount: \$327,000 Total Unduplicated Clients (340)**

## **2. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.

Currently under construction, the AZ-owned & operated Resource & Navigation Center (RNC) situated at 123 Mango Street, Wahiawa, Hawaii creates a centralized base location for all our program operations including our Houseless Street Outreach Program. ADA compliant, RNC will provide a hub for community activities, to include dedicated workspace for staff & partner service providers, client engagement, case management, housing assistance, access to supportive services & a multi-purpose room suitable as a learning center.

Working community partnerships will provide a suite of complementary, wraparound services that lend a hand up while supporting the goal of healing, overall wellness, and ultimately a path toward permanent housing. RNC represents the common entry point for clients with low barriers which will enable them to receive immediate care and long-term, on-going assistance. At the same time, RNC creates a caring safe-haven needed to serve the most vulnerable within our community.

Within a block of convenient bus lines, RNC encompasses approximately 2800 square feet of office space that offers onsite amenities that include mailbox, high speed internet access, computers, kitchen, food pantry, & hygiene facility. Located in the business district of Wahiawa, RNC is situated nearby to local Federal, State, and County satellite offices, medical facilities such as Wahiawa General Hospital, Wahiawa Health Center, police, post office and banks. Adequate client parking will be made available.

Our temporary 800 ft<sup>2</sup> office is located at 202 Palm Street across from the Wahiawa General Hospital emergency room. One block from the Wahiawa Bus Terminal it is also located in the business district of Wahiawa nearby to local Federal, State, and County satellite offices, medical facilities such as Wahiawa General Hospital, Wahiawa Health Center, police, post office and banks. Adequate client parking is available.

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

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

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

Proposed Staffing & Staff Qualifications See end of this Section VI. Personnel Attachment 7.

**AZ GOVERNANCE:** Active, participatory five-member **Board of Directors (BOD)**.

Determines organizational policies. Sets pace of operations, future development, & organizational structure. Exercise powers with “proper purpose” while considering the best interests of company & its employees. **Advisory Committees:** Finance, Fundraising & Properties. Professionals within respective fields provide guidance, training, & oversight.

**Strategic Advisory Group:** Secure & search the best talent.

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

Leadership Team (2 staff) Executive Director (ED) with direction from the BOD, explore & implement initiatives in alignment with mission. Ultimately responsible for program oversight, deliverables, & ensuring overall success. See end of this Section VI. Personnel Attachment 9 - List of Current BOD members.

**Executive Director/Fund Development** – Nicole Winter (1 FTE); & **Programs Director (PD)/Grants Manager** – Keith Yabusaki, PhD (1 FTE). See end of this Section VI. Personnel Attachment 7 which includes the ED & PD position descriptions & bios.

Program Team (4 staff)

**Outreach Case Managers** (4 staff) – Tatiana Young, PhD (1 FTE); Christina Ledward (1.0 FTE); Tori Yuen (1.0 FTE); Taylor Hoepfner (1.0 FTE); **Youth Outreach Specialist** (1 staff) – Vacant (1.0 FTE). See Attachment 7 with Outreach Case Manager position descriptions & bios.

**Food Distribution** (1 staff) – Keith Yabusaki.

Administrative Services

Fiscal Services

Accountant (1 staff) – Liane Fujishige (0.5 FTE) Contracted Services. The accountant is responsible for overseeing accounts payable & receivable. This role processes invoices for vendors & overhead. Provides accounting & administrative support.

**Human Resources (HR) & Payroll Outsourcing - ProService Hawaii** -State's largest & experienced HR & payroll provider. Outsourcing helps AZ scale & take care of our employees.

**Data Specialist** – Sabrina Ford (0.5 FTE). Implement an on-line case management solution. Improve data entry process, organize data, generate reports in compliance with contracts & save time/money. Data evaluation improves program outcomes & supports the overall efforts to identify & address areas of growth & improvement. AZ utilizes **Apricot Solutions software**.



**Communications & Marketing** - Pat Matsueda (Volunteer) A specific focus of communications, marketing, fundraising & social media thereby building capacity for the organization & community.

See end of this Section VI. Personnel Attachment 7 which includes the bios/position descriptions for Accountant & Data Specialist.

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

Staff remain our biggest investment & asset. Programs Director (PD) provides direct supervision to the outreach-case management canvassing teams by meeting them each morning as a team to share ideas & how to deal with difficult cases as well as individually. As each staff is unique, PD does personalize individual supervision to help each staff grow to become the best outreach case manager they can be. PD maintains an open-door policy. Each staff can receive personalized supervision & assistance.

We make time for team building. Three to four times a year AZ holds team bonding days. AZ administration strongly advocates & supports selfcare. Staff constantly deal with a tremendous amount of negativity from clients & community. Balancing strife from work & home can be daunting.

AZ administration believes in providing adequate training to enhance worker skills while giving them the tools to do their job with excellence. AZ will provide staff with Org Code Consulting training: Onboarding Essentials; Being Strength-Based in Service Encounters, Case Planning, Policy Development & Evaluation; Street Outreach & Encampments; Service Prioritization Decision Assistance Tool; Motivational Interviewing & Assertive Engagement; Trauma Informed Care; Prevention, Diversion & Rapid Resolution; Harm Reduction; & Housing Based Case Management.

AZ encourages all staff members to attend pertinent workshops and conferences. This past year staff members attended the in-person 2022 Homelessness Awareness and Housing Solutions Conference with amazing speakers, guests, and sponsors as well as plus 500 attendees. Several staff also attended a follow-up Housing Conference sponsored by the Hawaii Housing Affordability Coalition that highlighted guests from Finland who shared and educated us all on the success that Finland has had in helping people get into housing and eliminating almost all unsheltered homelessness.

## **2. Organization Chart**

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

Organizational Chart clearly illustrates the position title, name, & full-time equivalency of each staff as well as line of responsibility/supervision. It indicates the minimal number of staff needed to maintain a program of this size & stature.

The Board of Directors (BOD) is ultimately responsible, including fiscally, for the overall policies, well-being, fund development & sustainability of the agency. The Executive Director (ED), the chief professional officer, provides direct oversight to Programs, Data/IT, Fiscal, Communications as well as volunteers & is responsible for the day-to-day agency operations. The ED reports directly to & does the bidding of the BOD. She is supported by the leadership team consisting of Programs Director & Accountant. The Programs Director oversees houseless street outreach case management, grants, & properties (social enterprise). See end of this Section VI. Personnel Attachment 8 - Organizational Chart.

### **Program & Agency Infrastructure**

**Organizational Structure:** Not typical strictly top-down administered non-profit. Shared leadership following Stanford model with Blended Value horizontal & vertical organizational structure maximizes value creation & resource maximization of time, money & human resources. Puts the capital T in Teamwork.

**Managing for Results Culture:** Follows performance-based model devised by Marv Weidner that aligns all resources (money, time & human) with agency mission. An integrated management systems that focuses all components on results for customers. An organizational culture where the language, beliefs and behavior are likewise focused on results for customers.

**Organizational Values:** Hawaiian at heart. Not a Hawaiian agency. Hawaiian values & culture have a lot to offer the world.

The pandemic presented AZ an opportunity to break from or past while reimagining houseless services. “It was this rolling emotional ride that you just had to be able to stay fluid, stay dynamic, just to be able to adjust quickly to address the current situation because it was just changing so fast.” AZ looked at what worked & didn’t work. AZ chose to improve capacity not by rebuilding but upbuilding by rethinking what can be. Upbuilding entails creating the “new normal” via transformation. It is opposed & not reverting back to the old normal. In other words, human- and community- centric upbuilding questions why things exist the way they do, whether they function or oppress, & whether they can be done differently. Upbuilding focuses on care for humans who make up the nonprofit sector workforce, as well as the clientele who benefit from that work. Caring also requires being equitable & non-oppressive.

During this challenging time, AZ to survive started to invest in its infrastructure to differentiate itself to be more impactful, resilient & stronger. Capacity building often takes the back seat or is second fiddle. Dismal funding, internal hard work, plus invisibility makes it less desirable. Advocacy & investing in nonprofit infrastructure needed. Adage—Transformation starts with people & moves at the speed of trust.



### **3. Compensation**

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

The annual salary range paid by Achieve Zero to the three highest paid officers, directors, or employees is \$50,000-\$120,000. The three highest paid positions are:

1. Executive Director
2. Programs Director
3. Senior Outreach Case Manager

Members and officers of the Board of Directors serve as volunteers and do not receive compensation.

## Attachment 7

### AZ Bios and Position Descriptions of Key Staff



# NICOLE S. WINTER

Executive Director

## PROFILE

Passionate advocate for those experiencing homelessness. Changemaker. Innovator. Works hard, plays harder. Spiritualist. Idealist. Shameless dreamer of impossible dreams. Mother. Pool player. Severe allergy to politics and bullshit. Social introvert. Standalone. Unrelenting warrior in the fight to end housing inequality. Problem solver. Critical thinker. Protector. Fearless leader. Dependable. Does what she says she will do. Values-driven survivor with a strong sense of honor, respect, and excellence who still believes that unicorns really do fart rainbows.

## CONTACT

PHONE:  
808-445-5527

EMAIL:  
Nwinter@achievezero.org

## HOBBIES

Billiards  
Hiking  
Reading  
Learning  
Thinking

## WORK EXPERIENCE

### **Achieve Zero, Volunteer to Executive Director**

**March 2016 – Present**

*Rebranded the organization implementing a new theory of change, revamped entire agency infrastructure, incorporated shared leadership model maximizing value, streamlined services and processes, ingrained an organizational culture of excellence, improved fiscal processes and structure, increased annual revenue, redirected admin funds to program funds (46% → 75%), aligned resources to strategic results, served as Partners in Care Board Secretary, promotes agency a townhalls, neighborhood boards, and public functions Acquired leased property from City. With partners created Youth Housing for 15 young adults.*

*Purchased Wahiawa property. Completing construction of Resource Navigation Center*

*Attended International Social Housing Festival in Finland as invited delegate*

*Invited and Toured Community First! Village in Austin, Texas*

### **CN Administration, Sole Proprietor**

**July 2013 – Present**

*Provided transcription services internationally including but not limited to corporate, government, medical, court hearings, finance, etc.*

## EDUCATION

Graduate of the School of Hard Knocks, Ph.D.

## SKILLS

Self-starter who requires little to no supervision. Well organized. Effective communicator. Great listener. Highly adept at creating, nurturing, and maximizing relationships. Understands value of partnerships and collaboration. Lifelong learner who thrives in high-pressure situations. Views chaos as opportunity. Visionary who doesn't think outside the box, but rather there is even a box. Determined. Focused. Loyal and honest to a fault. My integrity is beyond r references reproach. Excellence is the only bar. Failure is not an option.



# KEITH Y. YABUSAKI

Programs Director

## PROFILE

Favorite Color: BLACK. Has a cold BLACK Heart! Rocks to AC/DC. Song: "I'm No Angel". Recently did a road trip that traversed Purgatory, PA. Pivot Point: Believes in AZ Executive Director "Demoness" Nicky so much that during a brief lapse in judgment, he unquestioningly followed her to hell and back. His 19 previously houseless feral cats give him permission to reside in the house with them. Salivates at sashimi & sushi. Treasures Hawaiian ethnic & cultural collectibles. Appreciates life, his job, helping others, & giving back to community. Two wonderful daughters. Lived life with partner Kruger over 31 years. Still visualizes Kruger happily flying with angels over rainbows. P.S. Some view & negatively think his tumultuous journey thus far as a "Life with lemons." He likes to think that at times lemons can be the main ingredient in life, sweet & savory.

## CONTACT

PHONE:  
808-445-5875

EMAIL:  
Kyabusaki@achievezero.org

## HOBBIES

Hawaiian Artifacts  
Cat Frenemies  
Xianxia Dramas  
Alcohol Connoisseur  
Foodie  
Nature Lover

## WORK EXPERIENCE

**Achieve Zero, Programs Director**  
September 2019 – Present

**Office of Hawaiian Affairs, Grants Manager**  
July 2011 – May 2018

**Dept of Labor & Industrial Relations, Procurement**  
February 1997 – July 2011

**Department of Agriculture, Administrative Services Officer**  
1995 – 1997

**University of Hawaii at Manoa, Researcher**  
1979 - 1993

## EDUCATION

University of Hawaii at Manoa Soil Physics Ph.D. Minor Hydrology  
University of Hawaii at Manoa Irrigation Engineering MS  
University of Hawaii at Manoa Agricultural Production BS  
Leilehua High School Mule, Not Jackass

## SKILLS

Loyal and honest to a fault. Capable of working alone or as part of a high performing team. Process engineering. Work in office, lab, or field. Manage and administer contracts from start to finish. Procurement officer. Worked for the State or dark side awarding State grant funds. Saw the light and went over to the non-profit world. Grant writer. Like better spending monies awarded by government and private sector. Can do attitude. Champion of the underdog and less fortunate. Cold, cruel world morphed him into just one 'ole bust-up Honey Badger that champions for the downtrodden houseless. Acquires grants on behalf of AZ. When you work for a small non-profit, you quickly learn when you fall to suck it up buttercup, dust off your britches, and learn to run before walking. Able to see both the large and small pictures. Art of transforming project concepts into reality. Able to come up with innovative ideas and convince others that it is a plausible solution.

**LIANE M. FUJISHIGE**

(808) 234-4705

[lianefujishige@gmail.com](mailto:lianefujishige@gmail.com)

**Objective:**

To secure a position at an established company where I am able to contribute the skills gained through formal education as well as work experience.

**Education:**

Aiea High School  
Magna Cum Laude, 1997

University of Hawaii at Manoa  
BBA with emphasis in Accounting, 2003

**Work Experience:**

Glidewell Plumbing, LLC

**BUSINESS OFFICE / ACCOUNTING MANAGER**

*QuickBooks Pro Contractor Edition*

- In charge of all aspects of running the Business Office – financial and administratively for a Plumbing & Fire Sprinkler non union subcontractor; supervised one administrative assistant.
- Responsible for handling all A/R, A/P, in house payroll, all tax filings, HR, contracts administration, vendor and customer correspondence, insurance policy upkeep, and any and all other tasks required by upper management.
- Worked on State and Federal project compliances
- Assisted Owner, Project Manager, and Field Superintendent with daily contract administration – drafting up COP, cost analysis of jobs, etc.

Precise Measurements, Inc. dba PMI Builders

**BOOKKEEPER**

*QuickBooks Pro Contractor Edition*

- In charge of all aspects of running the Business Office – financial and administratively for a small locally owned non union General Contractor
- Responsible for handling all A/R, A/P, in house payroll, all tax filings, HR, contracts administration, vendor and customer correspondence, insurance policy upkeep, and any and all other tasks required by upper management.
- Works independently under the direct supervision of the President and Vice President with very minimal daily supervision

Lando's Tile & Construction

**BUSINESS OFFICE MANAGER**

*QuickBooks Enterprise Contractor Edition*

- In charge of all aspects of running the Business Office – financial and administratively for a small locally owned non union General Contractor; supervised one administrative assistant
- Assists the Estimators and Project Managers in bidding, job costing and cost analysis
- Works closely under the President / RME under very little daily supervision

Floor Technologies of Hawaii, Inc.

(preiously known as Gypsum Floors of Hawaii)

**BUSINESS OFFICE MANAGER**

*QuickBooks Pro Contractor Edition / MAS 90*

- In charge of the business office for a small specialty unionized flooring subcontractor
- Responsibilities included handling all accounting and finance tasks such as: A/P, A/R, payroll, certified payroll, union reporting, HR management, benefit administration, ordering and procurement of material,

scheduling of travel where applicable, as well as handling new project inquiries, and misc. administrative tasks as assigned by the Vice President.

- Worked with both vendors and customers on a daily basis.
- Worked closely with the Field Superintendent and Vice President under very minimal day to day supervision; reported directly to the Vice President.

Forest City Hawaii

**CONTRACTS ADMINISTRATOR**

***Timberline***

- In charge of generating and compiling all subcontracts for a large scale government privatization project for the development of military housing.
- Ensured that each subcontractor had the proper documentation to proceed with work (i.e.: proper COI, bonding, base access, executed contract agreements, etc.)
- Reconciled monthly subcontractor progress billings.
- Reconciled monthly IOR / Budgets to ensure accuracy of offset of subcontractor billings.
- Worked with PM's to process, generate and reconcile change orders.
- Managed close outs for each contractor for every specific phase.
- Assisted the Accounting Department with the processing of G-37 tax exemption certificates for subcontractors.
- Worked closely with the Projects Cost Manager, and PM; reported directly to the Director of Construction.

Elite Mechanical, Inc.

**CONTRACTS ADMINISTRATOR / PROJECT COORDINATOR**

***Timberline***

- Provided PM support for all aspects of project based administrative duties for an established unionized mechanical subcontractor.
- Duties included but were not limited to: processing of change orders, RFI's, scheduling of manpower on each job site, coordination and procurement of material, scheduling of sub-subcontractors, completion of daily reports, certified payroll affidavits, contract administration, subcontract administration.
- Also managed small projects including: R/R of QMC POB II, R/R Bldg 1832 at HAFB, R/R Bldg 727 at HAFB. Most of the work entailed removal and replacement of ductwork as well as finish work as part of a renovation project of an already existing building.
- Assisted Estimators with pre-bid documentation for Federal, State, County and private projects.
- Assisted Accounting with the coding of costs to ensure accurate allocation to job costs.
- Worked closely with the PM, PE, and Field Superintendents for each project; reported directly to the Chief Estimator and President.

Integrated Security Technologies, Inc.

**BUSINESS OFFICE MANAGER**

***QuickBooks Pro Contractor Edition***

- Managed the entire Business Office, overseeing all accounting and financial aspects for a small specialty non union subcontractor emphasizing in security, surveillance and access controls.
- Responsibilities included but were not limited to: A/P, A/R, payroll, job costing, project and contract administration, coordination and procurement of material, job scheduling, HR management and administration, upkeep and management of office supplies and necessities.
- Assisted with the set up of company offered products on the GSA store website.
- Worked closely with Field Managers and Project Managers on a daily basis; reported directly to the Company President and Vice President.

**Special Achievements:**

Notary Public

Commission expires 10/21/2019

**References:**

Available upon request



## Liane Fujishige

Accountant

Mom to one awesome football-loving tweenager, 3 sweet shih tzus, and one *kolohe* chinchilla. Just an old soul who has been there and done that...and probably touched the stove one too many times just to make sure that it was hot. Living proof that not all who wander are lost. Trying every day to be the best version of myself. Loves anything fluffy, sparkly, and pink...or all of the above!

Achieve Zero has restored my faith in humanity and softened me to have more compassion for those who need us most. We all help each other where we can. Super excited to be on board to see how much our humble team can positively impact the communities that we live in.

# Tatiana Young

## **homeless outreach**

Waianae, HI 96792

[youngtk254\\_y8v@indeedemail.com](mailto:youngtk254_y8v@indeedemail.com)

+1 808 209 3601

worked extensively with homeless populations, conducted fieldwork for 3+ years at Pu'uhonua O Waianae. Provided direct services, helped to case manage residents of the houseless village.

Willing to relocate to: Honolulu, HI - -

Authorized to work in the US for any employer

## Work Experience

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### **Lecturer**

Hawai'i Pacific University - Honolulu, HI

August 2019 to Present

- Develop curriculum and lesson plans in Anthropology & History
- Assist students with professional and scholarly development

### **Officer Manager and Executive Assistant**

Makaha Angels Productions

August 2017 to Present

- Assist with communication, leads, sales management
- Content creation, media management, time management
- Meal prep and program organizing for events

### **Lecturer**

University of Hawai'i - Honolulu, HI

August 2016 to Present

- Develop curriculum and lesson plans in Anthropology, Ethnic & Gender Studies
- Assist students with professional and scholarly development

### **Community Outreach Coordinator**

Pu'uhonua O Waianae - Waianae, HI

May 2016 to June 2018

I worked with houseless residents, helped navigate resources for addiction, housing, care.

## Education

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### **Doctorate of Philosophy in Anthropology**

University of Washington - Seattle, WA

September 2011 to May 2019



## Skills

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- I am a self-motivated, honest, and hardworking team player. Equipped with critical organizational, office and manufacturing skills, a well-rounded education and a commitment to excellence, I excel at content creation, time management, clear communication, safety, efficiency, as well as creative cultivation in both independent and collective work settings.
- Teaching
- Writing skills
- Research
- Fundraising
- Marketing
- Digital marketing
- Tutoring
- Project management
- Management
- Microsoft Office
- Laboratory experience



## **Tati Young, PhD**

Outreach Case Manager

Beach bum at heart with a Ph.D. in Anthropology. Queer-Intellectual-& Bohemian who catwalks in Walmart. Ohana-Oriented. Likes to Finish what we start without biting off more than we can chew. Tarot-Card Reader and Healer (māhū). My PGP is "we/us." We understand ideas about the self, community, and one an "other" as interdependent (independent and interconnected). I am because we are. In other words, we all need each other to make a difference. We stay Open-minded. Flexible. Loyal. Kind. Direct. Optimistic and yet Realistic AF. We are an ENFJ on the Myers-Briggs Personality Test and Hufflepuff/Gryffindor on the Harry Potter spectrum. That is, we are an empathetic nerd. WE love hard work, taking initiative, making improvements over initial efforts, and eating humble PIE when called in for misgivings. We are a protector of human dignity and a fighter for sosho justice. We are aloha 'āina. That is, we empower all that nourishes the higher self.

## Victoria Marie K Yuen-Carvalho

91-1023 Kuipuakukui Street

Kapolei, HI 96707

Phone: (808) 397-9714

Email: waiulumahiehie@yahoo.com

### Objective

Excellent communication and interpersonal skills, interacts effectively with clients, colleagues and manager personnel. Equally, effective on self managed projects or as a team member. Known for ability to grasp, learn, & apply job related principles. Adapt quickly to changes in conditions and circumstances, responds efficiently to pressure and able to meet deadlines. Ability to manage multiple complex tasks, hard-working, and energetic. Always willing to learn more about different job duties to become available to help the company succeed. Able to maintain code of ethics with each individual & keeping confidentiality with all.

### Ability Summary

Ability to type 45 WPM, communicates well with others, ability to multitask, fast learner, collecting data and data input. Superior time management, analytical, problem-solving, and customer service skills are highly advantageous to succeed.

### Employment History

#### **Community Service Specialist IV**

10/2019 - present City & County of Honolulu 1405 Dillingham Blvd. #216, Honolulu, HI.

As a Navigation Coordinator I have processed intakes, with information gathered would follow with, transitioning individuals from being unsheltered to temporary housing/emergency shelter, drug treatment programs both inpatient/outpatient, transitional housing, or permanent housing. Provided resources to accommodate specified assisted living programs to continue sustainable living. I had the opportunity to supervise and oversee the work of subordinate case management staff. Assisted operations with the planning, developing, revising, evaluating, and monitoring the operations. As a group effort we had effective communication with partnering service groups to maintain opportunity of services to be available for the unsheltered community. In my position to oversee, I've kept an open communication between the employees I've supervised to address concerns or changes as needed.

Periodic reporting for work progress done on a weekly basis to ensure program provisions are met. Enforcing or reassure that program guidelines are followed as we maximized all efforts to give quality service to the community to exceed program expectations.

### **Administrative Assistant**

06/2012 - Present    State Department of Labor    830 punchbowl st., Honolulu,  
HI

Working with the public providing customer service for 70-100 people a day, sometimes more. In-person and over the phone. Using basic/complex mathematics to figure out base period wages to be considered for monetary eligibility. Operating common office materials such as copier, scanner, fax, sometimes projector. Checking internal/ external email correspondences at 50 or more. Follow up calls to ensure proper filing or requirements are met. Data entry of 20-50 incoming union verification forms, partial employment verification updates from 30-150 per week. Working with language barrier individuals and utilizing the translation accessibility to ensure thorough explanation of requirements and understands program guidelines to be considered for Unemployment benefits, rough estimate of 10-40 per week. Assisting and average of 100-430 people weekly with online applications and weekly filings (those not capable to use computers independently). Working with & having the knowledge of doing multiple reports help cross match 500-1000 claims per week. This allows our functions to operate smoothly in person, over the phone, and online. With all the functions listed above tie into proper and timely payment for the individual attempting to qualify and collect unemployment benefits.

TA supervisor to accommodate operations as coverage needed. Conducted interviews, employee evaluation for work progress, training of position as a new customer service representative, and review of employee timecards with accurate time computation and leave taken. Performing supervisory aptitude on a daily basis, being available to be shift lead on a week by week basis. Initiate employee concerns to proper administrators or addressing concerns as supervisory level as required.

### **Lead Driver/ Assistant Manager**

05/2009 - 05/2017    Pacific Express Inc    1150 Sand Island Pkwy,  
Honolulu, HI

Performed managerial aptitude while having to prepare daily agenda for routes and vehicles to be transported 100 to 300 plus vehicles daily. Gased up transportation vans & documents needed for shipping vehicle through Matson, Young Brothers, & Pasha. Bill of Ladings pre written for quicker drop offs &

reconciliation. List with Vehicle Identification Numbers (VIN), location of pick up and drop off, & pre inspection documents prepared. Managed a crew of 5-15 people per crew, maximized management of 30 people per day on days were more transportation vans needed totaling 45 individuals to manage. With safe operations and driving skills to convoy in transport to ensure no vehicles being driven had car problems or ran out of gas ( vehicles transported could have minimum quarter tank or less). Able to quickly change routes or prepare paper work all while transporting in timely manner to meet ship close off times. Had to work closely with other lead driver & customers (dealerships, shipping companies, and owners of vehicles transported). When large shipments arrived from either Matson, Pasha, or Young brothers vehicle pre inspection for damages were done prior to picking up. If damages occurred proper information taken for damage report submittal. All vehicles had to be inspected before transportation to alleviate company liability once transported. This saved our company \$10,000 to \$200,000.00 a year. New Vehicle Accessories(owners manual, floormats, cargo mats, first aid kits, etc...) needed to be prepacked ready for drop prior to shipment arrival. Aside from transporting crew managed 3-5 people sometimes done alone inputting necessary accessories for different model vehicle shipment of 300 to 500 vehicles at a time. Line loaded same vehicles to organize by dealerships for easier transportation(all while marking vehicles and identifying shipping manifest to match with Maroni stickers where each car will be transported to and accessories vehicles come with).

### **Vehicle Inspector Lead**

11/2005 - 05/2009    SGS Automotive

Honolulu, HI

Inspected new and used cars 500 to 2000 vehicles monthly for vehicle damages in transit on oahu alone 6 different locations on Maui 3. Travelled to complete 100 to 300 vehicle inspections for rent a car turnbacks for resale or ship to out of state ports. Upkeep of vehicle damage reports with appraisal damage reports prepared for submission to delearships and Matson Navigation Company. Verify damages assumed by dealerships made against shipping company taking verified images & damage appraisal reports for Matson Claims department. This was done for all New vehicles being shipped through Matson. Used & personally owned vehicles being shipped through Young Brothers, New vehicles being shipped through Pasha, and at that time New and used vehicles being shipped through Horizon lines. Being mobile to review and inspect over thousands of vehicles per week and prepare damage reports for each location should damages occur. That would elviate shipping carriers from liability of damages should transporting company claims it was done prior to pick up.

**FCL/LCL SCHEDULER**

11/2004 - 11/2005 Honolulu Freight Service

HONOLULU, HI

Scheduled shipments to be picked up or delivered. Receiving ships manifest of having 100-300 containers or loosely packed container shipments for multiple vendors or individuals. Assured to be scheduling daily over 500 routes and deliveries. Prepared shipment manifest, container tags, pallet tags, and freight bills with customer contact info & with special request or equipment needed for delivery. Preparing these resulted in dispatch and delivery operations of dock loading and off loading to operate smoothly, & drivers to pick up containers in a timely manner from container yard to customers or vice versa.

**VEHICLE TRANSPORTER**

12/2003 - 12/2004 Kam Auto Processor

HONOLULU, HI

Shuttle 10-30 cars per day from piers to dealerships, auto auction, and personal owned vehicles. Inspect vehicles for damages prior to leaving and upon arrival of destination.

**Education and Training**

<b>Issuing Institution</b>	<b>Location</b>	<b>Degree Received</b>	<b>Course of Study</b>
University Of Phoenix	kapolei, HI	Bachelor's Degree	Business Management

**Detailed References**

Kylie Bagio

Kapolei, HI

(808) 585-1836

Personal reference known for 10 years

Kbagio04@yahoo.com

Kaipolani Fukuda Yasue

Kaneohe, HI 96744

(808) 271-1184

Allyn Gaspar

Honolulu, HI. 96819

(808)237-9913

Professional reference known for 5 years

Gasal5511@yahoo.com

# Taylor Hoepfner

## **MSW Student and Social Work Professional**

Waipahu, HI 96797

[taylorcadams92\\_s2e@indeedemail.com](mailto:taylorcadams92_s2e@indeedemail.com)

+1 813 862 6844

I am currently a Hawaii Pacific University MSW Advanced Standing Student set to graduate Spring 2023. I am attending my practicum placement through Hawai'i's Maternal and Child Health (MCH) LEND Program. I am seeking to develop myself further in both my professional and personal capacity within the Social Work Field.

Authorized to work in the US for any employer

## Work Experience

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### **Mobility Assessment Evaluator**

MTM - Honolulu, HI

July 2022 to Present

The Mobility Assessment Evaluator conducts both in-person and phone interviews to determine eligibility for individuals with disabilities that prevent them from using the City's bus service, The Bus. Additionally, the Mobility Assessment Evaluator is responsible for finalizing eligibility for Thailand-Van, a public transit service, based on the initial interview and any functional assessments that will assess applicants mobility or cognitive capabilities.

#### Duties and Responsibilities:

- Conduct in-person interviews to assess mobility capabilities to establish eligibility for Thailand-Van.
- Determine what functional assessments the applicant will be required to undergo to make an accurate determination.
- Functional physical and/or cognitive assessment include: Tinetti Gait & Balance Assessment, Physical Functional Assessment/Transit Skills Assessment (TSA), Mini Mental State Examination (MMSE), Functional Assessment of Cognitive Transit Skills (FACTS).
- Provide written eligibility determination documentation to Client within ADA required and contracted time frame.
- Apply information obtained from interview process to determine applicant's capability to independently ride fixed route transportation.
- Input all information into Client Software (Trapeze/CERT Workstation).
- Scan and upload all determination documentations to Share File.
- Provide further written documentation to Client upon request.
- Apply HIPAA standards.

### **Oahu Housing Now Case Manager**

Alternative Structures International - Waianae, HI

June 2021 to May 2022

As a Recovery Rehousing Case Manager we serve as a key system role in supporting those that are housed in the COVID Recovery Re-housing (RRH) Program to ensure they identify and secure housing,

remain housed, and exit the program to permanent housing. As a Case Manager I work directly with people using a Housing First and strengths-based approach. This role is to assist people with navigating the barriers to securing and maintaining housing and improving their financial circumstances to maintain permanent housing following the program exit.

#### Housing Navigation Essential Duties and Responsibilities:

- Communicate and coordinate with the O'ahu's Coordinated Entry System and other providers throughout the system to locate households and share household information
- Complete screenings and housing needs assessments with households to ensure proper supportive services are provided throughout housing navigation process
- Assist households in gathering all documents necessary for housing placement, to include accompaniment to obtain housing documents
- Provide transportation assistance to appointments (bus passes, car services, or other transportation services)
- Assist households with unit identification; to include working with the Landlord Engagement Program
- Coordinate with landlords to ensure housing applications and background checks are completed
- Accompany households to all housing appointments and serve as household's primary advocate during lease signing process
- Assist households with the move-in process; to include move-in support, furniture assistance, move-in kit assistance, and utility assistance
- Coordinate with relevant system partners to support streamlining the housing navigation process; property managers/landlords, shelters, social security office, etc.

#### Housing Stabilization Essential Duties and Responsibilities:

- Develop housing stabilization plan with households
- Complete home visits, virtually and in-person, to support households in completing tasks outlined in the housing stabilization plan
- Work with households and landlords to negotiate landlord/tenant issues to maintain housing
- Assist households to access services and/or provide services to increase household income
- Provide information and referral to community resources that supports housing stabilization

#### General Duties and Responsibilities:

- Maintain household files and input household data into appropriate data management systems
- Participate in system Case Manager meetings, "Touchpoints", and other community meetings as appropriate
- Perform other duties as needed

### **Protection Specialist**

KT Protection Services - Honolulu, HI

October 2020 to November 2021

Provide a visible presence at the posted entrances/exits, mitigating theft/fraud, and maintaining a safe and secure environment for all.

#### Duties and Responsibilities:

- Make eye contact, smile, and greet all clients in a prominent, courteous and friendly manner.
- Deter opportunity for theft by demonstrating "command" presence, and monitoring the area.
- When needed, walk sales floor to identify and address potential theft indicators.



- Partner with Store Leadership to ensure compliance with Loss Prevention directives and minimization of operational shortage.
- Embrace Company values and have a mentality to protect.
- Understanding that safety is the number one priority and practice safe behaviors in everything done.
- Assist Leadership in maintaining a safe and secure environment for both staff and Customers.
- Prominently greet Customers, make eye contact, smile and answer questions in a friendly and courteous manner.

Skills:

- Demonstrate courtesy, friendliness, and professionalism at all times.
- Manage Work Processes; Business Acumen; Plan, Align & Prioritize; Build Talent; Collaborate; Lead by Example; Communicate Effectively; Ensure Accountability & Execution.

### **Medical Case Specialist I**

QTC Management Inc. - A Leidos Co. - Honolulu, HI  
November 2020 to March 2021

Under limited supervision, perform a variety of activities in support of a specific project/business/technical unit. Gather, collect, record, track and verify data and information from multiple sources. Use software for functional area to schedule appointments and document in the case management systems. Compile and generate reports, statistics, timelines, tables, graphs, correspondence and presentations. Provide data and information to others on functional unit processes and procedures. Deliver exceptional customer service at all customer touch points.

Duties and Responsibilities:

- Answer phones from automated call distribution system.
- Triage daily download of referrals and ensure appropriate worksheets are assigned to corresponding conditions as identified by Veteran's Administration.
- Verify appropriate CPT and CLIN codes are assigned to each case.
- Communicate directly with claimants and providers.
- Obtain the medical history for specific conditions.
- Determining the appropriate examinations, tests and specialists required for each individual case.
- Scheduling appointments for examinees to include follow-up appointments and rescheduled appointments.
- Ensure all examinees and providers receive necessary documentation.
- Confirming consultative reports and diagnostic test results are received in a timely manner.
- Meeting or exceeding contract timeliness guidelines in both the scheduling and case management systems.
- Other projects and duties as they becomes available.

Competent in:

- The ability to plan and organize work loads.
- Managing competing priorities in a fast paced work environment.
- Excellent follow through skills.
- Ability and flexibility to work early morning, evening, and/or weekend shifts.

Skills:

Written Communication; Verbal Communication; Computer Literacy; Problem Solving; Medical Documentation; Customer Service; Multi-line phone; MS Office; Medical Scheduling Software; Medical Terminology; Medical Data Entry; Electronic Medical Records.

## **Mental Health Technician**

CARE Hawaii, Inc

November 2019 to December 2020

As a member of a multidisciplinary team, be responsible to carry out rehabilitation and support functions such as psychosocial rehabilitation programming, treatment planning, education, support, consultation with families, and providing crisis intervention under the direction of the clinical staff. Additional duties include, but not limited to: collaboration with case managers and external treatment teams, processing utilizations, admission and discharge paperwork and preparing reports.

Duties and Responsibilities:

- Documentation and maintaining correspondence for client progress, incidents, and other health related reports.
- Attending scheduled trainings and meetings.
- Providing supportive assistance with client's daily living needs.
- Contribution as a team member in treatment planning for clients.
- Ensuring cleanliness and organization of housing site based on program along with health & safety requirements.
- Preparation of discharge reports and client paperwork.
- Collaboration with team members in order to execute responsibilities delegated by the team lead.
- Demonstration of effective communication with clients and staff both in written and oral forms.

Skills:

- Mature, reliable and responsible.
- Comfortable working with adults with a history of severe mental illness and their families.
- Culturally sensitive and aware.
- Knowledge of ethics, HIPPA standards, and problem solving.
- Displays sound judgment, a good work ethic, and personal integrity.
- Working knowledge of diverse populations including but not limited to treatment of behavior disorders, mood disorder, anxiety disorders and Schizophrenia/Schizoaffective disorder.
- Self Starter, personable, friendly, helpful, reliable and possesses effective communication skills.

## **Medical Clerk/Receptionist**

Americas Staffing Partner - Pearl Harbor, HI

March 2019 to July 2020

Provides administrative support services for the Naval Health Clinic of Hawaii.

Duties and Responsibilities:

- Answering phones, scheduling of appointments, confirmation of appointments, greeting patients, and verification of patient Identification.
- Generation of a roster through AHLTA for daily appointments.
- Advising patients on the clinical check-in processes and procedures.
- Performance of CHCS and DEERS verification for eligibility.
- Retrieve and disseminate clinic statistics, information and contact patients regarding delinquencies.
- Stocking and organizing of office supplies.

- Identifying of any obvious discrepancies and omissions in medical data and the immediate reporting of information to medical staff.
- Ensuring that calls are not on hold for more than 30 seconds for entire call.
- Review of available appointments and scheduling of the appointment selected by the beneficiary and/or provider.
- Providing an outstanding customer service experience to our patients.
- Help with checking in approximately 10,000 plus patients per month.
- Verification of the best contact phone number in the CHCS home phone field.
- Performing the end of day processing and editing report for reconciliation of kept vs not kept appointments.

Skills:

- Medical experience at front desk and call center.
- Working knowledge of AHLTA, DEERS and CHCS system.
- Communication; Strategic Decision Making; Accountability and Ownership; Collaboration and Partnering; Prioritization; Mathematical Skills; Reasoning Skills; Computer and Technical Skills.

### **Paraprofessional**

BAYADA Home Health Care  
August 2018 to March 2019

Focuses on supporting the services and goals of the Mental Health Treatment Plan by providing individualized, mental health services to the youth. The ability to engage youth and families, have knowledge of the community, and be creative.

Duties and Responsibilities:

- Work one on one with a student to address teacher directed goals and objectives.
- Implement student's Individualized Education Plan and Behavioral Support Plan.
- Collect data on behavior and academic goals.
- Provide assistance as needed in the classroom.
- Provide crisis support when needed.
- Recognizing antecedents and preventing negative behavioral outbursts.
- Building up appropriate behavior through recognition and positive reinforcement.
- Redirecting negative behavior into appropriate behavior based on student plan.
- Provide care and attention to assist the student with necessary needs based on individualized plans.

Skills:

- Possession of solid communication skills, both verbally and in writing; and work as part of a team with the Therapist and all other collaterals involved with the youth.
- Responsible for submitting timely documentation in the agency electronic health record and need to attend supervision meetings with the Therapist.
- Possess intervention skills, such as one-to-one skills training, supportive counseling, and positive behavioral support, coaching, and modeling.

### **Direct Support Professional**

Kahumana Learning Center - Waianae, HI  
March 2018 to August 2018

To assist & teach client(s) on becoming more independent based off of goals that they set for themselves as well as goals set for them by their family members. The purpose of this service line is so that these

individuals can maximize their quality of life if they are ever without a family member or caregiver to look after them.

#### Duties and Responsibilities:

- Assist individuals with their daily living with safety, and comfort.
- Provide assistance to people with basic tasks such as bathing, dressing, grooming and eating.
- Help with home management tasks such as preparing meals, grocery shopping, and cleaning.
- Provide transportation to patients as part of the day program.
- Assist with keeping up with daily, weekly and monthly goals.
- Tracking goal completion and improvement via progress notes.
- Develop opportunities to enter the community to increase interaction between the participant and outside individuals. Create a balanced schedule to regulate and reinforce positive and appropriate behaviors and habits.
- Interact with participants to increase their self-thinking and problem solving skills.
- Create an environment to build up an increased independence towards participant's individual goals.
- Work one-on-one with clients who have I/DDs such as Down syndrome, autism, and cerebral palsy.
- Help clients set and reach personal goals to do things for themselves, like brushing their teeth, housekeeping, managing money, and shopping.
- Provide personal care assistance, as needed.
- Offer periodic relief and respite services for family members and caregivers.

#### Skills:

- Budgeting, shopping, household chores, public transportation, & socialization.

### **Apprentice Optician**

Luxottica Lenscrafters - 'Aiea, HI

August 2017 to August 2018

Selling, fitting and dispensing eyewear to customers.

#### Duties and Responsibilities:

- Verifying insurance benefits.
- Gathering prior authorization for services rendered.
- Billing insurance providers with the correct information given per customer.
- Greeting the customer during initial entrance into the store.
- Giving a tour of the different sections and selections available.
- Explaining the process from start to finish from the exam to the final fitting.
- Merchandising the selections available.
- Fitting with the Accu-Fit system by taking and recording measurements, adjusting/fitting eyewear carefully and correctly; being thorough and exact in details to provide accurate eyewear the first time.
- Tendering purchases and dispensing finished eyewear with customer satisfaction.
- Assisting the customer in selecting frames and lenses that are best suited for their vision, lifestyle and budgetary needs.
- Educating the customer on the LensCrafters guarantees and services including the Eyewear Protection Plan, eyewear care tips, complimentary adjustments and follow-up services.
- Ensure finished eyewear meets LensCrafters optical standards and customer requirements and requests.
- Operate the Point of Sale terminal by inputting customer and prescription information with accuracy and attention to detail.

Skills:

- Strong selling skills.
- Optical knowledge.
- Strong customer service skills.
- Effective interpersonal communication skills.
- Excellent organizational skills.
- Detailed oriented.
- Professional attitude and appearance.
- Work and interact effectively within a host store environment, adhering to and promoting all host store policies, procedures and regulations.

### **Lead Optometric Tech**

Luxtottica Lenscrafters - White Marsh, MD

October 2016 to June 2017

Duties and Responsibilities:

- Verifying insurance benefits.
- Gathering prior authorization for services rendered.
- Billing insurance providers with the correct information given per customer.
- Informing customers of their benefit limits.
- Greet customers without delay when they enter the location and determine the reason for the customer's visit.
- While within the store, explaining how to shop and within the doctor's office, explaining all required paperwork, tests, other available products and services.
- Providing attention to detail when reviewing prescriptions and/or patient information. Handling and filing all patient records systematically.
- Place contact lens orders, processes shipments and properly submit invoices for payment.
- Assisting the customer in selecting frames and lenses that are best suited for their lifestyle, prescription and price needs.
- Within the doctor's office perform all pre-examination testing with accuracy and attention to detail; explaining all measurements and answer any questions the patient may have.

### **Patient Service Coordinator**

MyEyeDr - Bel Air, MD

May 2016 to October 2016

Coordinate healthcare activities and services related to patient's visit. Work with physicians and their staff, patient families and other health care team members and other facilities to ensure services are coordinated and provided appropriately to the patient.

Duties and Responsibilities:

- Verifying insurance benefits.
- Gathering prior authorization for services rendered.
- Billing insurance providers with the correct information given per customer.
- Informing customers of their benefit limits.
- Ensuring customer expectations are exceeded by directing and communicating patient needs effectively and efficiently.
- Answering the telephone, scheduling patient appointments, and transcribing messages for return calls.
- Greeting incoming\outgoing patients immediately upon entering the office.

- Obtaining and verifying insurance eligibility for all patients.
- Resource scheduling appointments correctly.
- Confirming all patients' appointments, for the following day.
- Pull charts for all former patients scheduled for the following day and creating charts for the new patients coming in. Checking patients out through the POS when requested/needed.
- Maintaining a clean and organized appearance of front desk and store at all times.
- Performing the preliminary testing for patients, as needed.

#### Skills:

- Efficient, productive and thorough dealing with patients over the phone.
- Strong computer and software navigation skills.
- Strongly patient-focused and adaptable to changes.

## Education

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### **Master of Science in Social Work - Military Focus**

Hawaii Pacific University - Honolulu, HI

May 2022 to Present

### **Bachelor of Science in Social Work**

Hawaii Pacific University - Honolulu, HI

August 2020 to May 2022

### **Associate in Science (AS) in Health Professions**

Hawaii Pacific University - Honolulu, HI

March 2019 to August 2020

### **High School Diploma**

Pasco High School - Dade City, FL

July 2007 to June 2011

## Skills

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- Social Work
- Military
- Customer service
- Crisis Intervention
- Case Management
- Medical Terminology
- Medical Records
- Medical Office Experience
- Insurance Verification
- Mental Health Counseling
- Medical Scheduling
- Transcription

- Computer Literacy
- Medical Billing
- Developmental Disabilities Experience
- Autism Experience
- Microsoft Office
- Administration
- Teaching
- Document Review
- Quality assurance
- Communication skills
- Computer skills
- Editing
- Analysis skills
- Time management
- Organizational skills
- Data collection

## Certifications and Licenses

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### **BLS for Healthcare Providers**

July 2022 to July 2024

## Assessments

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### **Filing & organization — Highly Proficient**

September 2020

Arranging and managing information or materials using a set of rules.

Full results: [Highly Proficient](#)

### **Work style: Conscientiousness — Proficient**

September 2020

Tendency to be well-organized, rule-abiding, and hard-working

Full results: [Proficient](#)

### **Data entry: Accuracy — Expert**

July 2020

Entering data quickly and accurately

Full results: [Expert](#)

### **Spreadsheets with Microsoft Excel — Familiar**

October 2019

Excel knowledge including common tools, PivotTables, conditional & nested formulas, and custom visuals.

Full results: [Familiar](#)

### **Work style: Reliability — Completed**

October 2020

Tendency to be dependable and come to work

Full results: [Completed](#)

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

## Groups

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### **National Association of Social Workers**

April 2021 to Present

The National Association of Social Workers (NASW) is the largest membership organization of professional social workers in the world. NASW works to enhance the professional growth and development of its members, to create and maintain professional standards, and to advance sound social policies.

### **MCH LEND**

August 2022 to Present

The Hawai'i MCH LEND Program is for current and aspiring leaders who want to improve the care, support, and services for individuals with autism spectrum disorder and other developmental disabilities.



# Christinalynn K. Ledward

## Administrative Assistance

[christinaledward05@gmail.com](mailto:christinaledward05@gmail.com)

Cell # (808) 206-4656

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*Professional with time management, multi-tasked while working within deadlines and time constraint. My 15+ years of administrative experience, works well with all levels of management.*

### Work Experience

#### Facilities Coordinator

*EAN Holdings, LLC - Honolulu, HI*

November 2021 - Present

- Manage and update compliance reports i.e. (permits, waste management, fuel tank.)
- Receives, manages, and processes work order requests; ensuring problems are resolved.
- Acts as liaison between employees and contractors as needed to resolve issues.
- Prioritizes and organize task, meets multiple daily/weekly deadlines.
- Attend weekly meetings to discuss current and future projects.
- Review and approve invoices ensuring the scope of work is billed correctly.

#### Business Office Manager

*Adventist Malama Elementary School - Waianae, HI*

December 2014 - March 2020

- Data-entry, filing, bookkeeping, following-up on emails, and strategic planning.
- Managed the monthly/yearly reports for activities, events, and after school care.
- Processed registration request and followed-up with potential enrollment.
- Designed and updated weekly newsletters, announcements, and school handbook.
- Collected payments for tuition, sales, fundraisers, subsidies, and managed aged report.
- Disbursed monthly statements and resolved overdue accounts with parents/guardians.

#### Owner/CEO

*T&C Cleaners - Waianae, HI*

January 2014 - January 2018

- Scheduled, coordinated, and supervised work duties for employees.
- Bid and approved various job proposals.
- Met with homeowners and realtors when configuring upcoming meetings.
- Educated staff on the safety of others and themselves.
- Trained employees to achieve significant improvements in their productivity.
- Inspected units at Schofield Barracks Military base overseeing 20-35 properties each week.

## School Health Aide

*Department of Education - Waipahu, HI*

January 2012 - October 2013

- Charted student injuries, illnesses, and medication dosage daily.
- Observed students and staff if they fell ill, then made a sound decision to call parents or emergency medical response.
- Assisted with first aid when a student or staff received an injury.
- Cleaned wounds with anti-bacterial solution then applied appropriate dressing.
- Managed student health records reporting to the, The Department of Health.
- Maintained and updated student files yearly.

## Medical Customer Service

*Dauterman Healthcare & Mobility - Honolulu, HI*

July 2009 – July 2011

- Professionally communicate with customers and prescribers.
- Educated and trained customers on the use of their medical supplies and equipment.
- Collected payments and processed claims.
- Verified eligibility with Medicare, Medicaid, and other various insurance companies.
- Managed the lift chair and motorized scooter program.
- Inventoried products and supplies, ensuring shelves was fully stocked and organized.

## Education

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### Medical Office Administration

*Hawaii Medical College -Honolulu,*

February – November 2009

### Diploma

*Waipahu High School*

2001

## Skills

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Office Management, Event Planning, Accounts Receivable, Bookkeeping, Human Resource, Budgeting, Research, Data Entry, Insurance Verification, Medical Office Experience, Leadership, Management, Customer service, Computer skills, Facilities Maintenance (8 years), Business Owner.

## **Executive Director**

Chief Executive for Achieve Zero, 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 Achieve Zero
- 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 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

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 development.



ACHIEVE ZERO

# Programs Director

## Position Summary

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

**Supervisorial 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 AZ 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 other 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.



ACHIEVE ZERO

## **Accountant**

Works under the direct supervision of the Executive Director of Achieve Zero. Also supports the Operations Manager and the Program Director to provide general direction and financial oversight of Achieve Zero operations and various programs. 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.



ACHIEVE ZERO



## Outreach Case Manager

Basic position description: Provide homeless and at-risk individuals, families and groups with the outreach support needed to identify physical, mental and substance abuse issues to overcome homelessness. Services include intake and assessment, providing client education, employment readiness, shelter services, counseling, housing, navigation of services and making referrals to partner agencies through active case management, Individual Services Plans and Housing Navigation.

Conduct outreach by visiting facilities such as shelters, treatment programs, transitional housing, sober living programs, encampments, and other locations where homeless or at-risk families may congregate to publicize services and assisting clients with intake processes at various facilities.

Builds and maintains effective and professional working relationships with participants and community agencies.

Assists with screening for appropriate placement into partner programs as necessary and facilitates a warm handoff.

Coordinates care and case management with others on behalf of client to obtain permanent housing, wraparound services and maintain sustainability.

Maintains outreach client information database (internal, external) and referrals to all programs.

Schedules screenings and/or transportation to/from treatment facilities, programs, service agencies, appointments and other activities as needed.

Produces a weekly report of encounters, engagements, referrals, outcomes, and progress

Participates in community resource fairs and other events.

Attends scheduled team meetings and trainings.

Bachelor or Associate degree preferred. 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, notetaking, 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

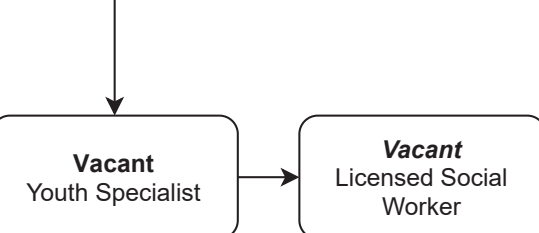
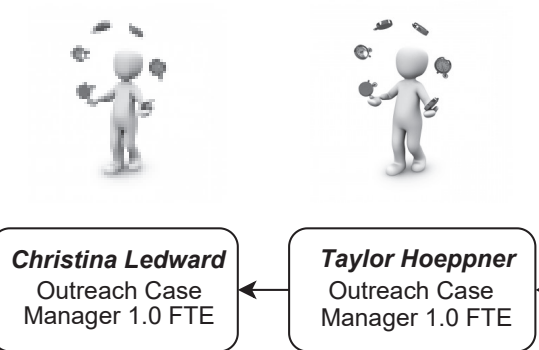
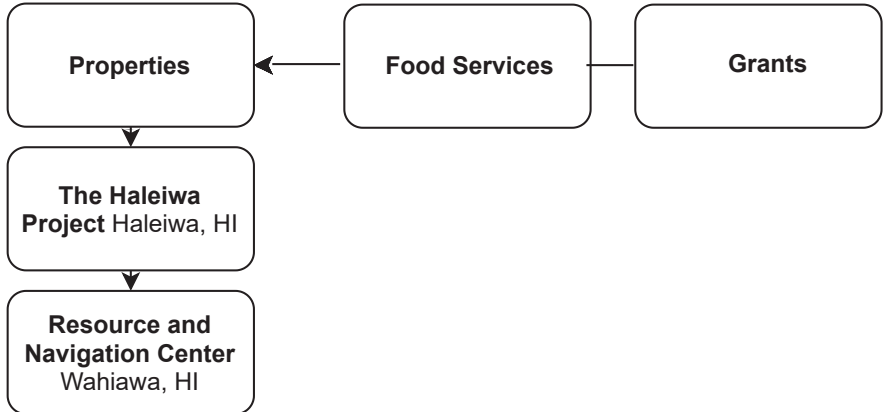
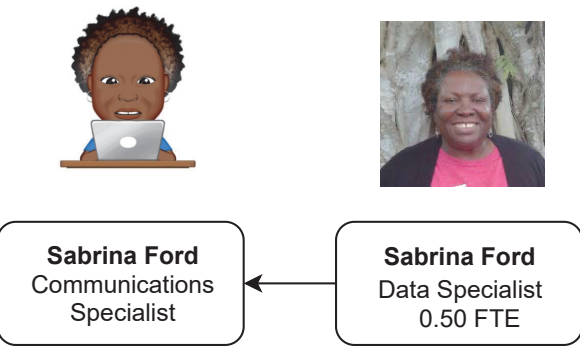
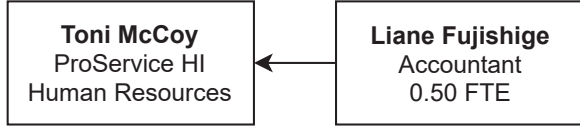
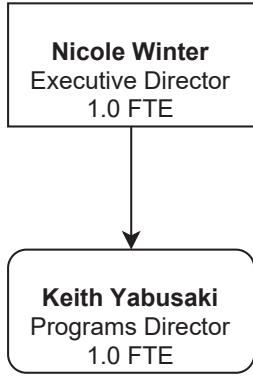
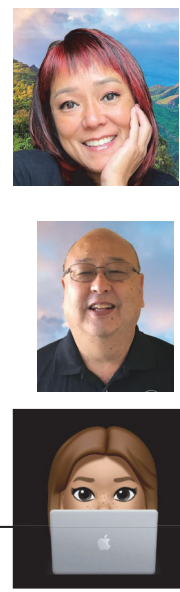
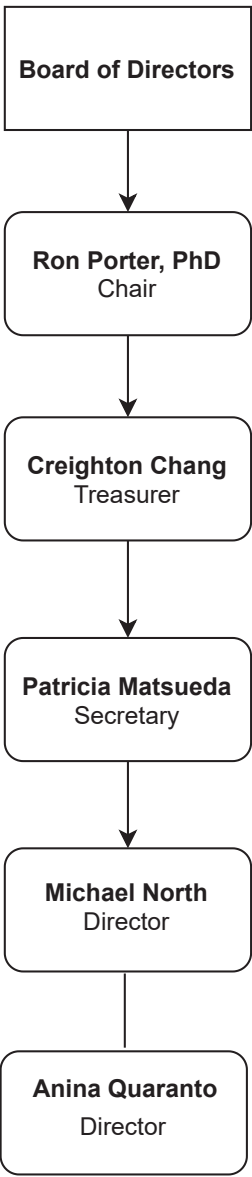


ACHIEVE ZERO

Attachment 8  
Organizational Chart



# ACHIEVE ZERO



Attachment 9  
List of Board of Directors



# ACHIEVE ZERO

A 501(c)(3) Non-Profit Organization

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

[info@achievezero.org](mailto:info@achievezero.org)  
[www.achievezero.org](http://www.achievezero.org)

November 23, 2022

To whom it may concern,

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

## Officers & Board of Directors

**Ron Porter, PhD**  
Chair

**Creighton Chang**  
Treasurer

**Patricia Matsueda**  
Secretary

**Michael North**  
Director

**Anina Quaranto**  
Director

**Nicole S. Winter**  
Executive Director

Name	Title	Contact Information
Ron A. Porter, PhD CEO Economic Consultant, LLC Tailored Capital	Chair  Term end: 12/31/24	98-1022 Kupukupu Place Aiea, HI 96701 (808) 940-6693 <a href="mailto:rporter@achievezero.org">rporter@achievezero.org</a>
Creighton Chang Engineer Ret. Nuclear Propulsion Plant	Treasurer  Term end: 12/31/23	95-1023 Hookanahe Street Mililani, HI 96789 (808) 721-1099 <a href="mailto:cchang@achievezero.org">cchang@achievezero.org</a>
Patricia Matsueda Owner, LLC Peak Services	Secretary  Term end: 12/31/22	1519 Nuuanu Avenue Honolulu, HI 96817 (808) 538-3703 <a href="mailto:pmatsueda@achievezero.org">pmatsueda@achievezero.org</a>
Michael North Finance Wiz, Marketing Guru, Communications & Technology	Director  Term end: 12/31/24	<a href="mailto:mnorth@achievezero.org">mnorth@achievezero.org</a>
Anina Quaranto Realtor Partner Locations Hawaii Realty, LLC	Director  Term end: 12/31/24	614 Kapahulu Ave. #200 Honolulu, HI 96815 (808) 732-5062 <a href="mailto:aquaranto@achievezero.org">aquaranto@achievezero.org</a>

Sincerely,

Nicole S. Winter  
 Achieve Zero Executive Director  
[nwinter@achievezero.org](mailto:nwinter@achievezero.org)  
 (808) 694-0311

*An Equal Opportunity Employer*

## **VII. Other**

### **1. Litigation**

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

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

### **2. Licensure or Accreditation**

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

Not applicable.

### **3. Private Educational Institutions**

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

Not applicable.

### **4. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2023-24 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2023-24, but
- (b) Not received by the applicant thereafter.

A gap exists between funds AZ requires to operate & actual available funding. Like many nonprofits focusing on social well-being, we are dependent on government funding. Continued dependency on grants puts us at financial risk. We need assets to create adequate lines of credit. These credit lines help us maintain cash flow for critical personnel expenses & to support growth & greater reach. To sustain activities, AZ must obtain unrestricted funds to cover gap funding. Thus, this funding request.

We know our performance-based programs work. We do what we say we will do. When this project demonstrates efficiency & effectiveness in addressing the houseless crisis in the target area, scaling of this project to neighboring communities will inevitably occur. The State of Hawaii is requesting houseless services, operations & programs that meet the statutory mandates

designated within the Statewide Office on Homelessness and Housing Solutions (OHHS). AZ hopes that the State in a large part remains a funding partner for houseless & support programs.

Communities must understand & comprehend that it cannot rely solely on public sector funds. AZ will recruit local businesses & community members to supplement through funds & in-kind contributions to ensure program continuity. This is how it should & will be a joint working partnership between public/private sectors. Houselessness is a huge dilemma. It will take a concerted effort from everyone. Concerning expenditures so there is no question where funding is going, AZ will be fiscally open, fair & transparent. This effort represents much more than at-risk & houseless street outreach.

Every community that AZ works with seeks to reclaim their business districts, parks, schools, & public spaces while retaining the area's traditional & historic character. While lending a helping hand up to the houseless community to morph into active integrated contributing community members, we want to slowly instill vibrant communities that blends bringing out the best of the old & new. We want every town to once again be the hub where proud residents of all ages want to come & hang out with families, friends, & visitors alike. To end houselessness, AZ wants to assist different communities in our geographic service area in the development of truly affordable housing that is undertaken in connection with a town reclamation effort. Without truly affordable housing being made available, we will never truly end houselessness.

Until 2021, AZ rarely did, if any fund raising. Not until 2020 did the AZ Board form a fundraising subcommittee. AZ currently lacks a core group of philanthropists to annually supplement AZ funds. AZ just held in December 2022 its first fundraising gala. AZ realizes it must bring matching unrestricted funds to the table demonstrating that our agency has monetary commitment to its programs.

AZ is starting to implement plans to create a sustainable social enterprise with the goal of helping the houseless on Oahu. We envision a sustainable social enterprise to master lease affordable housing for the most vulnerable houseless, especially those on limited, fixed income. Since 2019, with our partners Residential Youth Services & Empowerment (RYSE) & Alternative Structures International (ASI), AZ has managed a property leased from the City & County of Honolulu with three homes that can house up to 15 youth. Only by creating an inventory of affordable housing will we be able to address & end houselessness.

With our partners, we serve the most vulnerable – either clients unable to gain access to traditional services or those for whom traditional services have not proven effective. The window of opportunity that opens for the houseless is small. Our services are geared towards recovery. Our timeframe is the long haul.