

Grants-in-Aid Application
COPY

Senate Committee on Ways and Means
State Capitol, Rm. 208
Honolulu, Hawaii 96813
Attn: Rod Becker

House District _____

Senate District _____

**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: Hookupaa

Db: Hookupaa

Street Address: 87-151 Liliana Street Wai'anae, HI 96792

Mailing Address: P.O. Box 1214 Wai'anae, HI 96792

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name ROBERT J HALL

Title Vice President

Phone # 808-722-6753

Fax # NA

e-mail aukaipacific@aol.com

3. TYPE OF BUSINESS ENTITY:

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

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

COMMUNITY STRENGTHENING PROGRAM

4. FEDERAL TAX ID #: _____

5. STATE TAX ID #: _____

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: \$ 335,600.00

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 \$ _____ 0

FEDERAL \$ _____ 0

COUNTY \$ _____ 0

PRIVATE/OTHER \$ _____ 0

TYPE NAME & _____

ROBERT J HALL, VICE PRESIDENT
NAME & TITLE

JANUARY 30, 2013
DATE SIGNED

Application for Grants and Subsidies

I. Background and Summary

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

Hookupaa is a newly formed nonprofit organization organized by a network of community development practitioners and training organizations. The members of the board and the organization's network of consulting agencies and individuals are experienced technical assistance providers.

The members of the Board of Directors for Hookupaa, Tamar deFries, Joseph Lapilio, and Robert Hall are seasoned senior executives bringing more than one hundred years of experience in community and organizational planning and development, project and program development and management, business training and development, and public and business administration. Each has extensive experience in the public and private sectors and have established positive and productive relationships at all levels of government, in the business community and in communities. Each has successfully attained and managed millions in a variety of funding sources and continues to provide capacity building training and other services for nonprofits, businesses and communities.

To conduct this project, Hookupaa will work with its network of provider agencies which includes the following:

- Auamo I Na Alakai (AINA)
- Hawaii Alliance for Community Based Economic Development (HACBED)
- Hawaii Association of Nonprofit Organizations (HANO)
- Pacific American Foundation (PAF)
- Akamai Initiative
- Pacific Growth Associates LLC (PGA)

A description of these organizations is included in Section IV: Experience and Capability.

2. Goals and Objectives.

Hookupaa was formed to build the capacity of Hawaii's nonprofits and community organizations to facilitate economic development and job creation for low income communities and individuals. This goal will be achieved by meeting the following objectives:

- (a) Help nonprofits and communities establish the organizational requirements and skill sets needed to implement long term community and economic development plans.
- (b) Facilitate community-based, strategic and business planning processes that build internal and external constituency support ensuring broad-based and long term support.

- (c) Improve access to capital and other resources to implement capital improvement projects and fund operating costs related to these projects.
- (d) Provide ongoing monitoring, technical assistance and monitoring during compliance phases of these projects to increase the success rate of participating organizations.

3. The Public Purpose and Need to be Served.

Hawaii receives a disproportionately lower rate of economic benefit from federal programs intended to stimulate economic development and job creation through tax credit investments. While part of this disparity can be placed on the lack of information about these programs, a large portion of the responsibility lay on the organizations and communities that would benefit.

Many organizations have the vision to create projects in their communities but lack sufficient internal capacity to demonstrate to potential investors that oversight and management systems are in place to be viable.

This application, if funded, will provide training and technical assistance to nonprofits and community organizations to prepare for and increase solicitation requests to secure funding necessary to accomplish larger projects, including capital improvement projects that will build community infrastructure and create employment in low income communities.

This program will provide training and technical assistance to three types of nonprofits and community development organizations: (1) those entering into the field needing basic information to organize properly; (2) organizations that have systems in place but need improvements to prepare for larger funding opportunities; and (3) organizations prepared to seek investments to implement projects.

This program will increase investments to Hawaii projects with outside (non-Hawaii) funds into Hawaii and reduce the need for funding from the local government and/or enhance local public investments by leveraging outside capital.

4. Target Population to be Served.

The project will focus services on membership based nonprofit and tax-exempt organizations in the State of Hawaii. Preference will be given to community development and economic development organizations.

5. The Geographic Coverage.

The geographic coverage of this project includes the entire State of Hawaii.

II. Service Summary and Outcomes

1. Scope of Work, Tasks and Responsibilities.

Hookupaa will provide training and technical assistance (TTA) through consultation, demonstration, training, conferences, educational tools and techniques, on- and off-site assistance, via computers, internet, telephone or written communications such as hard copy and e-newsletters.

The primary mode of delivery will be through mass media approaches including monthly webinars, quarterly workshops and conferences, online tools (website based) and newsletters (hard copy and electronic). These group approaches will be open to the public and available to any organization or individual. The training and technical assistance will be provided at no cost but participants may be charged to cover expenses not addressed by this grant-in-aid request.

Hookupaa will ensure that all training notifications as well as communication during training sessions be provided in a manner that is effective for persons with hearing, visual, and other communications-related disabilities consistent with Section 504 of the Rehabilitation Act of 1973.

Wherever possible, Hookupaa will utilize telecommunications services available within the University of Hawaii's community college system and other providers to conduct training with organizations located on the neighbor islands. The use of telecommunications will include training sessions specifically tailored for general training sessions (such as webinars) open to all organizations.

When training facilities are needed, Hookupaa will use training facilities and services that are physically accessible to persons with disabilities. Where physical accessibility is not achievable, Hookupaa will give priority to alternative methods of product delivery that offer programs and activities to qualified individuals with disabilities in the most integrated setting appropriate in accordance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. §794) and its implementing regulations at 24 CFR Part 8, and Title II/Title III of the Americans with Disabilities Act as applicable. Furthermore, Hookupaa will ensure that electronic and information technology is made available to persons with disabilities on a comparable basis as it is made available to persons without disabilities.

Hookupaa proposes to provide training and technical assistance using several processes and delivery systems. These will include the following:

Community Development Conferences

Conferences are opportunities for beneficiaries to engage in peer learning activities; share lessons learned in the course of their own community and organizational development challenges and successes; meet others in the community development

arena and to identify emerging trends and opportunities that will impact on their planning and development.

Hookupaa will convene two community development conferences per year including one in Fall and one in Spring. Hookupaa will engage the support of its partner organizations to plan and convene these conferences.

Objectives for the Fall Conference include:

- Strengthen networks among community development practitioners and build peer (geographic, topical and other interest) groups;
- Share information on issues and opportunities available to nonprofits and community organizations;
- Provide training and technical assistance to participating nonprofits and community organizations with topics including organizational and board assessment, roles and responsibilities of board of directors, strategic planning, fund development;
- Address challenges that affect community development practices; and
- Identify and examine best practices.

Activities at the Fall Conference will include:

- Site visits and dialogue with key community leaders,
- Presentations by local practitioners addressing key areas of community development interest, and
- Workshops and individual consultations by Hookupaa and partner organizations and consultants.

The Spring Conference will provide a venue for continued discussions amongst organizations and community associations and provide an opportunity to network with and learn from the experiences of national practitioners. Objectives of the Spring Conference include:

- Strengthen networks between local community development practitioners and national resources;
- Share information on issues and opportunities for community development in the nation and applying these lessons to Hawaii communities;
- Address challenges affecting community development practitioners, nonprofit organizations and community organizations from a national perspective; and

- Identify and examine best practices from national models and experiences.

Activities at the Spring Conference will include:

- Presentations and training sessions by national community development practitioners;
- Discussion and training related to utilizing federal tax credit programs including New Markets Tax Credits, Low Income Housing Tax Credits, Historic Tax Credits, Alternative Energy Tax Credits and other national funding resources and practices.
- Workshops on best practices and an examination of models from other communities across the country.

Specific information provided in both conferences will address issues and questions raised in TTA sessions, needs assessments and surveys in among community leaders.

Hookupaa will work to ensure quality control of these conferences and the work of participating partners. Quality control methods will include clearly articulating measurable outcomes, verbally articulating objectives at the conferences, workshops and activities, and participant evaluations conducted throughout the conference.

Monthly Webinars

Hookupaa will work with its partner organizations and consultants to host monthly webinars on topics identified in assessment exercises, from surveys, interviews of community leaders and funding agencies. Webinars will be set up with sufficient time to inform community leaders of the event and completed webinars will be placed on the online resource library to be created on an online resource library (see below).

Hookupaa will work to ensure quality control of these monthly webinars. Quality control methods will include clearly articulating measurable outcomes for each webinar prior to conducting the session, verbally articulating objectives at the beginning of each webinar, and with participant evaluations conducted at the completion of the webinar.

Online Resource Library

Hookupaa will establish an online resource bank for community leaders, nonprofit organizations conducting community development activities and community associations. This online site will be available 24/7. It will provide information on community development topics and resources, access to “best practices,” funding and grant opportunities, and (using social media options such as Facebook) provide a communication vehicle for communities in Hawai‘i to share information, make announcements, and communicate on progress and issues.

This feature will allow communities, non-profit organizations, and individuals the opportunity to comment, and share experiences, information, and ideas with each other. It will offer a forum for practitioners to gain feedback from each other. Webinar sessions will also be archived on the site for continual access.

Hookupaa will work to ensure quality control of the Online Resource Library. Quality control methods will include clearly articulating measurable outcomes, visitor counts, and with surveys of community leaders and practitioners to determine value and relevance of the service.

Printed Materials and Tools

Hookupaa will identify and/or develop materials for training including guides, self-assessment tools, evaluation forms and bibliographies of resource materials for community organizations and community leaders who prefer to pursue training on their own or need access to this information after training sessions or webinars have been completed. Materials will be used and/or shared at conferences, workshops and posted on the Online Resource Library.

Materials developed will be designed so that, with appropriate training, other TTA providers may independently conduct the courses. Funding is being requested in this application to develop materials.

Direct Technical Assistance.

Organizations receiving individual TTA will be identified with an intake form that will assess the organization's organizational structure, leadership capacity, community support and community impact and benefit.

Organizations selected for individual TTA will be required to meet all of the following criteria:

- Nonprofit and tax-exempt status as demonstrated by active status with the State of Hawaii Department of Commerce and Consumer Affairs and the Internal Revenue Service.
- Located in a low-income community or primarily serving low income communities and/or individuals.¹ Organizations not located in these census tracts but can identify that no less than 50% of their clients or employees are residents of low-income communities.
- Twenty percent of the organizations benefitting from individual consultations will be organizations and/or communities located on an island other than Oahu.

¹ For the purposes of this program, low income communities will be defined as any population census tract where (a) the poverty rate for that tract is at least 20 percent, or (b) the median family income for the tract does not exceed 80 percent of statewide median family income.

Organizations selected for individual TTA will be required to meet at least one of the following criteria:

- Potential for job creation in the next two years demonstrated in preliminary business plans and pro forma.
- Demonstrated ability to solicit and secure capital for operating and/or capital campaigns.

Hookupaa will work selected organizations and identify participating TTA partner(s), who will prepare a detailed work plan with measureable goals, set timelines and deliverables supportive of training and technical assistance need(s). Hookupaa will also prepare an initial budget, based on projected hourly rates and indirect costs as listed in the budget portion of this application. Each TTA recipient organization will be allotted up to \$10000 to budget TTA services. Neighbor island organizations (non-Oahu) will be allotted an additional funding to cover travel expenses.

Service providers will continue to use one-on-one encounters but will place an increasing emphasis on telecommunications as a training tool. This will allow more time to spend on training, reduce the cost of providing training, and develop the capacity for community groups to utilize telecommunications as an ongoing tool in the future.

Throughout the service period, Hookupaa will work to ensure quality control of the work of participating partners relative to the approved work plan and timeframes to assure successful delivery. (See Quality Control below).

Just prior to completion of each TTA service, Hookupaa will facilitate an evaluation by the beneficiary of the services received. Hookupaa will review survey results with the participating partner(s), identify strong and weak points and incorporate actions for improvement.

2. Timeline.

Month	Activities	Outcomes
September	Launch Monthly Webinar Conduct outreach activities on each island	Webinars start with 10 participants 7 webinar participants rate the session favorably 30 organizations contacted
October	Fall Conference Identify individual consultation recipients Start individualized consultation services Monthly Webinar	150 attendees at the conference 10 agencies identified for individual consultation 15 participants in the webinar session 12 webinar participants rate the session favorably
November	Monthly Webinar Develop print materials and resource guides Launch Online Resource Library Continue individualized consultation services	20 participants in the webinar session 15 webinar participants rate the session favorably Resource library launched with 20 hits 10 agencies receive individual consultations
December	Monthly Webinar Continue individualized consultation services	25 participants in the webinar session 20 webinar participants rate the session favorably
January	Monthly Webinar Continue individualized consultation services	30 participants in the webinar session 25 webinar participants rate the session favorably
February	Monthly Webinar Continue individualized consultation services	35 participants in the webinar session 30 webinar participants rate the session favorably
March	Spring Conference Identify individual consultation recipients Start individualized consultation services Monthly Webinar	150 attendees at the conference 10 agencies identified for individual consultation 40 participants in the webinar session 35 webinar participants rate the session favorably
April	Monthly Webinar Continue individualized consultation services	45 participants in the webinar session 40 webinar participants rate the session favorably
May	Monthly Webinar Continue individualized consultation services	50 participants in the webinar session 45 webinar participants rate the session favorably
June	Monthly Webinar Continue individualized consultation services	50 participants in the webinar session 45 webinar participants rate the session favorably
July	Monthly Webinar Continue individualized consultation services	50 participants in the webinar session 45 webinar participants rate the session favorably
August	Monthly Webinar Continue individualized consultation services	50 participants in the webinar session 45 webinar participants rate the session favorably

3. **Quality Assurance and Evaluation.**

Hookupaa will establish compliance and quality control officer position with experience and expertise with programs and regulatory requirements. This position will:

- Prepare procedures for compliance reviews in conjunction with program requirements and intended results.
- Review materials and subject matters to be used for all program and capacity building guidance in all written, electronic and in-person activities.
- Serve as single-point of compliance oversight to assure consistency and accuracy.
- Determine and prepare any necessary course of action for curing any eligibility or product quality issues that may arise.

Procedures and activities to evaluate performance of TTA activities will be established by Hookupaa. These will include the following;

- Developing work plans for each assigned TTA recipient assigned individualized consultation.
- Clearly articulated and measurable outcomes for each TTA recipient or project related activity will be included in the work plan.
- Pre- test and post-test assessments will be conducted at each TTA activity.
- Verbally articulated activity objectives at each training event. Participants will receive clear descriptions of the objectives of each TTA activity in which they participate. The ability of the TTA provider will be determined with post-tests and in participant evaluations conducted at the completion of the TTA.
- TTA participant evaluations. Evaluations will be reviewed by the Compliance and Quality Control Officer with adjustments in the provider, content or delivery based on feedback from participants.

4. **Measures of Effectiveness.**

The following are the measures of effectiveness that will be used to determine the programs achievement. Each month of the program will yield the following results.

September

- Webinars start with 10 participants and 7 participants will rate the session favorably
- 30 organizations are contacted about the program and fifteen complete intake forms

October

- 150 people attend the conference and 75% of completed evaluations are favorable
- Five additional intake forms are received
- 10 agencies are identified for individual consultation and work plans are completed
- 15 people will participate in the webinar session and 12 will rate the session favorably

November

- 20 people will participate in the webinar session and 15 will rate the session favorably
- Five additional intake forms are received
- The online resource library launched with receives 20 hits
- 10 agencies receive individual consultations, monthly evaluations are conducted

December

- 25 people participate in the webinar session, 20 participants rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

January

- 30 people participate in the webinar session and 25 rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

February

- 35 people participate in the webinar session and 30 rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

March

- 150 people attend the conference and 75% of completed evaluations are favorable
- 10 agencies will identified for individual consultation and work plans are completed
- 40 people participate in the webinar session and 35 rate the session favorably
- Five additional intake forms are received

April

- At least 45 people participate in the webinar and 75% rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

May

- At least 50 people participate in the webinar and 75% rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

June

- At least 50 people participate in the webinar and 75% rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

July

- At least 50 people participate in the webinar and 75% rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

August

- At least 50 people participate in the webinar and 75% rate the session favorably
- 10 agencies receive individual consultations, monthly evaluations are conducted
- Five additional intake forms are received

III. Financial

Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

Budget forms have been completed and are attached to this application.

- 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
111,865	65,000	111,865	46,870	335,600

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

Hookupaa has joined a consortium of other nonprofit agencies for funding from the Department of Housing and Urban Development (HUD) for NAHASDA funding to conduct training and technical assistance services in the Native Hawaiian community.

- 4. State and Federal Tax Credits.**

NA

IV. Experience and Capability

A. Necessary Skills and Experience

The members of the Board of Directors for Hookupaa, Tamar deFries, Joseph Lapilio, and Robert Hall are seasoned senior executives bringing more than one hundred years of experience in community and organizational planning and development, project and program development and management, business training and development, and public and business administration. Each has extensive experience in the public and private sectors and have established positive and productive relationships at all levels of government, in the business community and in communities. Each has successfully attained and managed millions in a variety of funding sources and continues to provide capacity building training and other services for nonprofits, businesses and communities.

Tamar deFries. Tamar received her undergraduate degree from Colorado State University and graduate degree from the University of Hawaii at Manoa. She has over a decade of experience in project design, management, and evaluation and assessment for educational programs and projects working at the YMCA, University of Hawaii at Manoa, and the Pacific American Foundation. She served as the Native Hawaiian Education Association and Merchant Street Hawaiian Civic Club president. Her affiliations include the Native Indian Education Association, Hui Makaainana, National Coalition Building Institute, and the Papakolea Community Association.

From her experiences, she found that non-profits and communities provided successful needs based services, but many lacked the ownership of sound facilities that would financially stabilize their agency or organization to provide long-term services. In 2008, she focused her energies in preparing non-profits and communities to manage projects and securing capital improvement project financing for non-profits and communities to build their dreams. In doing so, she facilitated the first three substantial New Markets Tax Credit financing transactions in Hawaii.

She has also secured millions in capital improvement project grants for non-profits and communities by providing grant-writing services and leveraging resources. Tamar believes that the real work begins when financing is achieved and continues to support projects with providing T&TA in evaluation and assessment, compliance, procurement, and financial and fiscal management. Tamar also has several years of experience in providing T&TA in program income, governance and organizational development, and youth activities.

Joseph W. Lapilio III. Joseph is a partner in the firm Pacific Growth Associates. In his capacity at PGA, Joseph works with community organizations and businesses to secure financing for capital improvement projects that benefit low-income communities by providing economic development and employment opportunities. Joseph also serves as a community and organizational development consultant specializing in facilitation, strategic and business planning, fund development planning, grant writing, nonprofit board training and development, community relations and project development. His clients have included the State of Hawaii Department of Health, the Office of Hawaiian Affairs, Pacific Resources Partnership, Honolulu Area Rapid Transit (HART), and the National Council for Urban Indian Health, among others. His community planning and development work spans thirty years in Hawaii and on the continent, in particular with Native American Indian groups.

Joseph has a Masters in Public Administration from the University of Hawaii at Manoa and a Bachelor Degree in Community Planning and Development from Antioch University. Joseph has co-authored several publications relating to tourism and the Native Hawaiian community including *Community-*

Based Tourism on the Wai`anae Coast for the University at Manoa Public Administration Program, *An Assets Approach to Capacity Building: Mobilizing Community Efforts in a Hawaiian Community* with Dr. Linda Cox at the University of Hawai`i at Manoa – College of Tropical Agriculture and Human Resources and *Changing the Names of Tourism: Cultural Tourism, Eco-Tourism, Community-Based Tourism to Visitor-Host Relationships* with Dr. Dolores Foley at the University of Hawai`i at Manoa Public Policy Center.

Joseph Lapilio is a lifelong resident of the Waianae Coast and active in several community groups including the Waianae Coast Rotary Club, the Waianae Coast Coalition and the Lualualei Hawaiian Civic Club.

Robert J. Hall. Robert J. Hall is a partner in the firm Pacific Growth Associates. Before joining PGA, “Bob” served in executive management positions for 25 of the 33 years while being employed with the State of Hawaii government until he retired in 2011. He last served as Deputy Director of the Department of Hawaiian Home Lands, where he worked for over 15 years and can be considered an expert on its programs, policies, and fiscal management to name a few. In his capacity, Bob guided the NAHASDA 5 Year Plan and implementation of NHHBG, had direct oversight of the Homestead Services Division, which managed admissions and occupancy and was instrumental in creating the department’s Home Ownership Assistance Program (HOAP) for new homebuyers. Bob maintains direct involvement with Hawaiian Homestead beneficiary groups and continues to foster community and economic development as a consultant with PGA.

As the former Executive Director of the State’s Housing Agency (formerly known as HCDCH), Bob demonstrated success and experience in low-income housing development, property management, crime prevention through neighborhood watch and youth programs and overall financial and fiscal management. Bob was key in developing Hawaii public housing’s first tenant neighborhood watch program, which received a national award from HUD. As a consultant, Bob maintains close ties with HUD Hawaii, particularly with rental assistance and low income tax credit programs.

Bob’s leadership skills were developed from working in management roles early on in his career. He brings these skills to PGA and compliments the work experiences of partners Tamar deFries and Joseph Lapilio, III.

The organizations partnering with Hookupaa in this application includes the following:

- **Ahahui I Na Alakai (AINA).**

Auamo I Na Alakai literally meaning was to "raise a nation of leaders" and its acronym, AINA is in reference to the kuleana regarding "aina" or land which is revered as a Native Hawaiian core value and traditional practice. From these interpretation and the discussions which preceded an organization was formed by Native Hawaiian leaders whose purpose focused on the Hawaiian homestead communities statewide and the vision of strength and capacity to achieve projects and opportunities.

The supporters of AINA strongly believe in focusing its resources and efforts to those who are ready, willing and committed to the following: · To explore, learn and encourage capacity building opportunities within the Native Hawaiian homestead communities and the individuals which reside there to help them improve their quality of life.

AINA will provide opportunities to develop leadership skills, techniques and fundamentals in managing their own resources within their Native Hawaiian homestead communities as individuals or in partnership with other organizations, · AINA will provide technical assistance, management

consultation in Native Hawaiian homestead communities to learn and assess their needs, partnerships and collaboration towards feasible solutions in the 21st century.

- **AKAMAI Foundation**

AKAMAI is a provider of technical assistance in the Native Hawaiian community by providing training and technical assistance financial and fiscal management and youth activities that emerge youth in culture-based financial analyst training. AKAMAI has an improved capacity by partnering with CDVC Alliance (a trade association with a mandate to improve access to capital in distressed communities. AKAMAI's participation in this contract will focus on the areas of Financial and Fiscal Management and Integrating Youth in Community Projects and Activities.

- **Hawai'i Alliance for Community Based Economic Development (HACBED)**

HACBED is a statewide, intermediary, and federally tax exempt nonprofit organization that was established in 1992 to “*achieve economic, social, and environmental justice in Hawai'i through community-based economic development.*” It has helped to strengthen the strategic readiness of communities and the capacity of community-based economic development organizations in low income communities to expand economic choices, increase wealth, create hope, and promote self-empowerment and self-sufficiency for individuals, families, and communities on all islands to act on their preferred vision for the future.

Through its work over the past 18 years of its operation, HACBED has developed strong and relevant experience and expertise in the following areas:

- **Community & Organizational Capacity Building**– expertise in the areas of organizational assessments (diagnostics), strategic thinking and planning, community economic development training and technical assistance, and executive coaching to assist communities and non-profit organizations in building capacity to plan, implement, and sustain community-based economic development ventures.
- **Community Based Planning**– expertise in the areas of community and organizational planning process design, facilitation, and community based planning.
- **Finance & Fund Development**– experience in providing trainings and technical assistance to assist low-income communities and non-profit CBED organizations in developing viable financial and funding strategies to plan and implement their community and economic development ventures (projects, programs, and businesses).

Community & Organizational Capacity Building

Since its founding, HACBED has built a body of information, experience, and expertise to support the field of community-based economic development by:

- providing organizational capacity development support to nonprofit CBED organizations across the state and elsewhere;

- assisting CBED organizations through trainings, workshops, coaching, technical assistance, and other support services; and,
- implementing field building strategies to improve the environment in which community-based organizations must operate in Hawaii.

In the past four years alone, HACBED has conducted in-depth *organizational assessments* of more than 85 nonprofit organizations. These have been conducted through individual contracts with organizations and/or through contracts with private and public funders providing assistance to their grantees. This experience provides HACBED with a perspective of organizational development from an organizational life cycle and systems perspective. These organizations ranged in size from large to small and in stage of development from new and emerging organizations to long established organizations.

In the same period, HACBED has also provided technical assistance to more than 30 community-based and CBEDOs for strategic planning, feasibility analyses, and business planning.

- **Hawai`i Alliance for Nonprofit Organizations (HANO)**

HANO is a well recognized provider of consulting services for nonprofits engaging in strategic thinking, planning and organizational development conversations. HANO's client list since 2001 includes large and small nonprofit organizations, statewide, as well as several government agencies.

*Beginning in 2009 and early 2010, HANO participated in the pilot phase of the Department of Hawaiian Home Lands *Kūlia I Ka Nu 'u* program on Oahu. During 2010 HANO participated in the expansion of the *Kūlia I Ka Nu 'u* program and delivered trainings on Oahu, Maui, and in Hilo and Waimea. Altogether, between the pilot phase and the expansion of the program, HANO staff and consultants developed or provided 24 trainings to homestead associations across the state. The breakdown of trainings provided is as follows:*

- Achieving Your Vision Through Strategic Planning (6 trainings)
- Board Alive! Best Practices for Nonprofit Board Governance (6 trainings)
- Budgeting Techniques for Nonprofits: A Hands-On Training (6 trainings)
- Starting Smart: Navigating the Nonprofit Start-Up Process in Hawaii (6 trainings)

As part of the pilot and expansion phases of *Kūlia I Ka Nu 'u*, HANO also delivered over 100 hours of technical assistance to a number of homestead associations on various subjects. including:

- Legal structures related to planned
- Strategic Planning
- Governing documents review (articles and bylaws)/drafting and/or assistance with 501c3 application to the IRS
- Development (in progress) of a Corporate Compliance Binder
- Starting up the nonprofit homestead associations
- Getting the initial boards in place
- Filing the initial EIN and GET paperwork
- Working with the associations to understand, review and simplify their governing documents and creating core policies

- Preparing for and holding the first annual meetings and board elections
 - Providing technical assistance in budget preparation, board governance practices and meeting management
- **Pacific American Foundation (PAF)**

The Pacific American Foundation is a non-profit organization dedicated to improving the lives of Pacific Americans. Established in 1993, the Pacific American Foundation has developed over a dozen different programs, created a variety of culturally based curriculum for public schools, and has touched the lives of thousands of Pacific Americans in Hawai'i and abroad. The Pacific American Foundation is working to build a brighter future through the following pathways:

Education. Project Hoala Hou is developing a new culture –based model for parent involvement and encouraging parents to be educational advocates for their children. Studies show that many indigenous students learn best through experience-based activities. The Pacific American Foundation is a leader in the development of place-based and cultural-based curriculum. PAF has developed three different standards-based, curricula: Kahea Loko, Aloha 'Aina, and Malama Kahoolawe, currently being used in classrooms across Hawaii.

Numerous teacher-training sessions are conducted through out the year to help teachers increase student achievement. Since 2003, PAF has trained nearly 1,000 teachers statewide. STEM (science, technology, engineering and math) projects in partnership with the National Oceanic and Atmospheric Association (NOAA) have also been developed for fifth and sixth graders with a focus on underwater robotics.

Mentorship/Leadership Training. The Pacific American Foundation believes in nurturing the whole student. Since 1998 PAF has developed a number of different programs to support emerging youth and adult leaders. Currently, the Hanai i ka Ipu (to nurture the gourd) project has 8 teams on 5 different islands. Since 1998, The National Pacific American Leadership Institute (NAPALI) has graduated over 150 Fellows. Fellows are recruited from Hawaii, the continent, and the Pacific Region.

Employment. The Pacific American Foundation is dedicated to helping Pacific Americans develop sound career plans, including post secondary education, vocational and technical training for all ages. In 2005, PAF partnered with Kuder, Inc. to develop and refine an online portal to help connect student to careers, and enable people to realize their dreams.

The Akamai Alpha program is PAF's latest curriculum innovation, which specializes in providing culture-based financial analyst training to prepare students for high-earning careers in the Asian Fund Development Market and business world.

Research and Development. Through Federal grants and partnerships with the Administration for Native Americans, PAF conducted intensive research into the U.S. Census 2000 data files to develop specific demographic information about the status of native Hawaiians and Pacific Islanders throughout the U.S. This research has led to the development of new innovative programs to better serve the needs of Pacific islanders everywhere.

Community Partnerships. The Pacific American Foundation prides itself in developing creative partnerships with government agencies, educational institutions, and numerous foundations. We also collaborate with public schools on all islands, and many other community, and non-profit organizations that are passionate about providing meaningful, high-quality, experiences for our students, teachers, parents, and community.

The PAF is thrilled to be a part of the visionary Kokokahi Cultural Learning Center on the shores of Kaneohe Bay adjacent to the Waikalua Loko fishpond. The Pacific American Foundation will join resident partners including the Kokokahi YWCA, Samuel Kamakau Hawaiian Charter School, Halau Mohala Ilima under the direction of Kumu Hula Mapuana De Silva, and Puanana Leo Hawaiian Language School in a Cultural Learning Center that incorporates Hawaiian culture as a foundational element to lifelong learning. The vision is for this center to become a hub of cultural awareness, learning and collaboration for all cultures on the Windward side.

○ **Pacific Growth Associates LLC (PGA).**

Pacific Growth Associates LLC (PGA) was formed in 2012. PGA is a certified community development entity and for-profit business specializing in strategic and business planning, fund development, and project management and compliance.

PGA works hand-in-hand with businesses, organizations, and communities to plan and develop projects that integrate economic, social, and cultural community values. PGA believes projects should emerge from the landscape of each individual and unique business, organization, and community that clearly reflects who they are and what they value. PGA principals believe that together culturally relevant and meaningful community development can and will emerge.

It works to achieve this mission through the following services and activities: PGA provides clients with effective budget management, leveraging public and private financing, fundraising, project planning, development and implementation, construction oversight and project compliance. PGA offers a complete cycle of investment banking and development services, which can include:

- Providing training and technical assistance to facilitate organizational and leadership development (including business start up, board and governance training, management and executive coaching, accounting and evaluation).
- Developing strategic and business plans, and planning funding and capitalization strategies.
- Preparing and/or assisting with grant and proposal writing, and increasing client capacity to identify and secure funding.
- Creative structuring and arranging of private and tax advantage financings, including use of tax credits, tax increment financing, and federal, state and local subsidies.
- Facilitating lender, investor and grantor relationships with our clients.
- Monitoring the jobs and other community impacts generated by projects, which can include reporting for federal, state or foundation program compliance.
- Project/program oversight, management, and reporting.

In the past two years, PGA has worked in the Native Hawaiian community to facilitate capital fundraising for a Computer Training, Education and Employment Center (CTEEC) in the Waimanalo Hawaiian Homestead community and expansion of the Moloka`i Community Health Center in Kaunakakai. Funding for these projects was secured utilizing the New Markets Tax Credit Program (NMTC).

The Waimanalo project was a project \$7.2 million project including four phases of construction creating a community center on Hawaiian Home Lands. Financing was provided by a NMTC investment from Wells Fargo. To complete the project, PGA assisted the homestead association with strategic and business planning, board training and development, and the creation of a holding company to manage the project for the homestead association. The project closed in September 2011. PGA is currently assisting with project and construction management.

In 2011, PGA secured and closed in partnership with Travois and Wells Fargo Bank the first \$7.2MM qualified equity investment (QEI) targeted population on Hawaiian Home Lands for Phase IV of the Waimanalo Hawaiian Homes Association (“WHHA”) Community Center. The Community Technology, Education and Employment Center (“CTEEC”) facilities include classrooms, recording studio, business center, restrooms and an additional parking lot at a cost of \$2.3MM. Funding for the new facility derived from a New Markets Tax Credit investment and grants.

The CTEEC facilities will provide access to high technology and information business incubation services in partnership with local schools, colleges, community health centers, other non-profit organizations, and private businesses. It will also provide Internet access, distance learning, and technology training to residents. The project is expected to create fifteen (15) construction jobs and four (4) permanent jobs provided by WHHA dba Na Kuhio Ike.

PGA recently secured and closed in partnership with Travois and Indion Group the first \$7.6MM qualified equity investment that is a community health center on the island of Molokai that has loans from USDA Rural Development and Pacific Rim Bank. The transaction has provided the Molokai Community Health Center (MCHC) with a New Markets Tax Credit subsidy in the amount of \$2,074,800. The financing received will allow for MCHC to complete planned renovations and improvements on the facility, establish a repair and maintenance fund, and fund a principal loan reduction.

The planned renovations and improvements will allow MCHC the ability to provide for most of its patients' needs in one convenient location, which will improve access to basic health care services and create meaningful employment opportunities. The renovations and improvements related to electrical and plumbing upgrades and the purchase of new kitchen equipment allows MCHC to develop a community garden, farmers market, and health food outlet that will be incorporated into the healthy foods project.

The Moloka‘i Community Health Center serves a total of 3,850 patients on the island. The island of Molokai has been designated a Medically Underserved Area and a Health Professional Shortage Area for Primary Care, Dental Care and Mental Health, by the U.S. Public Health Service. The primary ethnic group on the island is native/Native Hawaiian, representing 62% of the islands population. The target population consists of individuals on Molokai who live below 200% of the federal poverty guidelines. According to the 2002-2003 Hawaii Health Surveys, 56.4% of the population on Molokai or 4,093 residents live below the 200% federal poverty guidelines.

It is worthy to mention, that the financing will further facilitate the stability within MCHC and community, allowing MCHC to expand operations to meet the basic health care needs of their community and establish additional meaningful employment opportunities. The Center currently employs 35 residents, making it one of the larger private employers on the island.

In October 2011 through August 2012 Pacific Growth Associate partners also served as consultants for a Strengthening Communities Program conducted by the State of Hawaii Department of Business,

Economic Development and Tourism (DBEDT) – Community Economic Development Program. The purpose of the program was to provide training and technical assistance to community organizations in West Oahu to address organizational and community development issues to further their ability to implement economic and business development projects that would result in job creation and/or retention.

In January 2012, Pacific Growth Associates LLC partnered with AINA and IDG (Indigenous Development Group) to host three training workshops on the islands of Oahu and Hawaii (in Hilo and Kohala). The workshops were for community organizations interested in capital improvement projects and needing assistance with planning and financing these projects. Topics included in the workshops included Native-to-Native Models, Community Impacts and Benefits, Business Planning, and Financing including an Introduction to New Markets Tax Credits. Fifty people representing more than twenty community organizations attended the workshops.

B. Facilities

Hookupaa will not use its facilities to conduct any services described in this application. Wherever possible, Hookupaa will utilize telecommunications services available within the University of Hawaii's community college system and other providers to conduct training with organizations located on the neighbor islands. The use of telecommunications will include training sessions specifically tailored for general training sessions (such as webinars) open to all organizations.

When workshop or conference facilities are needed, Hookupaa will utilize public facilities. Hookupaa will use training facilities and services that are physically accessible to persons with disabilities. Where physical accessibility is not achievable, Hookupaa will give priority to alternative methods of product delivery that offer programs and activities to qualified individuals with disabilities in the most integrated setting appropriate in accordance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. §794) and its implementing regulations at 24 CFR Part 8, and Title II/Title III of the Americans with Disabilities Act as applicable. Furthermore, Hookupaa will ensure that electronic and information technology is made available to persons with disabilities on a comparable basis as it is made available to persons without disabilities.

On-site training and technical assistance services will be conducted at the recipient organization's facilities or at facilities they choose.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The board of Hookupaa will serve as an administrative board for this program. This means that overall supervision, monitoring and management of program activities will be done by the board. This will be done in weekly meetings of the board. A member of the board will work directly with the state agency responsible for this program and meet with the agency representative(s) as needed. Board members will not be paid for this function.

Quality Assurance, Compliance and Evaluation Support will be contracted out to an individual that will be hired if this program is funded. This contractor will be responsible for overseeing the activities of this program and collecting data on its appropriateness, accuracy and relevance to participants. This will be done through evaluation forms, surveys and observation. (See Section II, Item 3 for more information on the responsibilities of this person).

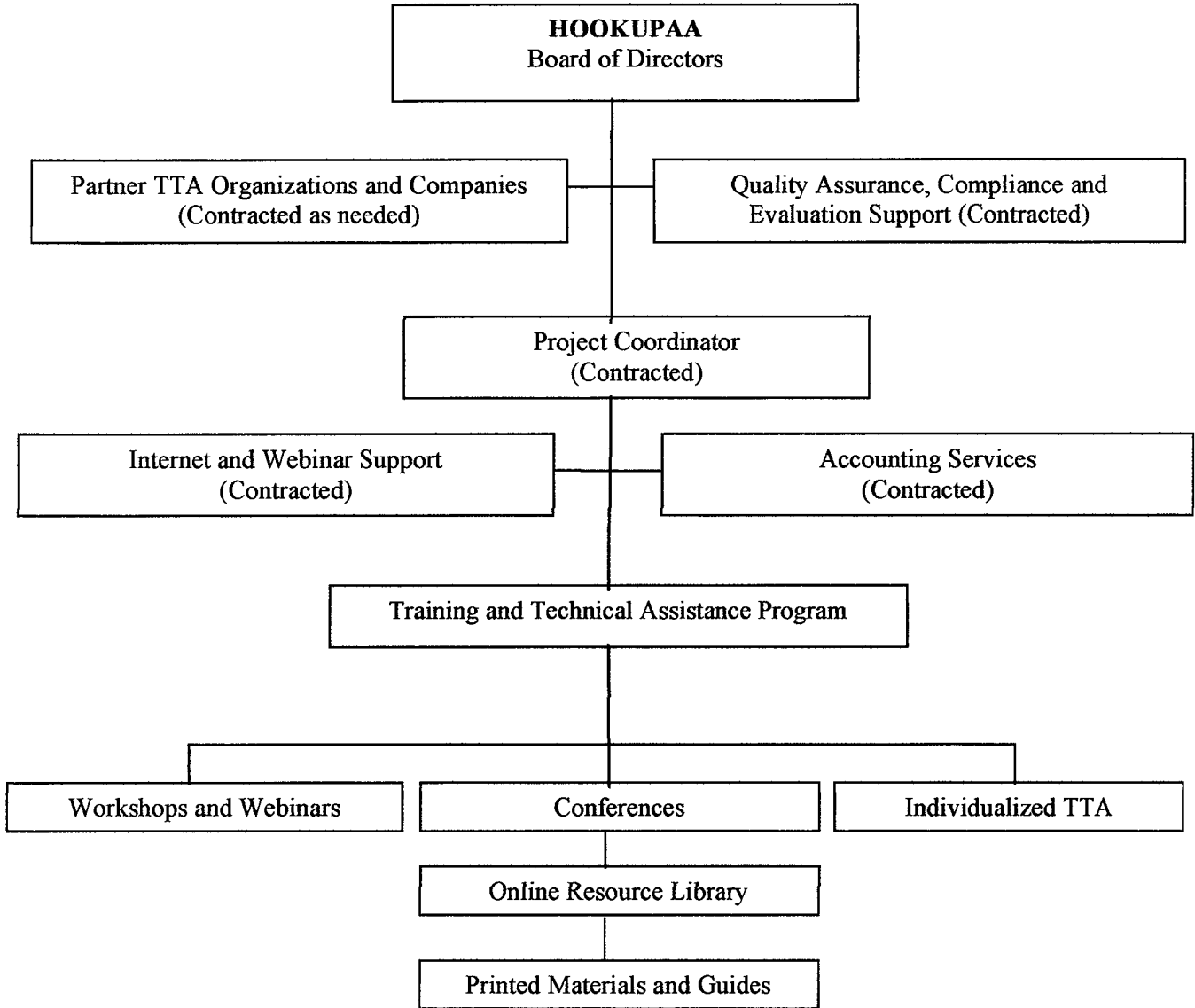
A Project Coordinator will also be contracted. This position will be responsible for the following: (1) receive phone calls and emails, respond to inquiries and provide information and forward messages and inquiries as appropriate; (2) coordinate logistics for training and technical assistance sessions, workshops, conferences and webinars; (3) work with the Accounting Service, provide revenue and expense activity reports, and coordinate accounting reports to the board; (4) monitor training sessions, distribute and collect evaluations and comments from participants; and (5) arrange for meetings of the board and provide reports as determined by the board and the assigned state agency.

Accounting Services will be contracted. This position will monitor revenues and expenses and provide monthly reports to the board. These reports will include income and expense statements and balances.

Internet and Webinar Support will be contracted. This position will develop and maintain the program website, online resource library and monthly webinars.

Consultants and Partner Agencies will be identified and engaged as activities are scheduled. Depending on the topic required (as determined by the intake forms received), services will be purchased as needed. The Project Coordinator will be responsible for allocations of assignments and funding, and logistical issues.

B. Organization Chart



VI. Other

A. Litigation

NA

B. Licensure or Accreditation

NA

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

App#

HOOKUPAA

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	0			
2. Payroll Taxes & Assessments	0			
3. Fringe Benefits	0			
TOTAL PERSONNEL COST	0			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	9,600			
2. Car Rental	4,800			
3. Lodging	7,200			
4. Lease/Rental of Space	12,000			
5. Lease/Rental of Equipment	2,400			
6. Supplies	3,600			
7. Contracted - QAEC Support	24,000			
8. Contracted - Accounting	6,000			
9. Contracted - Coordination	48,000			
10. Contracted - TTA Consultants	200,000			
11. Contracted - Internet/Webinar Services	18,000			
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	335,600			
C. EQUIPMENT PURCHASES	0			
D. MOTOR VEHICLE PURCHASES	0			
E. CAPITAL	0			
TOTAL (A+B+C+D+E)	335,600			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	335,600	Robert J Hall	808-722-6753	
(b)		Name (F	Phone	
(c)		Signature	1.30.13	
(d)			Date	
TOTAL BUDGET	335,600	Robert J Hall, Vice President Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: HOOKUPAA _____

Period: July 1, 2013 to June 30, 2014

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

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

BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: HOOKUPAA _____

Period: July 1, 2013 to June 30, 2014

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: 2011-2012	FY: 2012-2013	FY:2013-2014	FY:2013-2014	FY:2014-2015	FY:2015-2016
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:	NA	NA	NA	NA	NA	NA
JUSTIFICATION/COMMENTS:						

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS AND SUBSIDIES 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 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.

HOOKUPAA

(Typed Name of Individual or Organization)



(Signature)

1.30.13

(Date)

ROBERT J HALL

(Typed Name)

Vice-President

(Title)