

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

Type of Grant Request:

☐

Operating

☒

Capital

Legal Name of Requesting Organization or Individual: DbA:

United States Veterans Initiative Inc

U.S.VETS WAI'ANAE

Amount of State Funds Requested: \$ 100,000.00

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

U.S.VETS Hawai'i operates two critical emergency shelter programs that provide essential services to vulnerable populations. The Wai'anae Emergency Shelter serves over 500 individuals annually, while the Veterans Emergency Housing Program supports 70 to 90 veterans each year across five separate locations. Despite the vital role these programs play, rising operational costs coupled with stagnant or reduced federal and state funding threaten their sustainability.

Grant-in-Aid (GIA) requests account for only 5.2% of the total emergency shelter costs but are crucial to maintaining and improving services. Specifically, requested funding includes \$100,000 for a much-needed bathroom upgrade at the Wai'anae Emergency Shelter, ensuring the facility remains safe, sanitary, and functional for its residents.

Amount of Other Funds Available:

State: \$ 2434179  
Federal: \$ 186150  
County: \$ 2560000  
Private/Other: \$ 20000

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

\$ 11,722,280.00

Unrestricted Assets:

\$ 0

New Service (Presently Does Not Exist): ☐ Existing Service (Presently in Operation): ☒

Type of Business Entity:

☒

501(C)(3) Non Profit Corporation

☐

Other Non Profit

☐

Other

Mailing Address:

85-638 Farrington Hwy.

City:

Wai'anae

State:

HI

Zip:

96792

Contact Person for Matters Involving this Application

Name:

Bridgette Kahanaoi

Title:

Operations Manager

Email:

bkahanaoi@usvets.org

Phone:

808-490-9328



Authorized Signature

Tanya Brown, Executive Director

Name and Title

Jan 16, 2025

Date Signed






# Cover Page (PDF) revised

Final Audit Report

2025-01-17

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## 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) Hawaii Compliance Express Certificate (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

*Janya Brown*

Executive Director

16/01/2025

AUTHORIZED SIGNATURE

PRINT NAME AND TITLE

DATE






## SECTION 3

Final Audit Report

2025-01-16

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**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED 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.

**UNITED STATES VETERANS INITIATIVE**

(Typed Name of Individual or Organization)

*Tanya Brown*

**01/16/2025**

(Signature)

(Date)

**TANYA BROWN**

**EXECUTIVE DIRECTOR**

(Typed Name)

(Title)






## Page5- declaration statement

Final Audit Report

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STATE OF HAWAII  
STATE PROCUREMENT OFFICE

**CERTIFICATE OF VENDOR COMPLIANCE**

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs (DCCA).

**Vendor Name:** UNITED STATES VETERANS INITIATIVE

**DBA/Trade Name:** UNITED STATES VETERANS INITIATIVE

**Issue Date:** 01/15/2025

**Status:** Compliant

Hawaii Tax#:

New Hawaii Tax#:

FEIN/SSN#: XX-XXX2752

UI#: No record

DCCA FILE#: 32914

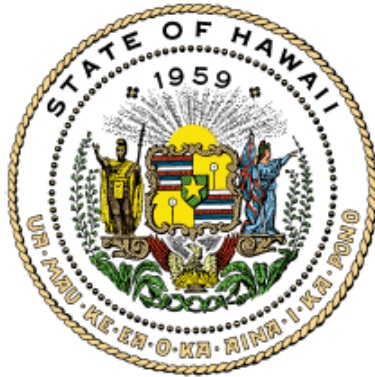
Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
8821	Internal Revenue Service	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Exempt
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

**Status Legend:**

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	A status determination has not yet been made
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information





**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

**UNITED STATES VETERANS INITIATIVE**

incorporated under the laws of California

was duly registered to do business in Hawaii as a foreign  
nonprofit corporation on 08/04/2004 , and that, as far as  
the records of this Department reveal, has complied with all  
of the provisions of the Hawaii Nonprofit Corporation Act,  
regulating foreign 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: November 08, 2024

Director of Commerce and Consumer Affairs

To check the authenticity of this certificate, please visit: <http://hbe.ehawaii.gov/documents/authenticate.html>  
Authentication Code: 518251-COGS\_PDF-32914F2



## **I. Public Purpose**

On behalf of United States Veterans Initiative, do hereby affirm that the grant funds requested will be exclusively used for a public purpose. Specifically, the funds will support the renovation and upgrade of bathroom facilities at the Wai`anae Emergency Shelter, which serves over 500 individuals annually, including vulnerable homeless populations and veterans.

This project directly addresses critical public health and safety needs, ensures compliance with building codes and sanitation standards, and enhances the quality of services provided to the community. By improving the living conditions for shelter residents, the project supports pathways to stability, self-sufficiency, and overall well-being, contributing to the greater public good.

## **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.

1. U.S.VETS' mission is to prevent and end veteran homelessness. We empower veterans and families through housing, comprehensive services and advocacy. The organization has over 30 years of experience across the country in this capacity, and 21 years of experience specific to the landscape of Hawai`i. In 2003, U.S.VETS established its first facility in the State of Hawai`i, U.S.VETS Barber's Point, through which the organization has been able to assist thousands of unhoused and at-risk Veterans. The second service center in the State is U.S.VETS Wai`anae. Programs at this location began in 2007, when U.S.VETS leveraged its expertise in addressing the complex issue of homelessness, to run the shelter program at the Wai`anae Civic Center. Clients here are typically non-Veteran families with children from O`ahu's Leeward Coast, who are unhoused or at-risk of homelessness, giving the location a different profile from other U.S.VETS sites (of the 1,509 clients served in FY23, 719 were children).

Combined as U.S.VETS Hawai`i, these service centers are able to support the local community with immediate and long-term shelter along with wraparound support. This support includes the provision of case management, career guidance, benefits assistance, counseling, life skills groups, transportation, assistance with move-in and sustaining of permanent housing, and more. In providing these services, U.S.VETS has established a legacy of meeting and exceeding industry standards and engaging in successful partnerships with both public and private entities, with the goal of better serving the community. In the last fiscal year alone, the team at Barber's Point was able to serve 1,801 clients, and the Wai`anae team served 1,509 individuals.

The 2024 O`ahu Point in Time (PIT) Count showed that there were approximately 4,494 individuals experiencing homelessness in the community, which represents a 12% increase when compared to the 2023 PIT Count. Of the community members experiencing homelessness, approximately 62% were unsheltered, while 38% were sheltered. Individuals who were surveyed reported that the primary cause of their housing instability was related to a change in their economic circumstances. This includes the loss income and their households' inability to afford their rent.

While great strides have been made via locally, state, and nationally funded initiatives to decrease the number of individuals experiencing homelessness in the region over the decade prior, the affordable housing crisis and growing cost of living, have made attaining stable housing a more complex challenge for the most vulnerable populations on O`ahu. Through each of its programs, U.S.VETS seeks to directly address the challenges experienced by local unhoused individuals by offering access to emergency shelter, permanent housing, and comprehensive support through a therapeutic, community-centered approach. Staff is trained to provide culturally competent support that directly acknowledges and combats systemic inequalities; and services are designed to foster a sense of safety and agency for clients as they work to stabilize their housing situation.

Among those that U.S.VETS serves are clients who are contending with substance use, disabilities, mental health issues, and unique medical needs, or are survivors of domestic/sexual violence and other traumas. U.S.VETS provides each client with access to a tailored set of services based on their specific individual needs. This includes housing, case management, counseling, emergency financial assistance, meals, connection to mainstream benefits, transportation, life skills classes, and job training.

Additionally, U.S.VETS prioritizes its partnerships. In doing so, we're able to bring critical services on-site, including medical care, childcare and legal aid. Overall, the aim is to enhance the quality of life of program beneficiaries by first meeting their basic needs, lifting them up out of poverty, and providing opportunities for their long-term independence, and success.

a) Description of clients including target groups. Please check all that apply below.

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Adult Males            | <input checked="" type="checkbox"/> Youth                        |
| <input checked="" type="checkbox"/> Adult Females          | <input checked="" type="checkbox"/> Families                     |
| <input checked="" type="checkbox"/> Domestic Violence (DV) | <input checked="" type="checkbox"/> Other (Please explain below) |

The primary populations served through U.S.VETS programs are O`ahu residents who face severe barriers to obtaining and/or maintaining housing. Operations out of the sites on O`ahu, U.S.VETS Barber's Point at Kapolei and U.S.VETS Wai`anae based on the Wai`anae Coast, focus on two vulnerable populations: Veterans across O`ahu and families in Wai`anae. These populations combat a unique set of obstacles preventing them from maintaining housing stability. Examples of these challenges amongst clients, include:

- More than half contend with a mental illness, substance use disorder, or physical disability.

- All are considered low-income, with the majority living below the federal poverty line.
- The majority of clients served identify as part of a racial and ethnic minority. Particularly in Wai`anae, most clients served are Native Hawaiian or were born outside the United States, and have Limited English Proficiency.
- Approximately 40% are over the age of 50, a number that continues to increase as the kupuna population continues to grow. Additionally, at Wai`anae, over 700 of those served are children. Both groups need additional support to maintain housing and stability.

The primary geographic areas to be benefited are Kapolei and the Wai`anae Coast, and the secondary area is the whole of O`ahu beyond these regions

Our program has been operating for 18 years, serving an average of 3,310 clients annually. Among those served, approximately 450 adults and 90 children are sheltered and/or housed each year. On average, it takes 180 days to provide shelter or housing for these clients, with an annual cost of \$4,187.06 per client sheltered or housed.

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

The primary goal of this request is to improve the living conditions and functionality of the Wai`anae Emergency Shelter, a critical facility serving vulnerable populations on O`ahu. This request specifically seeks \$100,000 in funding to upgrade the shelter's bathroom facilities. The current facilities are in urgent need of renovation to meet the demands of over 500 individuals annually, ensuring they remain safe, sanitary, and fully operational.

The objectives include:

1. **Enhancing Resident Well-being:** Upgrading the bathrooms will improve hygiene, accessibility, and overall living conditions for residents, directly impacting their health and dignity.
2. **Ensuring Safety and Compliance:** Renovated bathrooms will adhere to current safety standards, reducing risks associated with outdated facilities and ensuring compliance with health and building codes.
3. **Extending Facility Longevity:** Modernizing the bathrooms will contribute to the long-term sustainability of the shelter, reducing future maintenance costs and interruptions to services.
4. **Supporting Program Effectiveness:** High-quality facilities provide a stable and supportive environment, enabling residents to focus on accessing case management, counseling, and other services critical to their transition to permanent housing.
5. **Demonstrating Fiscal Responsibility:** By prioritizing infrastructure improvements, U.S.VETS Hawai'i can maximize the impact of resources, ensuring efficient use of funding and delivering lasting benefits to the community.

This project aligns with U.S.VETS Hawai'i's mission to serve homeless individuals and veterans by addressing essential infrastructure needs, creating an environment conducive to healing and recovery, and helping residents achieve stability and independence.

**3. The public purpose and need to be served:**

The requested funding serves the public purpose of providing safe and secure emergency housing for vulnerable populations, including homeless individuals, families and veterans. Upgrading the bathroom facilities at the Wai`anae Emergency Shelter will ensure the facility remains safe, sanitary, and accessible, directly improving the quality of life for its residents and supporting their path to stability and independence.

**4. Describe the target population to be served:**

The target population includes homeless individuals and families. This includes approximately 500 individuals at the Wai`anae Emergency Shelter annually.

**5. Describe the geographic coverage:**

The program serves residents of the island of O`ahu, with the Wai`anae Emergency Shelter located on the Wai`anae Coast.

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

**1. Scope of Work, Tasks, and Responsibilities**

The scope of work involves upgrading the bathroom facilities at the Wai`anae Emergency Shelter to improve safety, sanitation, and accessibility. The tasks and responsibilities include:

**1. Facility Upgrades:**

- Replace 18 shower stalls, including 4 ADA-accessible units, to meet accessibility standards.
- Replace 16 sinks, with 6 designed to accommodate ADA requirements.
- Replace 2 urinals and 18 flushing toilets to improve functionality and hygiene.

**2. Structural and Plumbing Renovations:**

- Replace plumbing systems and sub-flooring in all 6 shower and bathroom trailers to ensure long-term durability and compliance with safety standards.

**3. Inspection and Compliance:**

- Conduct thorough final inspections to ensure all work meets applicable building codes and operational requirements.

**4. Project Management:**

- Monitor the project timeline, budget, and deliverables to ensure the project is completed efficiently and within the allocated resources.

## 2. Projected Annual Timeline

### Phase 1: Planning and Pre-Construction (Months 1-3)

- **Month 1:**
    - Finalize project scope and budget.
    - Hire contractors, engineers, and/or architects.
    - Obtain necessary permits and approvals.
  - **Month 2:**
    - Conduct site assessments and inspections.
    - Develop a detailed project timeline and procurement plan.
  - **Month 3:**
    - Procure materials and equipment.
    - Prepare trailers for renovation (e.g., disconnect utilities, clear areas).
- 

### Phase 2: Construction and Renovation (Months 4-8)

- **Months 4-5:**
    - Replace plumbing systems and sub-flooring in all trailers.
    - Address structural repairs and ADA accessibility retrofits.
  - **Months 6-7:**
    - Install new fixtures: shower stalls, vanities, urinals, and toilets.
    - Complete waterproofing and finishings for walls and floors.
  - **Month 8:**
    - Conduct preliminary inspections for quality control and code compliance.
    - Address any identified issues or repairs.
- 

### Phase 3: Finalization and Handover (Months 9-12)

- **Month 9:**
  - Schedule and complete final inspections to ensure compliance with building codes and ADA standards.
  - Finalize operational testing of plumbing and fixtures.
- **Months 10-11:**
  - Develop and implement staff training on maintenance and operations.
  - Create a maintenance schedule and emergency response plan.
- **Month 12:**
  - Conduct a formal project review to ensure objectives were met.
  - Submit final reports to stakeholders and funding agencies.
  - Host a ribbon-cutting or unveiling ceremony (optional).

This timeline accounts for potential delays and allows for thorough project management, ensuring quality work and compliance with grant requirements.

### 3. Quality Assurance and Evaluation Plans

To ensure quality and effectiveness:

- A designated project manager will oversee all aspects of the upgrade, including adherence to the timeline, budget, and safety regulations.
- Regular progress reports will be reviewed by senior management to address any issues proactively.
- Resident and staff feedback will be gathered post-upgrade to assess satisfaction and identify areas for further improvement.
- An independent evaluation will be conducted to verify that the upgraded facilities meet the specified standards and contribute to the shelter's goals of providing a safe and supportive environment.

### 4. Measures of Effectiveness

The following measures of effectiveness will be reported to the State agency:

- **Completion of Project:** Confirmation that the bathroom renovation was completed on time and within budget.
- **Improved Facility Usability:** Resident satisfaction surveys will indicate increased satisfaction with the bathroom facilities post-upgrade.
- **Enhanced Health and Safety:** Reduced incidents of facility-related health or safety issues, as documented in maintenance and incident logs.
- **Cost Efficiency:** Analysis of reduced maintenance costs and post-renovation compared to pre-upgrade levels.
- **Increased Capacity for Service Delivery:** Improved resident experiences will allow for enhanced focus on case management and housing stability outcomes.

If the level of appropriation differs from the amount requested, the measures of effectiveness will be revised and submitted to the expending agency to reflect the adjusted scope of work and expected outcomes.

## IV. Financial

### Anticipated quarterly funding requests for the fiscal year 2026

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$20,000	\$35,000	\$35,000	\$10,000	\$100,000

See attached budget\*\*

### **List of all funding we are seeking for FY26**

State of Hawai'i -Shelter Grant	\$1,884,179.00
State of Hawai'i -Housing Placement	\$550,000.00
State of Hawai'i- Kauhale -Kulia I Ka Nu'u	\$1,271,458.00
City and County of Honolulu-Housing First Program	\$2,560,000.00
Veterans Affairs- Veterans in Progress	\$159,833.50
Veterans Affairs-EH Program	\$186,150.00
USDA- Supplemental Food Program for Children	\$44,000

### **Listing of all state and federal tax credits in the past three years**

June 2024	U.S. VETS Housing Corp received LIHTC for Building 210 at the West LA Campus.
December 2024	U.S. VETS Housing Corp in partnership with Gorman and Co received LIHTC for Ft Whipple, Prescott AZ.
December 2024	U.S. VETS Housing Corp received confirmation of award of LIHTC for Building 300, West LA Campus. Financial closing will be June 2025.
2018-19,	U.S. VETS in partnership with Coachella Valley Housing Coalition received LIHTC for March Veterans Village, Riverside CA.

CREA is our Tax Credit Syndicator.

<b>Contract #s</b>	<b>Contract Agency</b>	<b>Contact Information (name, phone, email, address)</b>	<b>Title</b>	<b>Brief Description (annual\$)</b>	<b>Total Years</b>
Wai'anae – DHS-22- HPO- 0029- SA01	State of Hawai'i, Homeless Programs Office	Harold Brackeen, HPO, 808-586-7072, <a href="mailto:hbrackeeniii@dhs.Hawaii'i.gov">hbrackeeniii@dhs.Hawaii'i.gov</a> 1010 Richards St. Ste 312, Honolulu, HI 96813	Emergency Shelter Program	FY22 \$1,794,456 FY23 \$1,794,456 FY24 \$1,794,456	4
Wai'anae – DHS-21- HPO- 0006	State of Hawai'i, Homeless Programs Office	Harold Brackeen, HPO, 808-586-7072, <a href="mailto:hbrackeeniii@dhs.Hawaii'i.gov">hbrackeeniii@dhs.Hawaii'i.gov</a> 1010 Richards St. Ste 312, Honolulu, HI 96813	Housing Placement Program	FY22 \$550,000 FY23 \$550,000 FY24 \$550,000	4



Wai‘anae - CT-DCS- 2100148	City & County of Honolulu DCS	Tim Ho, City and County of Honolulu, (808) 768-7818, <a href="mailto:timothy.ho@honolulu.gov">timothy.ho@honolulu.gov</a> Dillingham Boulevard, Suite 200, Honolulu, HI 96817	Housing First Program Increment II	FY22 \$2,152,053 FY23 \$1,552,496 FY24 \$2,560,000	7.0
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Wai‘anae – 36C26121 D0018	Dept of Veterans Affairs	Margaret Gavigan Emergency Housing Contract Coordinator Sparks Matsunaga VA Medical Center 459 Patterson Rd, Honolulu, HI 96819 808-445-4289 <a href="mailto:Margaret.gavigan@va.gov">Margaret.gavigan@va.gov</a>	HOPTel 6 Beds	FY22 \$186,150 FY23 \$186,150 FY24 \$15,512.50	9.5
Wai‘anae – 36C26121 D0018	Dept of Veterans Affairs	Robin Kim, Liason Sparks Matsunaga VA Medical Center 459 Patterson Rd, Honolulu, HI 96819 808-433-0332 <a href="mailto:Robin.kim@va.gov">Robin.kim@va.gov</a>	Bridge- 6 Beds SITH- 4 Beds 10 Minor Dependent	FY22 \$159,833.50 FY23 \$159,833.50 FY24 \$159,833.50	9.5
Wai‘anae – 1305-6	State of Hawai‘i, USDA CACFP	Eleanore Fong-Severance, CACFP, (808-587-3600), <a href="mailto:eleaneore.fong-severance@k12.hi.us">eleaneore.fong-severance@k12.hi.us</a> 650 Iwilei Road, Ste 270 Honolulu, HI. <a href="http://hcnp.hawaii.gov">hcnp.hawaii.gov</a>	USDA Child And Adult Care Food Program	FY22: \$44,000 FY23: \$44,000 FY24: \$44,000	9
Kulia I Ka Nu‘u  DHS-24- GOV-0112	State of Hawai‘i	John Mizuno Statewide Office on Homelessness & Housing Solutions 415 South Beretania Street, Room 415 Honolulu, HI 96813	19 EH beds, 12 permanent Housing Units	FY24: \$1,259,458	1

These are the contracts we have held for the past three years.

### BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2025 to June 30, 2026

United States Veterans Initiative Inc

Applicant: \_\_\_\_\_

POSITION TITLE		FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
					\$ -
TOTAL:					
JUSTIFICATION/COMMENTS:					

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Application for Grants

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2025 to June 30, 2026

Applicant: United States Veterans Initiative Inc

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

**BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS**

Period: July 1, 2025 to June 30, 2026

Applicant: United States Veterans Initiative Inc

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY:2023-2024	FY:2024-2025	FY:2025-2026	FY:2025-2026	FY:2026-2027	FY:2027-2028
PLANS	0	0				
LAND ACQUISITION	0	0				
DESIGN	0	0				
CONSTRUCTION	0	0	\$ 100,000.00		to be determined	
EQUIPMENT	0	0				
TOTAL:			\$ 100,000.00			
JUSTIFICATION/COMMENTS: We have obtained multiple quotes from reputable contractors, including Grace Construction, CJ Plumbing, and HH Construction, and have determined that the estimated cost to adequately upgrade the bathrooms to serve the entire shelter population is approximately \$100,000.						

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

Applicant: United States Veterans Initiative Inc

Contracts Total: 6,646,621

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	Emergency Shelter- 170 beds	7/1/2024	State of Hawaii - Homeless Programs Office	State of Hawaii - Homeless Programs Office	\$ 1,884,179.00
2	Housing Placement Program- 90 vouchers	7/1/2024	State of Hawaii - Homeless Programs Office	State of Hawaii - Homeless Programs Office	\$ 550,000.00
3	Housing First Increment II- 100 vouchers	7/1/2024	City & County of Honolulu	City & County of Honolulu	\$ 2,560,000.00
4	Hoptel - 6 Beds	10/1/2024	Veterans Affairs	Federal-VA	\$ 186,150.00
5	Bridge - 6 Beds SITH - 4 Beds 10 Minor Dependant	10/1/2024	Veterans Affairs	Federal-VA	\$ 159,833.50
6	Children Meal Reimbursement	10/1/2024	USDA	FEDERAL- USDA	\$ 44,000.00
7	Mass Shelter	7/1/2024	EFSP PHASE 41	FEMA FEDERAL	\$ 3,000.00
8	Emergency Shelter - 19 beds	6/30/2024	State of Hawaii- Kauahale	State of Hawaii - Homeless	1,259,458
9					
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## **V. Experience and Capability**

### **A. Necessary Skills and Experience**

U.S.VETS has over 32 years' experience delivering a comprehensive range of residential, supportive, and housing placement services to individuals and families (veteran and non-veterans) experiencing homelessness nationwide. Leveraging its expertise, U.S.VETS began its Hawai'i operations in 2003, with the opening of the 98-bed Barber's Point Veterans Housing complex. In 2006, U.S.VETS answered the call from the State of Hawai'i during the first Emergency Proclamation on Homelessness by Governor Lingle and opened the Pai'olu Kaiāulu (Wai'anae Civic Center) Emergency Shelter Housing program in March 2007, with DHS funding. Since then, the newly established U.S.VETS Wai'anae has worked in cooperation with the State of Hawai'i to end homelessness.

U.S.VETS Wai'anae has met requirements of DHS/HPO shelter services contracts every year since the program began. In each year, all funds were expended with program services meeting, and often exceeding, contractual requirements and goals. Currently, U.S.VETS Wai'anae is under contract with the State of Hawai'i/DHS/HPO to deliver the services proposed in this application at the Pai'olu Kaiāulu (Wai'anae Civic Center) facility as well as at the Barber's Point veterans' facility (via a separate contract agreement).

Recognizing that the model for homeless service delivery has evolved towards an emphasis on Permanent Supportive Housing and Housing First-based services, U.S.VETS has modified its shelter programs to deliver Housing First-oriented shelter services emphasizing rapid placement into permanent housing, low barrier compliance, and prioritizing client choice. These improvements have seen positive results with shelter stays decreasing and permanent housing placements increasing since their implementation.

To support these strategies, U.S.VETS Wai'anae staff undergo comprehensive training in evidence-based methodologies, including Crisis Prevention Intervention (CPI), Trauma-Informed Care, Motivational Interviewing, SOAR (SSI/SSDI Outreach, Access, and Recovery), cultural competency, and all other CARF required trainings. These trainings equip staff to address diverse client needs, including mental health stability, housing retention, and navigating benefit applications, while fostering a culturally inclusive and respectful environment.

U.S.VETS Wai'anae has grown alongside the community it serves, maintaining a deep commitment to local collaboration and empowerment. The program actively hires local residents and prioritizes peer mentoring and staff development, ensuring that team members reflect and understand the unique cultural and social dynamics of the community they serve. Incorporating local philosophies and the most recent evidence-based methodologies, the agency has developed innovative approaches tailored to the needs of the Hawai'ian community, including the adoption of the Ohana Nui method. This multi-generational framework emphasizes the interconnected nature of household dynamics, focusing on breaking systemic poverty. U.S.VETS Wai'anae works to embody this philosophy by addressing the economic,

educational, and social capital needs of the families we serve, and ensuring that clients have access to the educational, workforce, wellness, and social resources they require to build a strong foundation for the entire family unit. Through this holistic approach, U.S.VETS is not only addressing immediate homelessness but also creating sustainable pathways to stability, economic security, and community resilience.

The organization has the management, staffing, accounting, administrative, and facility infrastructure to operate the shelters. Its site locations already deliver these services, and services will continue unabated from the current contracts to the new contract period.

U.S.VETS Wai'anae has an annual budget of over \$6.5 million and a staff of 45 FTE and also benefits from access to the resources and staff at Barber's Point, a site with a \$13 million budget and a staff of 62 FTE.


## B. Experience

U.S.VETS, as a national agency, has 32 years experience delivering shelter services and has received shelter funding from the State of Hawai'i each year since 2007. U.S.VETS is the nations largest non-profit provider of housing and comprehensive services to veterans experiencing or at-risk of experiencing homelessness. Below is a list of contract information for the State of Hawai'i as well as the Dept of Veterans Affairs and HUD for shelter services for the past three years:

### Experience

Contract #s	Contract Agency	Contact Information (name, phone, email, address)	Title	Brief Description (annual\$)	Total Years
<u>Wai'anae</u> - DHS-22- HPO- 0029- SA01	State of Hawai'i, Homeless Programs Office	Harold Brackeen, HPO, 808-586-7072, <a href="mailto:hbrackeeniii@dhs.Hawaii.gov">hbrackeeniii@dhs.Hawaii.gov</a> 1010 Richards St. Ste 312, Honolulu, HI 96813	Emergency Shelter Program	FY22 \$1,794,456 FY23 \$1,794,456 FY24 \$1,794,456	4
<u>Wai'anae</u> - DHS-21- HPO- 0006	State of Hawai'i, Homeless Programs Office	Harold Brackeen, HPO, 808-586-7072, <a href="mailto:hbrackeeniii@dhs.Hawaii.gov">hbrackeeniii@dhs.Hawaii.gov</a> 1010 Richards St. Ste 312, Honolulu, HI 96813	Housing Placement Program	FY22 \$550,000 FY23 \$550,000 FY24 \$550,000	4
<u>Wai'anae</u> - CT-DCS- 2100148	City & County of Honolulu DCS	Tim Ho, City and County of Honolulu, (808) 768-7818, <a href="mailto:timothy.ho@honolulu.gov">timothy.ho@honolulu.gov</a> Dillingham Boulevard, Suite 200, Honolulu, HI 96817	Housing First Program Increment II	FY22 \$2,152,053 FY23 \$1,552,496 FY24 \$2,560,000	7.0



	<u>Wai'anae</u> – 36C26121 D0018	Dept of Veterans Affairs	Andrew Dahlburg Homeless Coordinator Sparks Matsunaga VA Medical Center 459 Patterson Rd, Honolulu, HI 96819 808-433-0332 <a href="mailto:Andrew.dahlburg@va.gov">Andrew.dahlburg@va.gov</a>	HOPTEL 6 Beds	FY22 \$186,150 FY23 \$186,150 FY24 \$15,512.50	9.5
	<u>Wai'anae</u> – 36C26121 D0018	Dept of Veterans Affairs	Andrew Dahlburg Homeless Coordinator Sparks Matsunaga VA Medical Center 459 Patterson Rd, Honolulu, HI 96819 808-433-0332 <a href="mailto:Andrew.dahlburg@va.gov">Andrew.dahlburg@va.gov</a>	Bridge- 6 Beds SITH- 4 Beds 10 Minor Dependent	FY22 \$159,833.50 FY23 \$159,833.50 FY24 \$159,833.50	9.5
	<u>Wai'anae</u> – 1305-6	State of Hawai'i, USDA CACFP	Eleanore Fong-Severance, CACFP, (808-587-3600), <a href="mailto:eleanore.fong-severance@k12.hi.us">eleanore.fong-severance@k12.hi.us</a> 650 Iwilei Road, Ste 270 Honolulu, HI. <a href="http://hcnp.hawaii.gov">hcnp.hawaii.gov</a>	USDA Child And Adult Care Food Program	FY22: \$44,000 FY23: \$44,000 FY24: \$44,000	9

U.S.VETS has delivered effective emergency services over the past three years. The below unduplicated performance measure data are derived from HMIS 'Key Findings' reports based on Fiscal Year 2021, 2022, and 2023 respectively (July 1 – June 30).

	2021-22	2022-23	2023-24
<b>Waianae Civic Center Emergency Facility</b>			
1. Street Outreach	631	647	1,205
2. # Clients Served (dup)	319	531	548
3. # Children served (dup)	85	206	218
4. # Bed Nights	28,169	36,761	61,936
5. # Meals Served	27,497	42,370	36,199
6. % Exit to Permanent Housing	48%	47%	43%
7. % HH Exited with Increased cash Income	54%	48%	52%
8. % exiting within 90 days	64%	59%	59%

U.S.VETS has over 32 years of experience administering federal and state supportive housing grants in 13 cities across five states (AZ, CA, HI, NV, and TX), the District of Columbia and the Territory of Guam. Annually, U.S.VETS receives approximately \$72 million in government grants that have allowed staff to engage more than 170,000 veterans, help more than 63,000 veterans have a place to call home, and place 16,000 veterans into employment. Every year, the agency provides residential and housing placement services to over 20,000 veterans, non- veterans, and their families experiencing homelessness or households at risk of homelessness.

The agency maintains longstanding partnerships with federal agencies such as the VA, HUD, and DOL, alongside its active participation in various Continuums of Care (CoC) and collaborations with organizations like the National Coalition for Homeless Veterans. The organization administers over 100 government grants, including federal funding from the Department of Veterans Affairs (VA), the Department of Housing and Urban Development (HUD), and the Department of Labor (DOL), as well as more than 55 private grants from foundations, corporations, and other entities.

The agency has 18 years of experience through its Wai‘anae-based programs delivering services to the diverse array of people living in Hawai‘i including persons born outside the United States who have Limited English Proficiency. U.S.VETS Wai‘anae also has 18 years of experience serving families from the Compact of Free Association who often have very limited to no English fluency.

U.S.VETS Wai‘anae is committed to delivering culturally competent services that address the diverse needs of its program residents, including non-native English speakers. The program adheres to Office of Language Access (OLA) guidelines, utilizing OLA Language Access interpreter services as needed, and has developed an internal Language Access Policy. Staff are trained on civil rights related to language access services and submit semi-annual Limited English Proficiency (LEP) reports to the Homeless Programs Office to maintain compliance with contracts from the City and County of Honolulu and the State of Hawai‘i.

To ensure culturally competent services, staff are trained to recognize and address systemic inequalities that clients may face due to their race, gender, disability, language, or LGBTQ+ status. These trainings help staff build trust, foster connections, and avoid unintentional offense. All management team members participate in cultural competency trainings, while staff also engage in Diversity, Equity, and Inclusion (DEI) programs through Relias Training and the National Coalition for Homeless Veterans.

According to agency’s records, recent monitoring of all its current Wai‘anae projects have not resulted in findings.

## **2. Facilities**

U.S.VETS Wai‘anae operates the Wai‘anae facility, owned by the State of Hawai‘i. The current contract between U.S.VETS and the State of Hawai‘i to deliver emergency services at the Wai‘anae Civic Center provides for its use by U.S.VETS as contractor (contract attached).

U.S.VETS also maintains site control of the Barber’s Point Veterans Transitional facility, which is leased from Cloudbreak Hawai‘i, who has a long-term lease with the Dept of Veteran Affairs. The main addresses of the two facilities are listed below:

- 1) Wai‘anae Civic Center, 85-638 Farrington Hwy, Wai‘anae, HI 96762
- 2) U.S.VETS, Building 1772 Shangrila, Kapolei, HI 96707

The U.S.VETS Wai‘anae (WCC), currently delivers services as those described in the RFP Scope of Work which includes the following:

- 1) Safe and secure shelter/living space meeting the minimum square foot requirements and segregation of women and men and families with children.
- 2) Hygiene facilities
  - A. Wai‘anae Civic Center – A total of 18 toilets, 18 showers, 16 sinks for 102 rooms. Ratios per room/family/household (max capacity 191 persons): Toilet 1:10.6; Shower 1:10.6; Sinks 1:12. NOTE: This is the total installed

by the State of Hawai'i. 2 out of 6 bathroom/shower trailers are ADA.

- 3) Laundry facilities (coin-operated; assistance provided when household has no income)
- 4) Lockable, Storage space for each household in room.
- 5) Adequate and private counseling space. Adequate and secure business office.
- 6) Adequate telecommunications system including computer network and peripherals.
- 7) Fire safety equipment with monthly fire and emergency drills.
- 8) Food storage equipment to provide or serve 1 to 3 meals per day.
- 9) Maintenance equipment to ensure clean and safe facility and grounds.
- 10) Full written Emergency Disaster protocols maintained onsite

U.S.VETS Wai'anae is conveniently accessible via public transportation and provides on-site parking for clients with vehicles. Additionally, the Wai'anae Civic Center maintains a site-sponsored vehicle to assist with transportation for clients on a needs-based basis. Staff are committed to addressing and mitigating any potential transportation or appointment barriers, offering services to clients both in the field and at peer homeless or housing service provider locations. The program also facilitates move-outs to permanent housing for clients without access to personal vehicles, ensuring seamless support throughout their transition to stability.

U.S.VETS Wai'anae ensures accessibility to persons with disabilities including persons using wheelchairs or walkers, has ADA compliant bathroom areas for each gender, has multiple ground level entrances without stairs that facilitate easy entry and exit, and routinely serves persons in wheelchairs and with other ambulatory limitations.

**A. Total Living Units:**

Complete the following table for the total number of units (Entire Site).

(1) Type of living unit	(2) Size of living unit (square feet)	(3) # of units available	(4) Range of persons	(5) Program Fee charged for unit
Sample: One-bedroom	500 sq. ft.	20	2 - 4	\$300
8x8	64 sq. ft.	45	1-2	30% of income up to max of \$250.00
10x10	100 sq. ft.	25	2-4	30% of income up to max of \$250.00
12x12	144 sq. ft.	32	2-7	30% of income up to max of \$250.00

**Total Number of Living Units: 102 rooms total**

## VI. Project Organization and Staffing

### Staffing

U.S. VETS – Wai‘anae (WCC) maintains 24-hour staff coverage (3 shifts) at its Wai‘anae facility. Residential staff provides appropriate coverage to ensure a safe, secure and healthy shelter environment. Ratios at the Wai‘anae facility are presented as persons (with a maximum of 191 for WCC) for each residential supervision shift (does not include other staff present) include: (RA = Resident Assistant) (Shift hours may vary slightly)

<u>SHIFT</u>	<u>WCC (191 max)</u>
Program Manager	1.0 FTE per 191
S1: 0700-1530	Min 3.0 FTE RA – 1:64
S2: 0300-2330	Min 3.0 FTE RA – 1:64
S3: 2300-0730	Min 3.0 FTE RA – 1:64
Maintenance Staff	1.0 FTE per 191

The Wai‘anae facility staffs a Maintenance Specialist that is on-call 24/7. Each shift at the Wai‘anae facility includes a lead/senior Resident Assistant who provides direction and supervision of other staff as needed.

The Wai‘anae facility maintains two (2) staff minimum – one at the entry gate and one roving in the two living areas (adult only area and family area).

### Clinical/Case Management Staffing

U.S. VETS case management teams are supervised by a Licensed Masters Level Clinical Director (Director of Behavioral Health) and/or Clinical Case Manager who supervises the team of Case Managers. The Wai‘anae facility staffs a Family Specialist (Case Manager) to support the needs of the Households with children. The following ratios of Clinical Staff to Client is targeted for each facility. Ratio is presented in Households.

<u>Clinical Team</u>	<u>WCC (102 households max)</u>
Director of Behavioral Health	1.0 FTE per 102 HH
Case Manager	1.0 FTE per 21 households

## Management and Accounting/Administrative

The agency maintains both local operations and finance personnel in Hawai'i, in addition to its corporate accounting team in Los Angeles. Wai'anae operations employ a 1.0 FTE Operations Manager who serves as the primary liaison between the Wai'anae operations and the accounting team facilitating billings, invoices and related accounting administrative matters. In addition, the corporate accounting team has a local Budget Analyst (1.0 FTE) who works with the Operations Manager and other local staff to facilitate billing including all HPO contractual billing. This position serves both Hawai'i sites.

U.S.VETS Wai'anae's operational success is further supported by a dedicated team of essential support staff who play critical roles in maintaining the facility and program efficiency. Facility Maintenance staff ensure the facility upholds the highest standards of safety, health, and sanitation, creating a clean and welcoming environment for program participants. Additionally, the Program Assistant provides vital administrative support to ensure seamless daily operations. These staff assist in coordinating program activities, managing documentation, and assisting leadership with key tasks that uphold program goals and compliance.

U.S.VETS Wai'anae's Executive Director, Tanya Brown, has managed the site since 2021. With over a decade in non-profit management experience, Ms. Brown has led the successful operation of the program and upholds the highest quality of standards and compliance in regards to public funding. Under her leadership, U.S.VETS Wai'anae was awarded a 3-year CARF Accreditation for the second time.

The U.S.VETS President and Chief Executive Officer (CEO), Darryl Vincent guides the expanded mission in Hawai'i (service to veterans and non-veterans). Mr. Vincent has served as U.S.VETS' COO for eleven years. Prior to moving into the COO role, Darryl was the Executive Director for the U.S.VETS Barber's Point location and founded the Wai'anae location.

## Staff Qualifications

The U.S.VETS Wai'anae Executive Director has served in the position since 2021. Below is a listing of the qualifications for Wai'anae staffing. A copy of each job description listed below with a copy of the resume of the current staff is appended to this proposal. Below is a summary of the staff qualification for each position with the FTE funded through the position; for all positions, U.S.VETS encourages persons with disabilities to apply for positions, military veterans, and persons that have experienced homelessness.

<b>Position</b>	<b>Degree Minimum</b>	<b>Experience</b>	<b>Cultural</b>
<b>Executive Director</b> WCC .95 FTE	Bachelor's Degree. Masters Preferred.	At least five years of progressively increasing management experience.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Director of Behavioral Health</b> WCC .50 FTE	Master's Degree in Social Work or related clinical field.	At least two years' experience supervision clinical services.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Operations Manager WCC</b> .85 FTE	Bachelor's Degree in Accounting, Business or Financial Administration.	At least two years of experience with large non-profit or for profit agency.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Program Manager</b> WCC .95 FTE	Bachelor's Degree in social work or related field.	Two years supervisory experience in residential/homeless services setting.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Clinical Coordinator</b> WCC .35 FTE	Bachelor's Degree.	Ability to work as a team member; Valid driver's license. Good communication/interpersonal skills.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander. Veterans or formerly homeless preferred.
<b>Project Director</b> WCC .35 FTE	Master's Degree human services field.	At least two years of experience with large non-profit or for profit agency	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander. Veterans or formerly homeless preferred.
<b>Case Manager I, II, III</b> WCC 4.0 FTE	CM 1 – H.S. Diploma CM 2 – Bachelor's Degree CM 3 – Master's in Social Work or related.	CM 1: 1 yrs. experience in social services. CM 2: 2 yrs. experience in social services. CM 3: 2 yrs. experience in social services.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander. Veterans or formerly homeless preferred.

<b>Budget Analyst WCC .10 FTE</b>	Bachelor's Degree in Accounting or related field.	At least two years of experience with large non-profit or for profit agency.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Data Specialist WCC .50 FTE</b>	Bachelor's preferred.	One year experience social services or related and three years' experience in HMIS preferred.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Program Assistant WCC1.0 FTE</b>	Associates Degree, Bachelor's preferred.	Two years administrative experience; homeless services preferred.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander.
<b>Resident Assistant/ WCC 10.0 FTE</b>	H.S. Diploma/GE D but work history can substitute.	Ability to work as a team member; Valid driver's license. Good communication/interpersonal skills.	Preferred Hawai'i resident and/or Native Hawai'ian or Pac Islander. Veterans or formerly homeless preferred.
<b>Facility Maintenance Specialist WCC 1.0 FTE</b>	No degree requirement.	Significant experience with residential facility repair and maintenance (5 years preferred).	Preferred Hawai'i resident and/ Native Hawai'ian or Pac Islander.

U.S.VETS preference is for local residents who have a cultural background similar to the service population, which are primarily local families from Native Hawaiian/Pacific Islander background. Persons with disabilities and persons with a background of experience homelessness or as a participant of public assessment are encouraged to apply and U.S.VETS is an equal opportunity employer. There are no contracted positions.

### C. Project Organization

## Supervision and Training

Management and supervision of the U.S.VETS Wai'anae will be under the leadership of Executive Director Tanya Brown (resume attached). The Executive Director has a management team that includes a full-time Program Manager, Operations Manager, Director of Behavioral Health that supervises the direct-line staff. All U.S.VETS employees receive a 90-day review upon hiring and a yearly employee performance review. The Executive Director approves all performance reviews. Performance reviews are used to identify areas of development and training for each staff for the upcoming year.

With respect to clinical and program supervision, the Program Manager and Director of Behavioral Health of each site meet at least bi-weekly with each their operations and clinical staff, respectively. These supervision meetings will ensure that services are delivered according to service paadigm. (Housing First, Harm Reduction, Assertive



Engagement) as well as address any particular clinical issues that need resolution. A weekly meeting with all staff will cover the general progress of all clients, especially new clients and those housed within the past three (3) months, and staff shall work with their respective supervisors to participate in one (1) formal supervision per month to ensure staff wellness.

Currently, U.S.VETS delivers in-house training on a variety of professional skill areas that enhance service to the population of persons and families who are homeless and have issues related to mental illness, substance abuse, trauma, legal problems, anger management, and other behavioral issues. Staff undergo comprehensive training in methodologies such as Crisis Prevention Intervention (CPI), Trauma-Informed Care, Motivational Interviewing, SOAR (SSI/ SSDI Outreach, Access, and Recovery), and cultural competency. The agency requires each staff to complete at least three to four hours of training per month from a variety of subjects related to the agency's services.

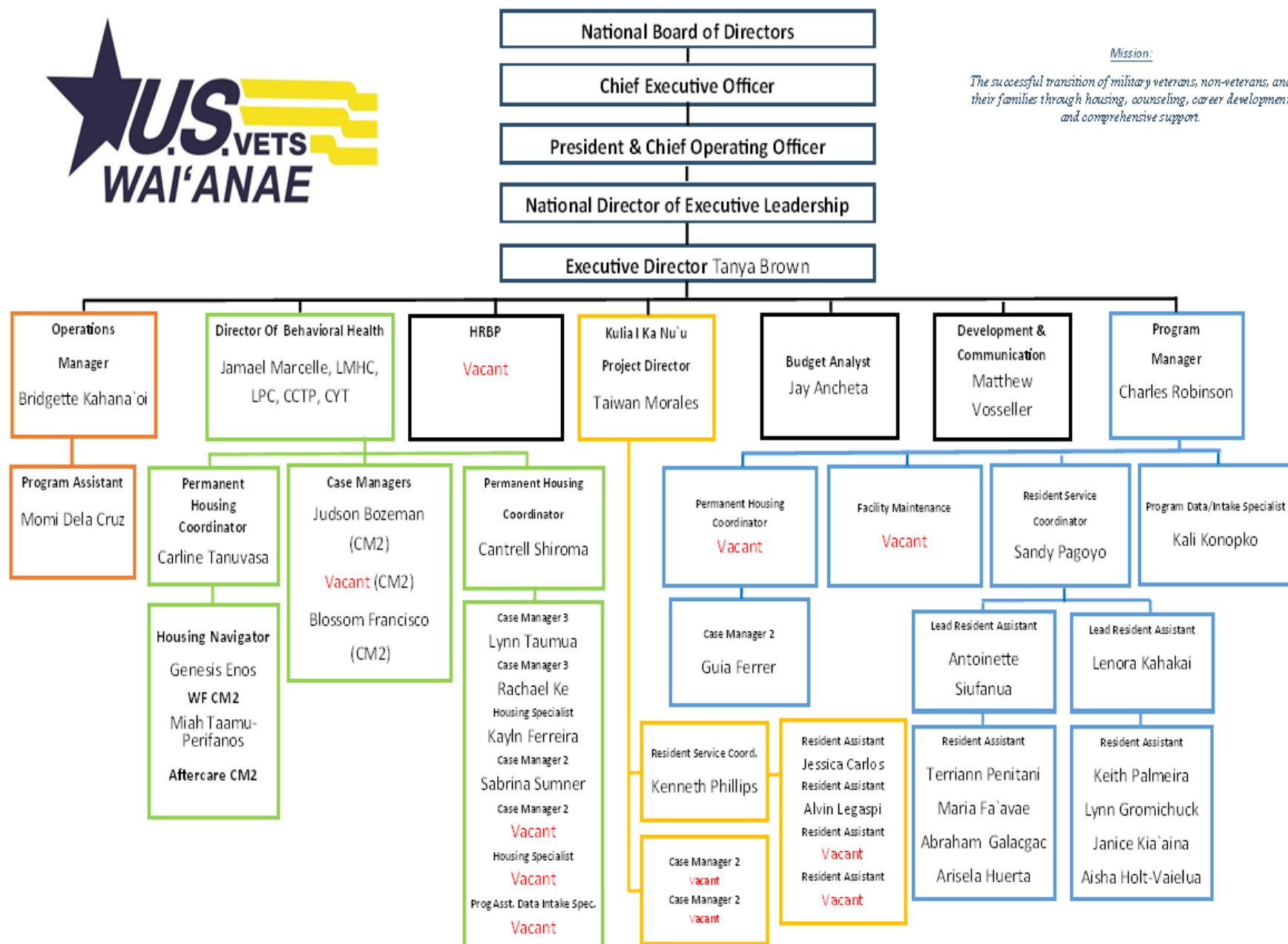
For each site, the Executive Directors, Directors of Behavioral Health, Program Managers and HR Generalist (paid through corporate administration) develop and implement a training schedule for all program staff that meet and exceed the RFP standards including the recommended areas (Sec. 2-33,4:1-7). The Director of Behavioral Health is tasked with ensuring the delivery of the training schedule.

Delivery of the five key training is expected to be delivered by the following person(s).

- 1) Agency Orientation – Delivered in tandem by the U.S.VETS National Data Specialist and the Director of Behavioral Health.
- 2) HMIS – Delivered by the U.S.VETS Data Specialist, who is a member of the Continuum Data Subcommittee. Additional training will be delivered by the HMIS Administration Support team, contracted by the State of Hawai'i.
- 3) Community Partners and Services – Delivered in tandem by the U.S.VETS Executive Director and Director of Behavioral Health. Current residential and housing placement programs operated by U.S.VETS already interact on a weekly basis with nearly all pertinent agencies and services that are needed for families and individuals.
- 4) DHS BESSD supports and services – U.S.VETS will contact DHS and request training from DHS personnel. In addition, U.S.VETS Director of Behavioral Health will deliver additional/on-going training support to staff in understanding and negotiation the DHS service system.
- 5) Trauma Informed Care (TIC)– U.S.VETS will implement a dual agenda for training:
  - 1) In- person training by Hawai'i-based Mental Health Professional certified in the delivery of Trauma-Informed Care, 2) Web-based training, which may include Substance Abuse and Mental Health Services Administration (SAMHSA)

## **Organization Chart**

U.S.VETS has attached a separate organizational chart of both U.S. VETS Wai'anae, which highlights the positions funded by the RFP, and an Organization-wide Organizational chart. U.S.VETS.



## **Compensation- Top Three Highest Paid Positions**

### **Director of Behavioral Health (\$94,685.04)**

The Director of Behavioral Health oversees programs addressing mental health and substance use, which are critical to improving the well-being of homeless individuals and veterans. This position ensures high-quality care through evidence-based treatment plans, supervises counseling staff, and collaborates with external providers to expand services. The Director also monitors program outcomes to ensure compliance with state, federal, and grant requirements.

### **Program Manager (\$82,482.72)**

The Program Manager plays a vital role in the day-to-day operations of the shelter. This position supervises frontline staff, ensuring the effective delivery of services to residents, and oversees program implementation to meet organizational goals. Responsibilities include coordinating schedules, managing case management processes, and ensuring compliance with shelter policies. The Program Manager is instrumental in creating a supportive environment for residents, allowing them to access the resources they need to transition to stable housing.

### **Executive Director (\$112,350.00)**

The Executive Director provides strategic leadership, secures funding, and advocates for policies addressing homelessness and veteran housing. This position oversees all operations, builds partnerships with funders and stakeholders, and leads fundraising efforts to sustain the organization. Representing the organization in public forums, the Executive Director ensures its growth and impact.

These roles are critical to the success of the nonprofit, requiring advanced expertise and leadership to deliver high-quality services and maintain the organization's sustainability. These are the top three highest paying positions at WCC- Wai'anae.

## **VII. Other**

### **Litigation**

The United States Veterans Initiative is not involved in any pending litigation, nor does it have any outstanding judgments to disclose.

### **Licensure or Accreditation**

The United States Veterans Initiative is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), demonstrating our commitment to high standards of care and service delivery. Additionally, our Director of Behavioral Health holds a professional license in social work, ensuring expert oversight and compliance with industry best practices. These qualifications reflect our dedication to providing high-quality services and underscore our capability to effectively manage and implement the proposed project.

July 15, 2024

Tanya Brown  
U.S.VETS - Waianae Civic Center  
85-638 Farrington Highway  
Waianae, HI 96792

Dear Ms. Brown:

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

Rapid Rehousing and Homelessness Prevention Program  
Services Coordination

This accreditation will extend through June 30, 2027. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

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

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

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<https://customerconnect.carf.org>).

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from John Hannon by email at [jhannon@carf.org](mailto:jhannon@carf.org) or telephone at (888) 281-6531, extension 7198.

## Private Educational Institutions

N/A

## Sustainability Plan Beyond Fiscal Year 2026

If the requested grant is received for fiscal year 2026 but not in subsequent years, U.S.VETS has a clear plan to ensure the sustainability of the upgraded bathroom facilities at the Wai`anae Emergency Shelter:

1. **Employment of a Qualified Maintenance Professional:** U.S.VETS will employ a dedicated and qualified maintenance staff member to oversee the upkeep of the upgraded bathroom facilities. This individual will ensure that the bathrooms remain clean, functional, and in compliance with safety and health standards through routine maintenance and timely repairs.
2. **Preventative Maintenance Plan:** A comprehensive maintenance schedule will be implemented, focusing on regular inspections, minor repairs, and proactive replacements of worn components to avoid costly major repairs.
3. **Operational Efficiencies:** Energy-efficient and durable materials installed during the upgrades will lower utility costs and reduce maintenance expenses, supporting long-term cost-effectiveness.
4. **Diversified Funding Sources:** Additional funding will be sought from private foundations, corporate sponsors, and government programs to support facility upkeep. Partnerships with local businesses will be explored to secure in-kind contributions for future maintenance needs.
5. **Community and Donor Engagement:** U.S.VETS will launch targeted campaigns to raise funds for ongoing facility improvements, emphasizing the critical impact of the bathroom upgrades on residents' quality of life.
6. **Reserve Fund Allocation:** A portion of reserve funds will be allocated to cover unforeseen maintenance or repair needs, ensuring the continued functionality of the bathrooms.