

House District 18-33, 47-51

Senate District 8-15, 23-25

THE TWENTY-SEVENTH LEGISLATURE  
APPLICATION FOR GRANTS & SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN):

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:  
Family Promise of Hawaii

Dba: same as above

Street Address: 245 N. Kukui St., Suite 101, Honolulu, HI. 96817

Mailing Address: same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name MARY SAUNDERS

Title Executive Director

Phone # 548-7478

Fax # 548-7485

e-mail director@familypromisehawaii.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

FAMILY PROMISE OF HAWAII REQUESTS OPERATING FUNDS TO PROVIDE SUPPORT SERVICES TO HOMELESS FAMILIES WITH MINOR CHILDREN. SINCE 2006, WE HAVE ASSISTED OVER 1,000 PARENTS AND CHILDREN ON OAHU TRANSITION TO SUSTAINABLE INDEPENDENCE. OUR FAMILIES LEAVE OUR PROGRAM BETTER PREPARED TO BUDGET, IMPROVE THEIR SOURCES OF INCOME, COMMUNICATE AND UNDERSTAND WHAT IT TAKES TO STAY HOUSED. GRANT IN AID WOULD BE USED TO SERVE 100 HOMELESS PARENTS AND CHILDREN IN OUR DAY PROGRAM.

4. FEDERAL TAX ID # [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: \$ 56,720

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE AT THE TIME OF THIS REQUEST:

STATE \$76,000 (SHELTER PROGRAM)

FEDERAL \$                     

COUNTY \$                     

PRIVATE/OTHER \$ 119,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

MARY SAUNDERS, EXECUTIVE DIRECTOR  
NAME & TITLE

1-29-13  
DATE SIGNED

## Application for Grants and Subsidies

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

### I. 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. Include the following:

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

Family Promise of Hawaii has helped over 1,000 parents and children transition out of homelessness into sustainable independence. Approximately, 80% of our families transition into housing within 3-4 months. We partner with 63 interfaith congregations and over 1,500 volunteers to shelter and feed our families 365 days a year. We average over 10,000 shelter bed nights per year and provide over 30,000 meals. Family Promise of Hawaii provides daily shelter and provides intense supportive services to families with children experiencing homelessness. We seek families who are motivated to achieve self-sufficiency and give priority to families willing to work.

Our mission is to mobilize existing community resources to aid families with children experiencing homelessness and help them transition to sustainable independence. We partner with numerous congregations and volunteers throughout the Oahu community to come together to aid families and transition them out of homelessness. Our host sites provide overnight shelter and meals for our guests. This allows us to operate at a much lower cost than traditional shelters. Our innovative model uses volunteers and community resources in a truly unique way. Family Promise is part of a national affiliation that started in 1988 and currently boasts more than 182 affiliates in 41 states. In 2009, Family Promise of Hawaii was a finalist for The Cades Foundation Nonprofit Leadership Award.

We operate two shelters, Honolulu and Kailua, that provide laundry facilities, showers, computer & internet access, daily meals, life skills training, employment assistance and weekly case management. This comprehensive approach to helping homeless families enables us to assist families quickly and ensures a high success rate for individuals, even after they leave our program.

2. The goals and objectives related to the request;

Our goal is to reduce homelessness on Oahu so that every child has a safe place to call home. The 100 parents and children in our day program receive intense supportive services and are often able to obtain housing before having to enter the regular overnight program. In addition, another 100 parents and children are being served in the regular overnight program.

Approximately 80% of our guests transition to sustainable independence within 3-4 months. We follow our families for a minimum of one year to ensure they do not return to homelessness. Our graduated families are always welcome to request resource assistance and are often offered access to ongoing classes, such as computer training, nutrition and budgeting.

3. The public purpose and need to be served;

In 2011, Aloha United Way reported that there were over 4,200 homeless individuals on Oahu. According to the 2011 Homeless Utilization Report there are over 8,000 homeless individuals statewide and more than 5,000 on Oahu alone.

The State of Hawaii has formally recognized the seriousness of the crisis with the January 2011 appointment of a Homelessness Coordinator by Governor Neil Abercrombie. The coordinator is working with state and federal agencies, community programs (including Family Promise of Hawaii), foundations, and the business community to find opportunities and solutions to address homelessness collaboratively.

According to the 2011 Homeless Utilization Report:

- The current recession has exacerbated the homeless problem by driving families that were previously barely making ends meet into poverty and homelessness. Statewide, 14,200 individuals were served by shelters or outreach programs.
- Homeless families with children and being a homeless child can have several dire consequences including, poor nutrition, poor health, poor school attendance/performance, and the trauma caused by lack of a stable home life.
- Children under the age of 18 make up 34% of the statewide shelter population.

The challenges these families face and the supportive services/resources necessary to meet these challenges can be and are provided by Family Promise of Hawaii through professional services staff and host congregation support. We provide a number of ways for concerned community members to be a part of the homelessness solution. This includes the invaluable contribution of household goods for our families transitioning to long-term housing. We are also committed to improving their employment situations and getting them enrolled in appropriate benefits programs.

Our program and its community volunteers are committed to providing for our families with food, shelter and emotional support. Our program addresses these needs in the following ways:

- **Family Day Centers**: Our two day centers on Oahu (Windward and Honolulu) provide a home base for our families. They use our day centers as a mailing address while actively seeking employment and are able to use our computers and internet for job searches, housing and resume building. Our centers have designated play areas for the children (both inside and out) and families have access to laundry and shower facilities. A resting room is also available for parents who work night shifts so they have someplace to rest. Our centers also offer nutrition, computer, budgeting and life skills trainings throughout the year. Daily meals are also provided.
- **Case Management**: Our Program Manager is assisted by practicum students from the University of Hawaii, Myron B. Thompson School of Social Work to provide weekly case management to our families. Families must learn to budget and save money in order to ensure their long-term success of maintaining housing. We also work very closely with other community agencies for referrals and housing support.
- **Volunteers**: Volunteers actively engage with our guests and are at the heart of our program. They truly believe that it is everyone's *kuleana* to help those in need in our community

4. Describe the target population to be served; and

Unfortunately, the homeless epidemic and increasing number of families with children making up that population has reached a crisis level. The State of Hawaii has formally recognized the seriousness of the crisis with the January 2011 appointment of a Coordinator on Homelessness by Governor Neil Abercrombie. The coordinator is working with state and federal agencies, community programs (including Family Promise of Hawaii), foundations, and the business community to find opportunities and solutions to address homelessness collaboratively. The City & County has stepped its attention to this population too through increased outreach with service providers helping to transition families from beaches and parks to shelters and services. The State also created the Hawai'i Interagency Council on Homelessness (HICH) which will now lead actions to address homelessness.

On any given night, over 4,200 people are homeless on Oahu and almost half of these are families with children. This is the population specifically supported by our services and we hope your support. With the support of Grant in Aid, we want to move families into safe and healthy households (not just four walls and a roof) and thereby increase the likelihood of success in maintaining, long-term stable housing.

We also work with numerous volunteers and many of them have had no exposure to homelessness. We help educate and change misperceptions surrounding homelessness.

5. Describe the geographic coverage.

Family Promise of Hawaii partners with congregations in Kailua and Honolulu with day centers in each respective area. We provide 24 hour shelter and meals for our families and accept homeless families with children from all over the island of Oahu. Our Honolulu center is the site for our day program which serves a minimum of 100 parents and children. In 2012, we served 129 in the day program alone.

## II. 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;

Family Promise of Hawaii proposes to provide to Oahu families with children transitioning from homelessness:

- Use of our day center to at least 100 parents and children on the waitlist and in our day program. These families have full access to the center for: telephone, computer/internet access, showers, laundry facilities, a mailing address, daily meals and weekly case management;
- Professional case management services to address housing and job placement, benefits enrollment, referrals for appropriate counseling, financial literacy and family strengthening activities, and referrals to public and private partner agencies that can support the family in achieving long-term, permanent independence; and

At the end of the 12 month period we anticipate that:

- We will have provided supportive services to a minimum of 100 Oahu parents and children to assist them in transitioning out of homelessness;
- Provide daily access to the center for laundry, showers, workforce development and financial literacy
- Provide over 10,000 meals
- Provide over 8,000 showers/baths
- Provide over 1,000 loads of laundry services
- We will have provided professional case management services as described above to a minimum of 100 Oahu parents and children in our day program;

Nutrition, shelter, meals and personal hygiene are essential to preventative health and well-being. Family Promise of Hawaii will provide food, shelter and healthcare related services (shower, laundry, sleeping supplies and personal hygiene items) to over 100 parents and children.

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

Since July 2007, we are fully operating two day centers. We can use GIA funds immediately to strengthen our day program to continue serving more of Oahu's families. We project to help a minimum of 100 children and parents in our day program. Our timetable is:

	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Total</u>
Individuals served	25	25	25	25	100
Days of service	91	91	91	91	365
Meals Provided	2,500	2,500	2,500	2,500	10,000
Volunteer Hours Provided	260	260	260	260	1,040

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

Confidential client files are kept for all families. We also utilize Salesforce and HMIS to keep track of clients served. Shelter bed nights, meals, volunteer hours and average length of stay are all tracked and reported monthly to the Board of Directors. Monthly evaluations on numbers served allow us to ensure we are on track for a 12 month period.

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

We consider our program a success if we assist 100 parents and individuals out of homelessness to sustainable independence. Approximately, 80% of our families in our regular program transition into housing within 90-120 days. Our effectiveness is measured by housing success rate, average length of stay, number of individuals served, shelter bed nights provided, and meals served. We input data regularly into the HMIS database and meet quarterly with our host site coordinators for areas of improvement. Our ultimate goal is for every child in Hawaii to have a safe, stable home. In our Honolulu Center day program we plan to:

- Provide day shelter and daily meals to a minimum of 100 Oahu parents and children;
- Provide over 28,500 meals
- Provide over 11,000 showers/baths
- Provide over 1,000 loads of laundry services
- We will have provided professional case management services as described above to a minimum of 100 Oahu parents and children;

At the end of the 12 month period, we anticipate that:

- The number of homeless Oahu parents and children will have decreased as they transition into our regular overnight program and secure housing;
- That employment situations will be improved through our job and education assistance services;

At the end of the 12 month period, we anticipate that:

- We will transition at least 20 Oahu families with children to our regular overnight program and then long-term, stable housing;
- We will improve the employment situation and ensure appropriate full benefits enrollment for at least 100 Oahu parents and children.

### III. Financial

#### Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
14,180	14,180	14,180	14,180	56,720

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2014.

CDBG FY14	147,550
DHS – Shelter Program	76,000
OHA	20,000
AUW – Poverty Prevention	115,000

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

### IV. Experience and Capability

**A. 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.

Since 2005, we have expanded our partner base from 8 to 65 interfaith hosting congregations. Our volunteer base differentiates our organization from other social services. We partner with over 1,500 volunteers to provide shelter, meals and intense supportive services. We have utilized these resources to provide services 1,097 individuals since opening our doors in March 2006. Since that time, 613 children and parents have secured sustainable housing for an approximate success rate of 80%. Our current average length of stay is 127 days. In 2012, we served 116 parents and children in our regular overnight program and an additional 129 in our day program. Several of our day program families are able to secure housing before having to enter our overnight program. We have witnessed many of our children gain needed weight and display physical and emotional health improvements. We have helped numerous parents improve health and income, thereby creating a healthier environment for their children long after they leave our program.

Our unique and innovative model allows us to operate at a much lower the cost than traditional homeless shelter programs because much of the work is done by volunteers and uses existing resources. In addition, the program is a collaborative effort that links community organizations together to solve local concerns.

We assist our families to overcome their housing obstacles by offering intense supportive services and case management that maximizes self-sufficiency. In addition, once a family has left the program, they continue to receive support from Family Promise so that they do not return to homelessness. Our staff and volunteers collaborate with other social service agencies to provide as much support as they need. We also assist families to connect to community resources through a unique volunteer driven effort. The connection our guests make with our caring community partners continue to ensure permanent life changes. We average over 30,000 volunteer hours per year since launching our community-based program.

We partner with multiple organizations to help our guests access complete social services, some of which include: Affordable Housing and Homeless Alliance, Alu Like, Care-A-van /Waikiki Health Center, Castle Medical Center, Catholic Charities, DHS, HPHA, Hawaii Food Bank, Helping Hands Hawaii, IHS, Kalihi-Palama Health Center, Lokahi Giving Program, Office of Social Ministries, PACT, PATCH, Parentline, Partners in Care, Queen Lili'uokalani Children's Center, River of Life, Salvation Army family treatment center, UH Center for the Family, Waianae Community Outreach, and Windward YMCA.

Current contracts:

1. Aloha United Way – Impact Funding (Poverty Prevention)  
\$119,000



Contact: Mr. Norm Baker  
200 N. Vineyard Blvd., Suite 700  
Honolulu, HI. 96817-1951  
(808) 543-2202  
Email: [norm@auw.org](mailto:norm@auw.org)

2. Department of Human Services (Shelter Program)  
\$76,000  
Funding Period: 2013  
Contact: Ms. Patricia McManaman, Director, Homeless Programs  
802 Mililani St., Suite 606  
Honolulu, HI. 96813  
(808) 586-7254
  
3. Aloha United Way – Financial Stability and Independence  
\$50,000  
Contact: Mr. Norm Baker  
200 N. Vineyard Blvd., Suite 700  
Honolulu, HI. 96817-1951  
(808) 543-2202  
Email: [norm@auw.org](mailto:norm@auw.org)

**B. 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. The applicant shall also describe how the facilities meet ADA requirements, as applicable.

Our Honolulu Network is operated out of our Family at the Harry & Jeanette Weinberg Kukui Center (~4500 square feet). Both facilities provide separate toilet and showering facilities for men and women. Resources for guests include onsite washer / dryer, computer access with internet, mail service, private telephone access, refrigerator, cooking appliances / supplies, food, children's play equipment, play area, television / DVD / VCR, cribs and children / infants' furnishings and supplies, library, and other amenities. We are open 365 days of the year. The center has handicap accessibility.

The day program to serve the 100 parents and children would utilize the Honolulu center. Our Honolulu center is located in the Harry & Jeanette Weinberg Kukui Center where each nonprofit agency serves abused or neglected children. Our co-location with these agencies allows us to provide our clients with a broader spectrum of services conveniently located in one place. The other agencies in the Kukui Center include: Hawaii Foster Youth Coalition, Hale Kipa, Kids Hurt Too, Joyful Heart Foundation, Hawaii Immigrant Justice Center and Learning Disabilities Association of Hawaii.

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

### **A. 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.

An Executive Director and Program Manager provide the primary staffing for guest and organizational needs. A Resource/Volunteer Coordinator reports to the ED and manages our extensive volunteer base, handles in-kind donations and schedules the host sites for evening sheltering of our guests.

Executive Director, Mary Saunders joined the organization in March 2011 after serving for over 5 years as the Executive Director of the Rotary Club of Honolulu where she gained significant project management experience. She was also the Hawaii State Supervisor for The National Assessment of Educational Progress (NAEP) for over eight years. Mary oversees all of the daily operations at FPH and is responsible for the developmental, financial and administrative duties of the organization. She reports to a board of directors comprised of fourteen volunteers.

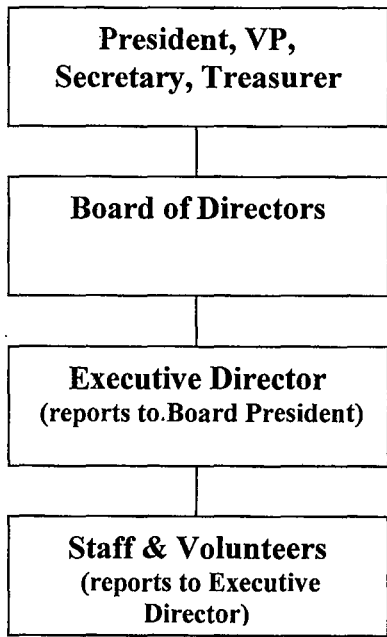
Program Manager Christy MacPherson LCSW, supervises all social service provision and case management activities. She has over 16 years of experience working with at-risk families and specialized experience in the areas of mental health, domestic and substance abuse and community development. In addition to serving as the Program Manager for Family Promise of Hawaii, she has worked with Child & Family Service, FACE (Faith Action for Community Equity), ACT (Assertive Community Treatment), Salvation Army Family Treatment Services, and YMCA Outreach Services. She also oversees practicum students from the Myron B. Thompson School of Social Work at the University of Hawaii. The students assist with case management services. Christy was awarded her Masters of Social Work degree from the University of Hawaii in 1998.

Our Volunteer Coordinator, Lauren Balkin, coordinates all our numerous volunteers and host congregations to assist us in sheltering and feeding our families 365 days of the year. Lauren grew up as a Family Promise volunteer at one of our host congregations and comes to FPH with strong administrative experience.

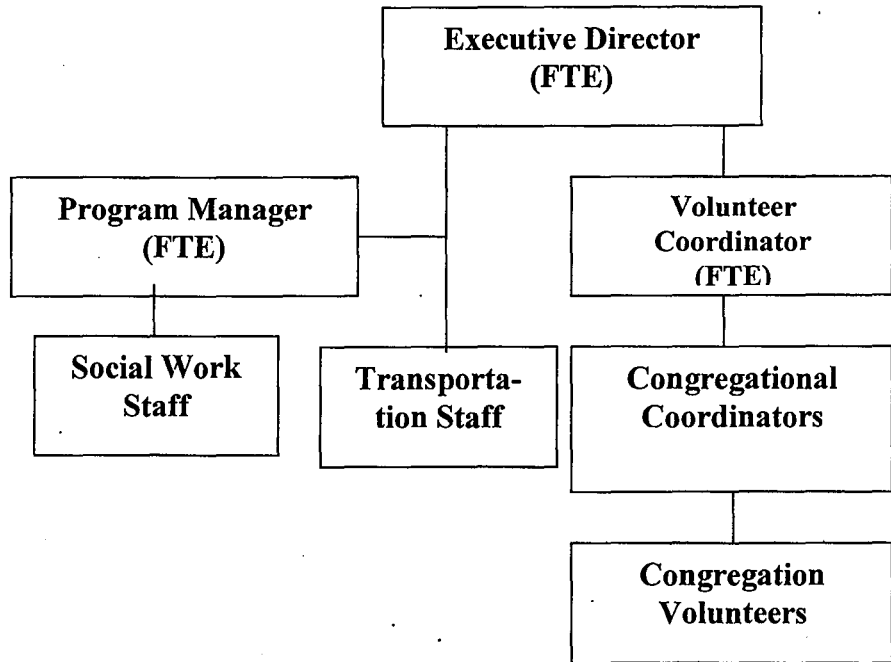
**B. Organization Chart**

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 organizational chart that illustrates the placement of this request.

**Organizational Chart**



**Program Chart**



**A. 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.

Not applicable

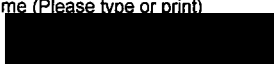
**B. Licensure or Accreditation**

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

Not applicable

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2013 to June 30, 2014)

App **FAMILY PROMISE OF HAWAII**

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>Other (b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	6,300			
2. Payroll Taxes & Assessments				
3. Fringe Benefits	4,000			
<b>TOTAL PERSONNEL COST</b>	<b>10,300</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	40,000			
5. Staff Training	3,540			
6. Supplies				
7. Telecommunication	2,880			
8. Utilities				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>46,420</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>56,720</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	56,720	Mary Saunders	548-7478	
(b) Shelter Programs - DHS	76,000	Name (Please type or print)	Phone	
(c) Private Donations	42,000		1-29-13	
(d)		Signature of Authorized Official	Date	
<b>TOTAL BUDGET</b>	<b>174,720</b>	Mary Saunders, Executive Director		
		Name and Title (Please type or print)		



**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS AND SUBSIDIES 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 and subsidies 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 or subsidy 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 or subsidy 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 or subsidy.
- 2) 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 or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy 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 or subsidy 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.

FAMILY PROMISE OF HAWAII  
(Typed Name of Individual or Organization)



1-29-13

(Date)

Mary Saunders  
(Typed Name)

Executive Director  
(Title)