

House District 26  
Senate District 13

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: PHOCUSED

Dbas: Same as above

Street Address: 200 N. Vineyard Blvd., Bldg. B, Honolulu, HI 96817

Mailing Address: 200 N. Vineyard Blvd., Bldg. B, Honolulu, HI 96817

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name LAURA KAY RAND

Title Interim Executive Director

Phone # 808-521-7462

Fax # \_\_\_\_\_

e-mail admin@phocused-hawaii.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:

HUI KUPA'A - COLLECTIVE IMPACT FOR SOCIAL CHANGE

4. FEDERAL TAX ID #: \_\_\_\_\_

5. STATE TAX ID #: \_\_\_\_\_

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2014: \$ 200,000

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 / TITLE OF AUTHORIZED REPRESENTATIVE:

\_\_\_\_\_  
SIGNATURE

LAURA KAY RAND, INTERIM EXECUTIVE DIRECTOR  
NAME & TITLE

1/31/13  
DATE SIGNED

**I. Background and Summary**

**1. A Brief Description of the Applicant's Background**

Since its inception in 2008, PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled) has been dedicated to unifying and focusing the disparate health and human services sector with a strong voice for the people we serve. Through this unified voice, PHOCUSED increases the visibility of and investment in children and adults in Hawaii who are marginalized, impoverished and under-served.

PHOCUSED has been involved with the Hui Kupa'a project for the past two years, since the initial conversations with Governor Abercrombie, several of his cabinet members and nonprofit community leaders. Discussion revolved around developing an integrated approach to address human and social needs and evolved into a decision to utilize a Collective Impact strategy to leverage the dollars available to significantly affect long-term, systematic change.

**2. The Goals and Objectives Related to the Request**

In 2011, meetings between Governor Neil Abercrombie, several cabinet members and five nonprofit community leaders resulted in an invitation to the human services leaders to develop an integrated approach addressing human and social needs. This meeting birthed Hawaii's collective impact program, known as Hui Kupa'a ("many hands working together"). This public-private partnership includes the executive, judicial and legislative branches, nonprofit and faith-based organizations, business and foundations.

The Collective Impact strategy allows a community to leverage the dollars available to significantly affect long-term, systemic change. Individual organizations doing their own thing (i.e. isolated impact) are not moving the needle as much or as fast as it is needed. Collective Impact unites leaders, trains them in the model and provides a more coordinated effort on a social issue in a meaning way through agreed upon measurement indicators that the team develops and tracks.

One well-known example of Collective Impact is "Strive", a cradle to career project involving 300 community leaders in Cincinnati and Northern Kentucky. After four years of Strive's existence, they are demonstrating compelling results on multiple indicators such as: children entering school ready to learn, increased percentage of students graduating high school, entering college and completing college.

**3. The Public Purpose and Need to be Served**

Collective Impact is far more than just collaboration; it's a commitment by people from different sectors to set aside individual agendas and commit to a common approach to solve complex social issues within a community. For Hui Kupa'a, the identified social issues in Hawaii are: Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless, and Kupuna.

After receiving training on the use of the Collective Impact model from mainland expertise through the "Strive Training Partnership", the Hui Kupa'a project began its work. Workgroups were formed around each issue and in demonstration of the public/private partnership, is co-led by a representative from the State Government and the nonprofit sector. Multi-disciplinary team members comprise each workgroup and have agreed to focus on one common agenda item in order to effectively "move the community needle".

As the work continues, there are promising signs to this new approach, but challenges are also starting to rise. Through time allocation of its existing staff, PHOCUSED has provided project management and administrative support for Hui Kupa'a during its start up and planning phase. PHOCUSED (Protecting Hawaii's 'Ohana, Children, Under-Served, Elderly and Disabled) is a nonprofit dedicated to increase the safety for, visibility of, and investment in children and adults in Hawaii who are marginalized, impoverished and underserved, and for whom access to health, human services, and housing is critical.

Now, as the workgroups begin working on team charters and formulating goals in the development phase of action plans, it is critical to have full-time staffing supports of a Project Manager and a Data Analyst. These two PHOCUSED staff would be dedicated to the Hui Kupa'a project and will plan, manage, facilitate, organize, coordinate, communicate, provide technology and communications support, data collection and reporting, handle administrative and logistical issues, and provide adaptive leadership such as framing the issue in a way that presents opportunities and difficulties.

When each of the Hui Kupa'a workgroups are underway and actions taken to arrive at key measures, a community report card will be developed and shared at the 90-day period and regularly thereafter to report progress on achieving the collective key measures.

The Collective Impact model will place a framework around a series of goals and objectives that will be tracked and measured from year to year. Hui Kupa'a's innovation will be to improve outcomes through improved efficiency rather than increased funding.

#### **4. Describe the Target Population to be Served**

Each of the Hui Kupa'a workgroups is dedicated and committed to solve a complex social issue within a community. The six identified social issues are: Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless, and Kupuna.

#### **5. Describe the Geographic Coverage**

Although the Hui Kupa'a project and workgroups are based out of Oahu, the community social issues they are focused on, Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless, and Kupuna, are complex Statewide social issues.

## II. Service Summary and Outcomes

### 1. Describe the Scope of Work, Tasks and Responsibilities

Over the past two years, a group of nonprofit leaders have held discussions with Governor Abercrombie and his cabinet members about the limited resources available to fund the safety net – social service programs. All are in agreement that with so many needs that have arisen and so many program models available, a better way is needed to prioritize and plan for the health and human services programs in Hawaii. The current approach is to provide funding to one organization to address a need. As each individual organization addresses needs it has identified, the organization begins to work against the greater collective as we operate programs in silos. We need a system that allows all the key stakeholders to agree on what the most important priorities are and, working together, move the needle towards an identified shared goal.

After much research, Hui Kupa'a selected the Collective Impact program model, which places a framework around a series of goals and objectives that can be tracked and measured year to year.

All around the country we are seeing increasing efforts to collaborate to achieve greater impact on complex social problems. These are not single isolated initiatives but represent a growing trend that may reform the entire human service delivery system in communities throughout the country. These new projects may have different names, but are frequently called "Collective Impact".

At its core, Collective Impact is the collaboration of members from different institutions working together to promote a common agenda to help solve a difficult social problem. With millions of dollars being allocated within our community for a myriad of initiatives, Collective Impact seeks to assure that this cash infusion can really move the needle in a meaningful way when it comes to key issues like education, poverty, and homelessness. This model is now being used throughout the United States and in 2011 was highlighted by the Stanford Social Innovation Review as a promising practice to address complex social issues<sup>1</sup>.

Collective Impact is a strategy for solving adaptive social problems and there are five main conditions necessary for success:

- **Common Agenda:** Participants must have a shared vision for change or a common agenda that includes a mutual understanding of the problem as well as a shared approach to solving it.
- **Shared Measurement System:** In order to bring consistency, clarity and legitimacy to the endeavor, it is necessary to form a shared measurement system for data collection.
- **Mutually Reinforcing Activities:** Collective Impact requires that each participant undertake a specific set of activities that supports and synchronizes with the actions of others.

PHOCUSED Hui Kupa'a Project

- **Continuous Communications:** Participants need to be in constant communication to use Collective Impact effectively, and it may take months to build the trust required to efficiently work together.
- **Project Manager – Backbone Support Organization:** A backbone organization is needed that can plan, manage, facilitate, organize, coordinate, communicate, provide technology and communications support, data collection and reporting, handle administrative and logistical issues, and provide adaptive leadership such as framing the issue in a way that presents opportunities and difficulties.

Through ongoing training and consultancy, Hui Kupa'a ("all hands working together") was initially organized around four key social issues that were aligned in the Governor's New Day Plan for Hawaii. Two additional issues, youth at risk and foster youth, were included at the request of the Governor's Cabinet Members, resulting in six critical social issues for inclusion in the Hawaii Collective Impact project: Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless and Kupuna.

Workgroups were formed around each issue and in demonstration of the public/private partnership, is co-led by a representative from the State Government and the nonprofit sector. Multi-disciplinary team members comprise each workgroup and have agreed to focus on one common agenda item in order to effectively "move the community needle".

Hui Kupa'a Workgroup / Collective Impact Area	Government Co-Leader	Private Sector Co-Leader
Early Childhood	Terry Lock, Early Childhood Coordinator	Howard Garval, President/CEO, Child & Family Service
Foster Youth	Tracy Yadao, State Foster Care Program Administrator, Department of Human Services	Linda Santos, President/CEO, Family Programs Hawaii
At-Risk Youth	David Hipp, Executive Director, Office of Youth Services	Deborah L.K. Spencer-Chun, President/CEO, Adult Friends for Youth
Unemployed/Working Poor	Scott Nakasone, Administrator, Department of Human Services	Laura Smith, President/CEO, Goodwill Industries of Hawaii
Homeless	Colin Kippen, Homeless Coordinator	Rona Fukumoto, Catholic Charities
Kupuna	Wesley Lum, Executive Director, Office of Aging	Diane Terada, Program Director, Catholic Charities
Backbone Support Organization	PHOCUSED	

Common governance documents for each group have been/are being developed that ties each workgroup to the overall framework of the Collective Impact model and includes:

- A team charter
- Identified short and long term goals
- Identification of a pilot project
- Measurable common outcomes
- Agreement on what data will be collected and how it will be analyzed, and
- Provision for project flexibility to create improvement upon current services based on data analysis.

**2. Provide a Projected Annual Timeline for Accomplishing the Results or Outcomes of the Service**

Months 1 – 3	Hui Kupa'a workgroups each to have formulated a team charter, identified long and short term goals, identified a pilot project/agenda item with measurable common outcomes and have agreement on what data will be collected and how it will be analyzed. Workgroup leadership meets bi-monthly to discuss successes and challenges. Hui Kupa'a governance committee meets monthly to discuss project progress.
Months 4 – 6	Each Hui Kupa'a work group implements its pilot project action plan. Workgroup leadership meets bi-monthly to discuss successes and challenges. Hui Kupa'a governance committee meets monthly to discuss project progress.
Months 6 – 9	Data is collected from each Hui Kupa'a workgroup and is analyzed, with reports developed. Pilot project reports are presented to the larger group. Modifications made on data collection agreements and any action plan changes are implemented. Initial community report card issued and shared with the Administration and Legislature. Workgroup leadership meets bi-monthly to discuss successes and challenges. Hui Kupa'a governance committee meets monthly to discuss project progress.
Months 9 – 12	Data is collected from each Hui Kupa'a workgroup and analyzed, with reports developed. Pilot project reports are presented to the larger group. Additional modifications made on data collection agreements and any action plan changes are implemented. Second community report card issued and shared with the Administration and Legislature. Workgroup leadership meets bi-monthly to discuss successes and challenges. Hui Kupa'a governance committee meets monthly to discuss project progress.
Ongoing	Community Report Card to be developed regularly and shared with the Administration and Legislature. Workgroup leadership meets bi-monthly to discuss successes and challenges. Hui Kupa'a governance committee meets monthly to discuss project progress.

**3. Describe its Quality Assurance and Evaluation Plans for the Request. Specific How the Applicant Plans to Monitor, Evaluate, and Improve their Results; and**

Because Collective impact is data-driven, with a designed 90-day evaluation period, the Hui Kupa'a project has been structured for quality assurance and evaluation at multiple levels and undergoes continuous improvement modifications. The workgroups identify both long and short-term goals, the measurable outcomes for each, what data will be collected, and how the data will be analyzed. The Data Analyst's reports will be reviewed by the workgroup membership, workgroup leadership, and the Hui Kupa'a governance committee and modifications made as deemed necessary to attain the goals targeted in each workgroup's focused social issue of: Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless, and Kupuna.

Public and private workgroup co-leaders, both subject matter experts, hold immediate oversight for each workgroup's progress and action plan implementation. Further, in the interest of continuous improvement, flexibility has been built into the Hui Kupa'a work model to make the adjustments and refinements necessary for advancement towards the goals. With each issued community report card, the Administration and Legislature will see the collective impact of a unified public-private workgroup working together to solve a complex human services issue.

**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**

Using the Collective Impact framework, each Hui Kupa'a workgroup works to identify 3 – 5 key goals and action steps ("low hanging fruit") that can be implemented in a short time frame (90 days) and develops a common agenda and shared upon vision with agreed upon measurements for impact. Each workgroup presents their plans to the larger group, resulting in a final report that will be presented to the Administration and Legislature to use to propose legislative and administrative changes in the State. There is a community report card issued regularly, and shared with the Administration and Legislature, over an 18-month period in which the public is informed about the results Hui Kupa'a has achieved in each of the workgroup areas of Early Childhood, Foster Youth, At-Risk Youth, Unemployed/Working Poor, Homeless, and Kupuna.

III. Financial

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

See Budget Worksheets attached.

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2014.

Table with 5 columns: Quarter 1, Quarter 2, Quarter 3, Quarter 4, Total Grant. Values: \$65,000, \$45,000, \$45,000, \$45,000, \$200,000.

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

In complex social times, often times many providers are needed, each to address a piece of the puzzle in a collective manner. Collective Impact teaches the DMAIC model: Design, Measure, Analyze, Improve, Continuously Improve. Central to the model is that once services begin they must remain flexible in the event that evidence requires a mid-stream change to approach or strategy to obtain optimal outcomes.

In the traditional approach to funding, a funder might solicit for one provider to operate a define service. Only one provider might be selected leaving the success of outcomes to be determined by that provider's success.

Clearly, a collaboration using multiple providers does not fit this paradigm. While Collective Impact is a relatively new idea that does not yet have a long track record of success, projects like Strive are encouraging and thus argue for community investment that both supports this type of work and evaluates its effectiveness.

In one article entitled, "Catalyzing Networks for Social Change", a Funder's Guide, Diana Searce states:

Furthermore, standard grantmaking practices are set up to serve stand-alone organizations rather than messy, dynamic groups of people and organizations that may not even have a 501(c)(3) status. This means developing new approaches towards due diligence, determining where the money can go and what type of support is needed and reframing expectations around measuring impact<sup>3</sup>.

In Collective Impact, (SSIR, Winter, 2011), authors note:

Creating a successful collective impact initiative requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative's ongoing work.



As successful as Strive has been, it has struggled to raise money, confronting funders' reluctance to pay for infrastructure and preference for short-term solutions. Collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

This requires a fundamental change in how funders see their role, from funding organizations to leading a long-term process of social change. It is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization's capacity. Instead, funders must help create and sustain the collective processes, measurement reporting systems, and community leadership that enable cross-sector coalitions to arise and thrive<sup>1</sup>.

While funding Collective Impact initiatives cost money<sup>2</sup>, it can also be a highly leveraged investment. A backbone organization with a modest annual budget can support a Collective Impact initiative of several hundred organizations, magnifying the impact of millions of dollars.

In *Channeling Change: Making Collective Impact Work*, (SSIR, Jan. 2012), authors Hanleybrown, Kania and Kramer identify the preconditions for Collective Impact to be effective. One of these preconditions is adequate financial resources which they note must be available "to last for at least two to three years, generally in the form of at least one anchor funder who is engaged from the beginning and can support and mobilize other resources to pay for the needed infrastructure and planning processes<sup>4</sup>."

On January 14, 2013, the Governor convened a meeting with community foundations to present the Hui Kupa'a project and the need for a new funding paradigm in support of this critical public-private collaborative social change model. Following the presentation, the foundations also challenged the State to demonstrate their support for the Hui Kupa'a collective impact project through financial support.

Central to the success of the Hui Kupa'a project is funding a "backbone" organization that can administer the funds and oversee the program implementation. PHOCUSED will serve that purpose and is well positioned to conduct this type of work. This request is to fund the backbone organization with the two full-time positions needed to advance and support the Hui Kupa'a project in its next phase. The funding will be leveraged back with the community foundations in continued conversations regarding this new funding paradigm and in requests for support.

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.

PHOCUSED has not applied for state or federal tax credits.

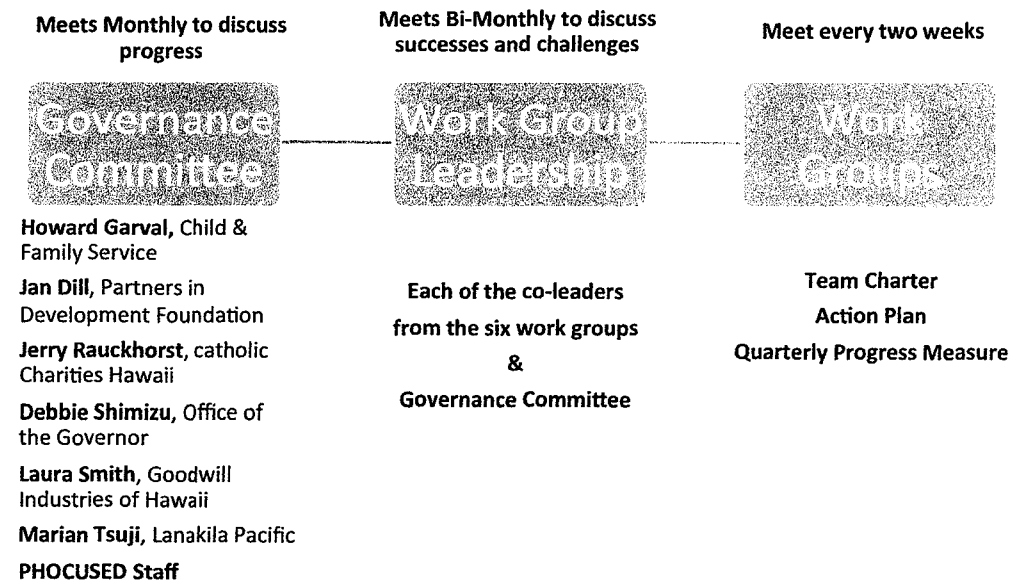
**IV. Experience and Capability**

**A. Necessary Skills and Experience**

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled) is a nonprofit, nonpartisan organization dedicated to increasing the visibility of and investment in children and adults in Hawaii who are marginalized, impoverished, and under-served, and for whom access to health, human services and housing services are critical. It was formed to unify and focus the disparate health and human services sector with a strong voice for the people we serve.

PHOCUSED was established in January 2008 after meetings with key leaders in the health and human services sector confirmed an interest in the concept of a dedicated, grassroots advocacy organization. By the end of the 2008 legislative session, PHOCUSED was an acknowledged social advocacy entity, recognized by the key health, human services, and finance committee leadership in the House and Senate. PHOCUSED has established credibility and makes a difference by organizing the 'have not' constituencies to speak out.

Involved with the Hui Kupa'a project from its inception, PHOCUSED has provided backbone support through time allocation of its existing staff. Hui Kupa'a's structure can be demonstrated as:



**B. Facilities**

PHOCUSED currently rents two offices from Child and Family Services and through that rental arrangement has access to the CFS conference room, which is used for monthly Hui Kupa'a governance committee meetings. Workgroup meetings take place at locations most convenient for its members. Additional office space will be obtained for the Project Manager and Data Analyst.

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

**A. Proposed Staffing, Staff Qualifications, Supervision and Training**

In its start-up phase, PHOCUSED has supported the Hui Kupa'a project with time allocated from the existing staff, the Executive Director and Operations Coordinator. However, as the workgroups finish their initial collaborative planning and decision-making and are readying for the next phase of the project, a strong need has arisen for a full-time Project Manager and full-time Data Analyst. These two staff would be focused on the Hui Kupa'a project.

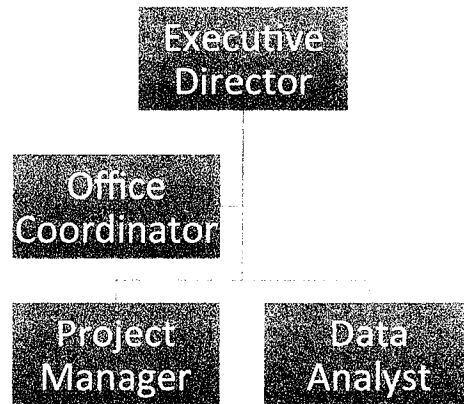
The Project Manager (PM) is responsible to work with the Government and Community co-leaders and the workgroup members involved with Hui Kupa'a. The PM is responsible for implementation of the Collective Impact model and supports each workgroup through their action plan, managing critical paths/milestones and monitoring mechanisms for the Hui Kupa'a project. The PM understands the priority funding areas for each workgroup and works in concert with them to ensure the measures selected are attained. Responsible for the high quality and timely production of all deliverables, the PM serves as the primary contact and liaison with the Hui Kupa'a governance committee and the workgroup's Government and Community co-leaders. This position will require a skilled professional with a combination of education and experience. Minimum Qualifications: Bachelor's degree, with a Master's degree preferred. A minimum of 10 years of experience with three of those in a team management role. Demonstrated experience working with a high-performance, collaborative constructive peer group.

The Data Analyst (DA) is responsible for collecting the measures of effectiveness, evidence and efficiency for each impact area. With advanced analytical skills, the DA will work with and follow up on the data produced through each workgroup's action plan implementation and post-plan execution results and will regularly produce progress reports for the workgroups. The DA measures each workgroup's goals through a community report card issued regularly following the execution of the workgroup action plan. This position will require a Bachelor's degree, preferably in Information Management, Computing, Mathematics, Statistics or related fields. Technical experience regarding data models and database design development. Programming skills preferred. Adept at queries and report writing. Ability to present complex information in an understandable and compelling manner.

Continuing to lead the PHOCUSED team, the Executive Director (ED) is responsible for the administrative and financial management of the organization and works with the member organizations/individual advocates towards significant social change. In addition to the day-to-day operations of the organization, the ED engages social service agencies and related constituency bodies in advocacy for social policy initiatives, educating the community, policy makers, the media, and others about the needs of Hawaii's marginalized and under-served populations.

Supporting the entire PHOCUSED team, the Office Coordinator is responsible for the day-to-day administrative and operations of the organization, working with the staff, the board of directors and the member organizations/individual advocates. The Office Coordinator also provides administrative support in the areas of fund development, marketing, and public relations.

**B. Organization Chart**



**VI. Other**

**A. Litigation**

PHOCUSED does not have any litigation pending.

**B. Licensure or Accreditation**

Although PHOCUSED does not hold licensure or accreditation, several of the nonprofit agencies involved in the Hui Kupa'a project are accredited, including Goodwill Industries of Hawaii, Child & Family Service, and Catholic Charities Hawaii.

**Cited References**

1. Kania, John; Kramer, Mar. Collective Impact, Stanford Social Innovation Review, Winter 2011: 36-41.
2. Footnote: Initial funding of \$40,000 was raised from contributions: \$15,000 from social services organizations (Catholic Charities, Child and Family Service, Goodwill

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PHOCUSED Hui Kupa'a Project

- Industries of Hawaii, Lanakila Pacific and Partners in Development); \$25,000 in contributions were awarded through American Savings Bank, the Atherton Foundation, and a Department of Labor and Industrial Relations.
3. Searce, Diana; Monitor Institute; geo Grantmakers for Effective Organizations. Catalyzing Networks for Social Change. [www.geofunders.org](http://www.geofunders.org).
  4. Hanleybrown, Fay; Kania, John; Kramer, Mark. Channeling Change: Making Collective Impact Work, Stanford Social Innovation Review, 2012:3.

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Main United Way

Kauai United Way



Aloha United Way



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SERVICE

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Laura Kay Rand, Interim Executive Director  
PHOCUSED  
200 North Vineyard Blvd.  
Honolulu, HI

Dear Ms. Rand:

As current Board Chair of PHOCUSED (Protecting Hawaii's 'Ohana Children Under-Served Elderly and Disabled) and the President & CEO of Child and Family Service, an organizational member of PHOCUSED, I strongly support the 2013 Grant-In-Aid proposal by PHOCUSED for the Hui Kupa'a Collective Impact initiative. Hui Kupa'a is a Governor-supported public-private partnership of nonprofit organizations and the administration. It consists of work groups with co-leaders and members from the non-profit human services community and the public sector in areas such as Early Childhood, Working Poor/Unemployed, Foster and At-Risk Youth, and Homelessness.

PHOCUSED has provided strong organizational and administrative support to Hui Kupa'a from its inception. As we have learned from successful Collective Impact initiatives like the Strive model in Cincinnati and Northern Kentucky that has achieved impressive results over three years, such initiatives are successful when there is strong support provided by a Project Manager and Data Analyst. The former helps coordinate all of the organizations and activities involved to get to results that matter, and the Data Analyst has the ability to identify appropriate performance measures and can analyze the data collected to make continuous improvements for even greater impact.

As Board Chair of PHOCUSED and the co-leader of the Early Childhood work group, PHOCUSED has my full support.

Sincerely,

Howard S. Garval, MSW  
President & CEO

*Our Mission: Strengthening Families and Fostering the Healthy Development of Children*



January 29, 2013

State of Hawaii  
Senate Ways and Means Committee  
House Finance Committee  
Grant In Aid Application  
415. S. Beretania Street  
Honolulu, HI 96814

Re: Letter of Support for PHOCUSED Grant In Aid

Dear Senator Ige and Representative Luke,

Goodwill Industries of Hawaii, Inc. is pleased to offer our support for PHOCUSED in their application for a Grant In Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that helps people with employment barriers to reach their full potential and become self-sufficient, we recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly "move the needed" for our community.

Over the past two years, Goodwill has been a part of the Collective Impact movement and in fact provided seed money to launch the efforts for our State. With work groups co-led by State Government and Nonprofit leadership, this project brings together a diverse team, seeking to make significant improvements for our State in the areas that affect: Early Childhood, Youth At Risk, Foster Youth, Unemployment/Working Poor and Homelessness.

The proposed GIA will be a true partnership with government to provide funding to the collective impact movement. This investment on behalf of State Government is critically important as we seek private funding from local trusts and foundations to fund this effort and positively impact our community.

Sincerely,



Laura Smith  
President/CEO



*Building Independence for Challenged Lives*

**PRESIDENT & CEO**  
Marian E. Tsuji

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Micah Kane  
Peter Kay  
Avi Mannis  
Arnold Martines  
Rebecca Rude Ozaki, Ph.D.  
Simplicio Paragas  
Henry L. Wong, Ph.D.  
Todd Yamanaka  
Sherri Yim  
Ken Hayashida

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Honolulu, Hawaii 96817  
Phone: 808-531-0555  
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*An Equal Opportunity Employer*



January 30, 2013

The Honorable David Ige, Chair, Senate Ways & Means  
The Honorable Sylvia Luke, Chair, House Finance  
Hawaii State Capitol  
Honolulu, Hawaii 96813

Dear Senator Ige and Representative Luke,

This letter is in strong support of the Grant in Aid application from Phocused. Nearly two years ago, over 30 representatives from various human service non-profits were challenged by Governor Abercrombie to develop a plan to operationalize his vision for the social services community.

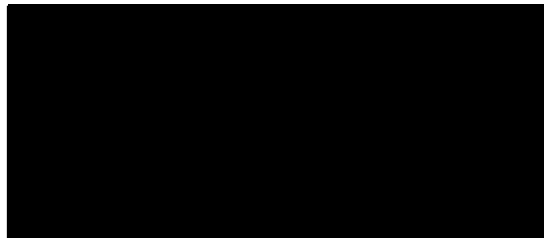
After much research and discussion, we selected an approach to tackle key challenges. That approach needed to bring limited resources together, be evidence based, and build relationships between the government and non-profit sectors that had been severed during the previous administration. We selected a collective impact framework called STRIVE, a tested method for investing the community's resources to increase impact.

Through funding provided by five non-profits and contributions from the Workforce Development Council, we were able to complete training with a STRIVE consultant and operationalize our initiatives for early childhood, at-risk youth, foster youth, unemployed and working poor, and homeless.

We also learned from STRIVE and other collective impact initiatives that a backbone support agency is one of the five conditions of collective success. This GIA request provides the backbone support agency with personnel to oversee Hūi Kupa'a, Hawaii's collective impact initiative.

Lanakila Pacific has been involved in this initiative since its inception. We believe that this paradigm represents a new way of doing business where scarce resources and the human services community can have the most significant impact.

Your favorable consideration for this GIA request is appreciated.







**PARTNERS IN DEVELOPMENT**  
FOUNDATION

January 28, 2013

Mr. Howard Garval  
Chairman of the Board  
PHOCUSED  
200 N. Vineyard Blvd, Building B  
Honolulu, HI 96817

RE: Support of PHOCUSED Application for Grant-In-Aid Funding

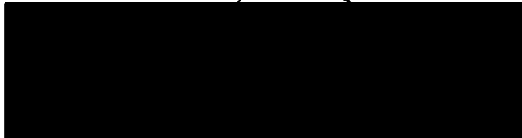
Aloha Chair Garval:

Partners in Development Foundation is in full support of the PHOCUSED application to the State of Hawai'i for Grant-In-Aid funding to provide the means to maintain the Project Manager and Data Analyst positions needed.

In an era of limited financial resources, PHOCUSED has been instrumental in initiating the Collective Impact effort bringing together the various key State departments, community and non-profit organizations to work toward collaborative solutions in areas of education, social services, the homeless, foster youth who are aging out of the system, and others.

We request that the State Legislature approve this application in order to continue the critical and much needed work of PHOCUSED in spearheading the Collective Impact effort.

Me ka mahalo,



President

*Serving Hawai'i's Families, Living Hawaiian Values*

2040 Bachelot Street | Honolulu, Hawai'i 96817 | P 808.595.2752 | F 808.595.4932 | [www.pidfoundation.org](http://www.pidfoundation.org)

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

Applicant: PHOCUSED Hui Kupa'a Project

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries	115,900			
2. Payroll Taxes & Assessments	19,703			
3. Fringe Benefits	14,400			
<b>TOTAL PERSONNEL COST</b>	<b>150,003</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance	3,000			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	24,000			
5. Staff Training	2,000			
6. Supplies	11,847			
7. Telecommunication	1,750			
8. Utilities				
9. Mileage Reimbursement	1,200			
10. Printing & Publications	1,200			
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>44,997</b>			
<b>C. EQUIPMENT PURCHASES</b>	<b>5,000</b>			
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>200,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	200,000	Laura Kay Rand 808-521-7462		
(b)				
(c)				
(d)				
<b>TOTAL BUDGET</b>	<b>200,000</b>	Laura Kay Rand, Interim Executive Director Name and Title (Please type or print)		

## BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: PHOCUSED Hui Kupa'a Project

Period: July 1, 2013 to June 30, 2014

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Project Manager	1	\$60,000.00	100.00%	\$ 60,000.00
Data Analyst	1	\$50,000.00	100.00%	\$ 50,000.00
Executive Director	1	\$80,000.00	3.00%	\$ 2,400.00
Office Coordinator	1	\$40,000.00	5.00%	\$ 2,000.00
Bookkeeper	0.5	\$30,000.00	5.00%	\$ 1,500.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>115,900.00</b>
<b>JUSTIFICATION/COMMENTS:</b>				
Full time staff positions of Project Manager and Data Analyst needed to meet Hui Kupa'a responsibility requirements.				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: PHOCUSED Hui Kupa'a Project      Period: July 1, 2013 to June 30, 2014

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Laptop Computer	2.00	\$2,000.00	\$ 4,000.00	
Printer	2	\$500.00	\$ 1,000.00	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>	4		\$ 5,000.00	
<b>JUSTIFICATION/COMMENTS:</b>				
Equipment required for staff to meet job requirements.				

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

**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:

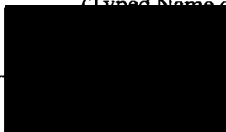
- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawai'i Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities 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, Hawai'i 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, Hawai'i 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, Hawai'i 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.

PHOCUSED

\_\_\_\_\_  
(Typed Name of Individual or Organization)



(Signature)

4/31/13

(Date)

Laura Kay Rand

(Typed Name)

Interim Executive Director

(Title)