

House District 44  
Senate District 21

**THE TWENTY-SEVENTH LEGISLATURE  
APPLICATION FOR GRANTS AND 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:  
**ALTERNATIVE STRUCTURES INTERNATIONAL (ASI)**

Db/a: Kahumana

Street Address: **86-660 Lualualei Homestead Road  
Waianae, HI 96792**

Mailing Address: same

**2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:**

Name TOM MCDONALD

Title Executive Director

Phone # 808-696-2655

Fax # 808-696-6608

e-mail kahumana.tom@gmail.com

**3. TYPE OF BUSINESS ENTITY:**

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

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

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

**6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:**

**EMPLOYMENT TRAINING PILOT PROGRAM FOR  
UNEMPLOYED ADULTS IN HOMELESS TRANSITIONAL  
HOUSING**

**7. AMOUNT OF STATE FUNDS REQUESTED:**

FISCAL YEAR 2015 : \$ 101,485.00

**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 OF REPRESENTATIVE: \_\_\_\_\_

AUTHORIZED SIGNATURE

THOMAS MCDONALD EXECUTIVE DIRECTOR  
NAME & TITLE

01/31/2014  
DATE SIGNED

## Application for Grants and Subsidies

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

### I. Background and Summary

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

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

Founded in 1974, Alternative Structures International (ASI) is a 501(c)(3) nonprofit whose mission is to co-create a healthy, inclusive, and productive community with homeless families, people with disabilities, and youth. It achieves this mission by integrating mutually supportive social services, social ventures, and training venues at 3 sites in Waianae, Oahu.

ASI provides 2 types of social services: transitional housing for homeless families (the focus of this proposal) and a program for people with intellectual and developmental disabilities. Transitional housing is offered at 2 shelters called Ohana Ola O Kahumana (OOK) and Ulu Ke Kukui (UKK). Together, the shelters serve a total of 122 homeless, low income families with dependent children. These residents receive assistance with fulfilling basic needs such as health check-ups, financial counseling, child care, and GED education. The goal is to help them become self-sufficient and secure permanent housing in 2 years.

The other program, called Hale Lana, serves people with intellectual and developmental disabilities at ASI's main campus. Hale Lana just secured a state contract to start a group program for 22 participants and to increase those who receive aid on a 1-to-1 basis from the current 5 participants up to 20.

These social programs work in conjunction with ASI's social ventures and training venues: Kahumana Community Kitchen (located at UKK), and Kahumana Organic Farm & Café and Kahumana Retreat & Learning Center (both at ASI's main campus). The Community Kitchen produces over 1,000 healthy meals per school day for disadvantaged children. The Café serves the general public along with program participants and staff. Some of the ingredients for the Café come from the Organic Farm, which sells most of its produce to restaurants, at farmers' markets, and via a Community Supported Agriculture program. The Retreat & Learning Center hosts groups of up to 35 people, including school

excursions and over-night camps for people interested in sustainable agriculture and healthy lifestyles.

All of these social ventures serve as sources of income as well as training venues for people from OOK and UKK. Trainees may fill temporary positions (up to six months) that are subsidized by the Department of Human Services' SEE Hawaii Work (Supporting Employment Empowerment) Program, or volunteer as unpaid interns. About 25 shelter residents per year gain on-the-job training at ASI. They serve in food service, housekeeping, organic farming, and grounds-keeping positions while learning the basics of holding a job.

2. The goals and objectives related to the request:

**The goal of this pilot program is to help unemployed, homeless people secure jobs.** It will target adults in ASI's transitional shelters who are unemployed, or who are in unpaid/subsidized job-training positions. It will help these adults meet their commitment to finding employment within one year of entering the shelters.

Further, this one-year pilot is part of ASI's larger vision of providing employment assistance to all adults in the shelters. In the future, ASI plans to help those who have unsubsidized jobs move up from part-time to full-time work, and from lower to higher-paying positions. This pilot, however, will start with helping those most in need.

Objectives to be achieved by the end of the 12-month grant period among adults in OOK and UKK who are unemployed or in unpaid/subsidized training positions:

- 1. Increase the annual number of adults in the target group who complete 4-to-6 months of on-the-job training from approximately 25 to 48 adults, or 90%.** On-the-job training will include unpaid internships at ASI and SEE-subsidized positions at ASI and other organizations.
- 2. Increase the annual number of adults in the target group who secure unsubsidized employment from approximately 30 to 50 adults, or 67%.** Employment will include both full-time and part-time positions.
- 3. For adults who are supervised by ASI Program Managers, increase the number of persons who receive an overall performance rating of "Average" or "Good" by 50% or more.** The ratings will be based on the Kahumana Works Evaluation Form, which uses a scale of 1 (Needs Improvement), 2 (Average), and 3 (Good) to rate participants on 8 criteria (see attached Form). The overall ratings for adults supervised by ASI Program Managers at the start of the grant period will be compared to overall ratings at the end of the grant period.

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

Transitional housing programs such as OOK and UKK are under constant pressure to help the growing number of homeless persons on the island of Oahu, especially along the Waianae Coast. Between 2011 and 2013, the number of unsheltered homeless persons on the Waianae Coast rose **17.6%** (from 296 persons to 348), which was much higher than the island-wide increase of 10.8% for the same period. Further, in a 2013 regional comparison, the Waianae Coast was home to the second-highest number of unsheltered homeless persons on the island, second only to Downtown Honolulu. This was the picture captured by the “Statewide Homeless Point-in-Time Count 2013 Methodology and Results” prepared by the State of Hawaii, Department of Human Services, Homeless Programs Office, and the City & County of Honolulu, Department of Community Services, May 2013.

These trends are reflected in the waiting lists for ASI’s transitional housing programs. Currently, there are 65 families on the waiting list for OOK and 20 families for UKK. ASI is thus determined to develop ways of helping more residents increase their incomes enough to move into permanent housing.

Further, after 24 years of serving homeless families, ASI has concluded that these are people for whom ordinary employment programs do not work. Telling shelter residents how to access standard employment assistance programs, such as First-To-Work, is not enough. They have many challenges to overcome before they may be self-reliant enough to seek assistance in an unfamiliar environment. Many are in fragile psychological condition after dealing with the hardships of homelessness. Some have faced abuse of a family member, substance abuse, or incarceration. Those caught in trans-generational poverty also tend to inherit an engrained defeatist outlook. Illiteracy or inadequacy in speaking English may add to feelings of shame and hesitancy in trying something new. Pacific Island families, in particular, are often held back by a strong cultural belief that one parent should stay at home with young children; they have difficulty accepting the reality that securing housing in Hawaii requires both parents to be employed. Not surprisingly, the unemployment rate among adults in ASI’s shelters is 29.5%, compared to 4.4% for the state.

In order to break their cycle of unemployment, adults in ASI’s shelters need personal, hands-on instruction reinforced by coaching and problem-solving support. They need to trust in the people teaching them about workplace norms (e.g. punctuality, hygiene, and work ethics). They also need step-by-step instruction on applying for jobs, and for those instructions to be repeated often. This assistance, moreover, needs to be delivered where they live in order to overcome issues such as transportation and procrastination. Access to external supports such as childcare is also essential, as is counseling about the necessity for both parents to earn income. While gaining work experience, they may also need

guidance in balancing work and family life or adjusting to a structured work environment. Unfortunately, the workload of ASI's Case Managers is too full to allow for this type of continuous employment assistance to each individual.

In addition, performance evaluations reveal that a majority of shelter residents in on-the-job training at ASI need remedial training. Quite often, these adults are unprepared to meet basic job requirements (e.g. regular attendance and appropriate attire), and are unfamiliar with the skills involved in food service, housekeeping, farming, or grounds-keeping. Their supervisors struggle to bring them up to speed while running ASI's programs. These individuals need help to improve their performance so they can successfully move on to jobs out in the community. ASI is thus seeking support to pilot an employment program designed specifically for shelter residents who are unemployed or who are in unpaid/subsidized job-training positions.

4. Describe the target population to be served, and

The target population will include approximately 60 unemployed adults (age 18 or older) living in ASI's transitional housing programs during the one-year grant period, excluding those with medical problems or other barriers that prevent them from working. About a third of these adults will need help applying for jobs, while the other two-thirds will first need to acquire basic job skills and vocational skills before seeking employment.

In addition, the target population will include approximately 25 adults from the shelters who are already in job training at ASI at the start of the grant period. They may be in temporary positions subsidized by the SEE Program or in unpaid internships.

Moreover, all of the adults in the target group will be required to participate in the employment program as part of their commitment to find unsubsidized employment within one year of entering the shelters. Shelter admission policies require families to agree to participate in programs and activities outlined in service plans that are intended to enable them to transition to permanent housing within 24 months. All adults who are not medically exempt agree to obtain and maintain employment. They agree to increase their household income to pay a monthly program fee and assist them in obtaining and maintaining permanent housing. They also agree to live in a drug and alcohol-free environment.

Currently, there are 122 low-income, homeless families with minor, dependent children, living at OOK and UKK. Their incomes are below 50% of the median family income determined by the U.S. Department of Housing and Urban Development (HUD). As in previous years, many of the families come from Waianae Coast beaches. More than half are Native Hawaiian, with others being newly arrived immigrants challenged by language and cultural differences.

Within these families there are abused children, battered spouses, illiterate adults, and elderly persons. This will be the background of the target group.

5. Describe the geographic coverage.

Most of the families in ASI's transitional housing programs come from the Waianae Coast of Oahu, which includes Nanakuli, Maili, Waianae, and Makaha.

## II. Service Summary and Outcomes

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

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

### A. Program Services for Unemployed Adults

Initial Screening: ASI's Case Managers, who conduct intake assessments for all shelter families, will identify the adults who are unemployed and not medically exempt from work. If there are other issues such as childcare, transportation or language barriers that need to be resolved before an individual can participate in employment training activities, the Case Manager will include remedial steps in the individual's service plan. All others (approximately 60 adults) will be required to participate in this **Employment Training Pilot Program**.

The Employment Specialist will meet with each program participant to complete an Employment Services Assessment (see attached) and determine the individual's level of job-readiness. Based on these assessments, the Specialist will guide participants along one of two paths:

1) Participants who are ready to seek work in the general job market will attend a series of **Job Application Skills Workshops**. The workshops will walk participants through the steps of securing a job, including filling out a job application, writing a resume, and being interviewed. After completing this series, the Employment Specialist will help the participants apply for jobs. As they secure jobs and "graduate" from the Employment Training Program, the participants will return to the supervision of their families' Case Managers.

2) Participants who need to develop job-readiness skills will attend two consecutive series of workshops: **Basic Job Skills** followed by **Vocational Skills**. Basic Job Skills will cover fundamentals such as appropriate attire, hygiene, time management, workplace ethics, and taking direction. The Vocational Skills Workshops will then introduce skills for specific fields such as food service, farming, grounds-keeping and housekeeping; these workshops will

familiarize participants with the kinds of work they will soon be doing in on-the-job training.

After completing the Vocational Skills Workshop Series, participants will move on to **on-the-job training** for four-to-six months. The Employment Specialist will place participants in either SEE-subsidized positions or unpaid internships at ASI, depending on the availability of positions and participants' skills and interests. On-the-job training will give participants opportunities to gain job references and letters of recommendation, if they perform well. Throughout this process, the Employment Specialist will provide one-on-one coaching for those having difficulties. After completing their on-the-job training, these participants will attend **Job Application Skills Workshops** offered later in the year.

#### **B. Program Services for Adults in On-the-Job Training at ASI at the Start of the Grant Period**

Approximately 25 individuals will be excused from their job-training schedules to attend a series of **Condensed Basic Job Skills + Vocational Skills Workshops**. This series will provide an accelerated curriculum for participants who already have some on-the-job-training experience. During and after the series, the Employment Specialist will coach the participants in applying their new skills to their job-training positions. After completing their training assignments, the participants will attend the **Job Application Skills Workshops** offered later in the year.

#### **C. Workshop Logistics**

An Employment Trainer will be hired to design and conduct the four types of workshop series cited above: Basic Job Skills, Vocational Skills, Job Application Skills, and Condensed Basic Job Skills + Vocational Skills. Each series will consist of 12 hours of instruction: two workshops per week for four weeks, with 1.5 hours per workshop. Any series that needs to accommodate more than 20 participants will have duplicate classes in order to keep the Trainer-to-participant ratio at or below 1-to-20.

The **Basic Job Skills Workshop Series** will be held in month 3. Approximately 40 participants will be split into 2 classes of 20. Out of the 40 who start the series, approximately 36 (90%) are expected to finish and move on to the Vocational Skills Workshops.

The **Vocational Skills Workshop Series** will be held in month 4. The anticipated 36 participants will be split into 2 classes of 18. Of the 36 who start the series, approximately 32 (89%) are expected to finish and move on to on-the-job training positions.

The **Condensed Basic Job Skills + Vocational Skills Workshop Series** will be held in month 4. Approximately 25 participants who are already in job training at

ASI will be split into 2 classes. Of the 25 who start the series, 20 (80%) are expected to finish the series and complete their job-training assignments.

The **Job Application Skills Workshop Series** will first occur in month 3. Approximately 20 participants will start, with 16 (80%) expected to finish and begin looking for unsubsidized jobs. The series will then be repeated in months 9, 10 and 11, to accommodate approximately 48 participants who are expected to complete their on-the-job training towards the end of the year. Of the 48 participants who start the series, approximately 40 (83%) are expected to finish and begin looking for unsubsidized jobs.

#### **D. Development of Workshop Curricula**

Before developing the curricula, the Trainer and Employment Specialist will meet with ASI Program Managers to discuss performance problems and determine the types of skills that participants should have before entering on-the-job training. At the same time, the Trainer will talk with the participants themselves to get their perspectives about employment. The Trainer will also refer to existing training curricula that have proven effective with unemployed adults.

#### **E. Incentives**

Participants who complete the Job Application Skills Workshops will be offered a one-month bus pass or \$60 gas card to help them get to employment sites. They will also receive a \$40 allowance for clothing and grooming to improve their appearance before job interviews.

#### **F. Outreach**

The Employment Specialist will conduct outreach among employers in Leeward Oahu and organizations such as Waianae Rotary, Lyons Club, and human resource associations. He/she will inform employers that graduates of ASI's Employment Training Program have been screened and trained and are ready to enter the workforce. As graduates find jobs in the community, the Employment Specialist will survey their employers as a way of building relationships with people in hiring positions.

#### **G. Database Package**

ASI's administrative team will select a database package that includes the application, customization service, training and support. The database will be used to track participants, workshops, and employers, and will be accessible to key ASI personnel including Case Managers. The Employment Assistant will be trained to manage the database, update records, generate reports, and implement security and back-up procedures.

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



- PRIOR TO MONTH 1: Advertise for Employment Specialist, Assistant, and Trainer as soon as grant is approved. Interview and hire Employment Specialist to start in Month 1. Review database package options.
- MO. 1: Employment Specialist interviews, hires, and briefs Trainer and Assistant; administrative team selects database package; Employment Specialist and Assistant meet with ASI management team to review contract requirements and establish periodic meeting and reporting schedules; Trainer and Employment Specialist meet with ASI Program Managers to discuss curricula; Case Managers identify program participants.
- MO. 2: Trainer develops curricula; database is customized and Employment Assistant is trained to manage database; Employment Specialist enrolls participants in the program, creates evaluation forms (below), and collects baseline data for Objective 3 (above).
- MO. 3: Trainer conducts series of Basic Job Skills Workshops and Job Application Skills Workshops; Assistant inputs data from the workshops; Employment Specialist provides one-on-one coaching as needed and begins outreach to employers.
- MO. 4: Trainer conducts series of Vocational Skills Workshops and Condensed Workshops; Assistant inputs data from the workshops; participants who completed the Job Application Workshop Series in month 3 begin job search; Employment Specialist provides one-on-one coaching as needed and continues outreach to employers (begin employer surveys among those who hire program graduates).
- MO. 5: Participants who completed the Condensed Workshops continue their on-the-job training; Employment Specialist places participants who completed the Vocational Skills Workshops into on-the-job training positions and provides one-on-one coaching as needed; participants who find jobs graduate from the program and return to the supervision of their Case Managers (this process continues throughout the rest of the program).
- MO. 6: Participants continue job search or on-the-job training; Employment Specialist continues one-on-one coaching and outreach to employers.
- MO. 7: Continue activities in Month 6.
- MO. 8: Continue activities in Month 6. End of month—Employment Specialist begins enrolling participants who complete their on-the-job training assignments in Job Application Skills Workshops (continue through Month 10).

MO. 9: Trainer conducts series of Job Application Skills Workshops; Assistant inputs data from the workshops; other participants continue job search or on-the-job training; Employment Specialist continues one-on-one coaching and outreach to employers.

MO. 10: Repeat activities in Month 9.

MO. 11: Repeat activities in Month 10 except for on-the-job training (finished).

MO. 12: Employment Assistant compiles final data for Objectives 1-3 (above) and Outputs and Outcomes (below); Employment Specialist interviews key personnel and synthesizes data and evaluations into a final report.

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

ASI's will take three approaches to quality assurance and program evaluation:

**A. Meetings and Reporting:** ASI's management team will hold initial meetings with the Employment Specialist, Assistant, and Trainer to ensure their understanding of the contract terms, including programmatic, financial, and administrative requirements, which will be distributed in writing. These meetings will include the Executive Director, Housing Director, Fiscal Manager, Human Resources Coordinator, and Administrative & Contract Compliance Manager. They will establish periodic meeting and reporting schedules and specify the information to be included in each report.

At a minimum, the Trainer will report the results of each workshop series to the Employment Specialist; the Employment Specialist will meet monthly with the Housing Director (his/her immediate supervisor); and the Housing Director will report monthly to the management team. These meetings and reports will focus on evaluating the program's progress toward the Outputs and Outcomes below. If progress is not on target, a plan for corrective action will be developed and implemented immediately by the Housing Director and Employment Specialist.

**B. Direct Observations:** The Employment Specialist will attend each workshop to observe the Trainer in action and the participants' responses. Additionally, the Housing Director will periodically attend workshops and sit in on the Employment Specialist's individual meetings with participants to gain first-hand knowledge of the program's effectiveness.

**C. Evaluation Forms and Surveys:** The Employment Specialist will develop evaluation forms and surveys to identify problems, assist participants, and improve different phases of the program.

Post-Workshops: After each workshop, participants will evaluate the Trainer, content, and setting, as well as their personal progress toward entering the workforce. Their responses will become part of the Trainer’s report on the results of each workshop, which he/she will discuss with the Employment Specialist in order to improve succeeding workshops.

On-the-Job Training: Participants engaged in on-the-job training will complete evaluation forms at least monthly to document their progress, problems and goals. At the same time, their supervisors will complete monthly evaluations for each of them using the Kahumana Works Evaluation Form (see attached). The Employment Specialist will review these evaluations to identify and resolve performance issues. He/she will also discuss the evaluations with the Trainer to determine ways in which the Basic Job Skills and Vocational Skills Workshops can better prepare participants for on-the-job training.

Employer Surveys: As graduates find jobs in the community, the Employment Specialist will survey their employers as a way of building relationships with people in hiring positions. The surveys will focus on the employers’ impressions of ASI’s Employment Training Program rather than the performance of individual employees (which could pose confidentiality problems). The surveys may be done by phone or preferably, face-to-face. Comments from the employers, both positive and negative, will be passed on to the Trainer, Program Managers, Case Managers, and ASI’s management team. Actions taken in response to employers’ comments will give the Employment Specialist reasons to make follow-up calls and continue the dialogue.

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.

ASI will report the following Outputs and Outcomes to the appropriate agency:

OUPUTS:	12-MO. TOTAL
Number of participants enrolled in Basic Job Skills Workshops	40
Number of participants completed Basic Job Skills Workshops	36
Number of participants enrolled in Vocational Skills Workshops	36
Number of participants completed Vocational Skills Workshops	32
Number of participants enrolled in Condensed Basic Job Skills + Vocational Skills Workshops	25

Number of participants completed Condensed Basic Job Skills + Vocational Skills Workshops	20
Number of participants enrolled in Job Application Skills Workshops	68
Number of participants completed Job Application Skills Workshops	56
Number of participants started/continued on-the-job training for 4-to-6 months	57
Number of participants completed on-the-job training	48
Number of participants received employment-related coaching and technical assistance	50
Total hours of employment-related coaching and technical assistance provided to participants	360
OUTCOMES:	
Number of participants secured unsubsidized employment	50
Number of participants able to cite 4-to-6 mos. of on-the-job training experience on resumes and job applications	48
Number of participants actively searching for unsubsidized employment at the end of the grant period	6
Percent of participants supervised by ASI Program Managers who receive an overall performance rating of "Average" or "Good"	60%

### III. Financial

#### Budget

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

ASI is requesting a total of \$101,485.00 for this pilot program.

See attached:

- Budget Request by Source of Funds
- Budget Justification – Personnel – Salaries and Wages
- Budget Justification – Equipment and Motor Vehicles

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2015.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$32,263.00	\$22,573.00	\$22,392.00	\$24,257.00	\$101,485.00

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2015.

1. State Homeless Shelter Program Contract - \$1,181,040.00
2. Medicaid Waiver Services Program for individuals with intellectual and developmental disabilities (Hale Lana) - \$300,000.00
3. Contracts for meals prepared by Kahumana Community Kitchen:
  - HCAP - \$650,000.00
  - HCN - \$75,000.00
  - YMCA - \$140,000.00
4. Program Fees - \$800,000.00
5. Social Ventures - \$800,000.00

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.

None.

5. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2013.

\$168,988.00

## IV. Experience and Capability

### A. Necessary Skills and Experience

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

ASI has more than two decades of experience assisting homeless families in Leeward Oahu. OOK was started in 1990 with a request from the city, at a time when homeless families were setting up camps along the Waianae Coast. Achievements at OOK prompted the Governor to request that ASI take over management of UKK in 2008. This track record remains solid. During FY 2012-2013, 70% of families in the shelters successfully secured permanent housing and retained it for at least 6 months after leaving the transitional programs.

In addition, ASI is active among Oahu's social service providers. ASI is a member of Partners in Care, which is run by the City and County of Honolulu's Continuum of Care, as well as the Leeward Housing Coalition, which represents

eight shelters along the Leeward Coast. ASI also collaborates with several organizations such as Hawaiian Community Assets, the Department of Human Service's First-To-Work Program and SEE Program, and the Honolulu Community Action Program (Head Start).

ASI has been recognized for providing excellent service, particularly through its transitional housing programs. In 2000, HUD named Ohana Ola O Kahumana as the "Best of the Best." In 2002, ASI was recognized for exemplary service to the community by the City & County of Honolulu, City Council, "with special mention given to Kahumana and Ohana Ola for continuing to strike a delicate balance between proven methods and new philosophies." Further, at the 2006 Annual Convention of the Council for Native Hawaiian Advancement, ASI was presented with the Best Non-Profit of the Year Award.

Related projects and contracts for the most recent three years:

**1. Provider Contract with State Homeless Shelter Program**

*Provider:* ASI, dba Ohana Ola O Kahumana and Ulu Ke Kukui

*Type of Service:* Providing transitional shelter and services for those who are homeless on the Island of Oahu.

*Time of Performance:* August 1, 2013 through July 31, 2014

*Amount of Contract:* \$1,181,040.00

**2. Agreement with Hawaiian Community Assets (HCA)**

Memorandum of Agreement between HCA and ASI, dba Ohana Ola O Kahumana and Ulu Ke Kukui

*Services provided by HCA:* Conduct monthly HUD-approved housing counseling and weekly Kahua Waiwai Financial Education workshops for ASI clients; deliver quarterly training to certify and assist ASI staff to deliver Kahua Waiwai Financial Education workshops and monthly budget counseling for ASI clients.

*Payment:* ASI agrees to dedicate \$100/client to HCA upon completion of HUD-approved housing counseling and Kahua Waiwai Financial Education.

*Agreement Period:* 10/01/13 – 06/30/15

**3. Aquaponics for Sustainability**

Grant from the Office of Hawaiian Affairs (OHA)

*Description:* ASI built a permanent aquaponics system at its organic farm that produces an average of 300 heads of lettuce per week. The project included providing aquaponics training to 12 Native Hawaiian participants and providing micro-business classes to 4 Native Hawaiian participants.

*Phase I Grant Period:* 05/2011 – 04/2012 *Amt.* \$25,000.00 *Status:* Completed

*Phase II Grant Period:* 10/2012 – 09/2013 *Amt.* \$52,000.00 *Status:* Completed

**B. Facilities**

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities. The applicant shall also describe how the facilities meet ADA requirements, as applicable.

Both of ASI's transitional shelters provide adequate facilities for this project. Ohana Ola O Kahumana is located at 86-704 Lualualei Homestead Road in Waianae, Oahu. The 12-acre site includes 34 two and three-bedroom units, 2 large classrooms, a 10,000 sq. ft. community center, a cafeteria, storage, and a childcare building that houses a preschool.

Ulu Ke Kukui is located at 87-576 Kulaaupuni Street in Waianae. The 5-acre property includes 80 ADA-compliant one, two, and three-bedroom units, a community center that houses ASI's childcare program, a cafeteria that also serves as a community kitchen, 2 classrooms, a computer lab, maintenance shop, offices and storage.

The common areas and restrooms in both shelters are ADA compliant and wheelchair accessible. There are areas for large classes, small groups, and individual meetings, which can be held throughout the day, into evening hours, and on weekends.

The Employment Specialist and Assistant will share the office at UKK. They will each have desk phones with landlines and computers with internet access that are connected to a shared printer. Large copying jobs will be done at the print shop at ASI's main campus.

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

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

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

#### Proposed Staffing

##### **1. Employment Specialist (1) full-time, new position**

This person will be responsible for developing the pilot program and achieving the program's goals and objectives. He/she will lead staff members and consultants in planning, implementing, evaluating, and improving the program. He/she will oversee the Trainer's development of the curricula for four series of

workshops. He/she will enroll program participants in the workshops, place participants in on-the-job training positions, and offer one-on-one coaching and technical assistance to participants. He/she will also conduct outreach activities among local employers and help participants secure unsubsidized employment in the community. He/she will manage the Employment Assistant and Employment Trainer, and will report to the Housing Director. (See attached Employment Specialist Job Description.)

**2. Employment Assistant (1) half-time, new position**

This person will manage the program's database, collect information from various parties involved in the program, compile reports, and keep a calendar of the meeting and reporting schedule set by the management team. He/she will also assist in preparing outreach materials for employers, purchase supplies, dispense/track incentives, record expenses, and assist the Employment Specialist as requested. (See attached Employment Assistant Job Description.)

**3. Housing Director (existing position; 5% of time allocated to the program)**

The Housing Director will supervise the Employment Specialist to ensure that the program's objectives, outputs and outcomes are being accomplished as projected. He/she will meet at least monthly with the Employment Specialist and will periodically attend workshops and individual meetings with participants to monitor the program first-hand. If progress is not on target, he/she will work with the Employment Specialist to develop an immediate plan for corrective action. The Housing Director will report monthly to ASI's management team regarding the program's progress. (See attached resume for Anamarie Piloton, Housing Director.)

**4. Administrative & Contract Compliance Manager (existing position; 2% of time allocated to the program)**

This person will work with the Employment Specialist and Fiscal Manager to ensure the timely submission of all reports required by the grant agreement. (See attached resume for Susan Cordeiro, Administrative & Contract Compliance Manager.)

**5. Fiscal Manager & Bookkeeper (existing positions; 1% of time allocated to the program for each position)**

The Bookkeeper will process program expenses under the supervision of the Fiscal Manager. The Fiscal Manager will ensure that program expenses remain in line with the Project Budget and will report discrepancies to the Executive Director. (See attached resume for Bertman Lee, Fiscal Manager.)

**6. Human Resources Coordinator (existing position; 2% of time allocated to the program)**

The Human Resources Coordinator will advise the Employment Specialist regarding placement of the program participants in on-the-job training positions.



She will also ensure that the program follows personnel procedures. (See attached resume for Reina Balderama, Human Resource Coordinator.)

**7. ASI Program Managers** (*existing positions; 5% of time allocated to the program*)

ASI Program Managers will include program participants in their on-going job-training activities. They will discuss training needs with the Employment Specialist and Trainer and utilize evaluation forms to assist with program assessments and data collection. See attached resumes for the following Program Managers:

- A. Robert Zuckerman, Kahumana Organic Café
- B. Christian Zuckerman, Kahumana Organic Farm
- C. Patricia York, Kahumana Community Kitchen
- D. Shauntel Takayama, Kahumana Retreat & Learning Center

**8. Executive Director** (*existing position; 2% of time allocated to the program*)

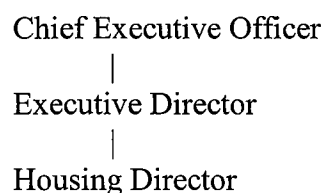
The Executive Director will oversee the program as part of his responsibilities as supervisor of the Housing Director and other Managers. He will ensure that ASI personnel work together to achieve the program objectives and resolve problems. He will serve as the signatory for reports submitted to the state. (See attached Resume for Tom McDonald, Executive Director.)

**9. Employment Trainer** (*contract position*)

The Employment Trainer will be experienced in providing employment skills training to low-income persons in Hawaii. He/she will develop the training curricula with input from ASI's Program Managers as well as the participants who will attend the workshops. He/she will also refer to existing training curricula and best practices. The Employment Trainer will organize and present the training workshops, utilize evaluation forms, collect data, prepare reports, and participate in program planning and evaluation. He/she will be supervised by the Employment Specialist. (See attached Consultant Description - Employment Trainer.)

**B. Organization Chart**

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



|  
Employment Specialist

|  
Employment Assistant  
& Employment Trainer

Please see attached Organizational Chart.

**C. Compensation**

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

1. Housing Director (\$66,000)
2. Fiscal Manager (\$60,000)
3. Executive Director (\$55,000)

**VI. Other**

**A. Litigation**

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

None.

**B. Licensure or Accreditation**

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

1. Contracted by the State Homeless Shelter Program to provide transitional housing at OOK and UKK.
2. DHS Medicaid Waiver Provider of programs and services for people with intellectual and developmental disabilities (Hale Lana Program)
3. Two (2) Licensed Food Establishment Permits (Kahumana Organic Café and Community Kitchen at UKK)
4. Contract with Child Adult Care Food Program (CACFP)

PLEASE SEE ATTACHMENTS

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2014 to June 30, 2015)

App Alternative Structures International

BUDGET CATEGORIES	Total State Funds Requested			
	(a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	65,000			
2. Payroll Taxes & Assessments	9,750			
3. Fringe Benefits	6,000			
<b>TOTAL PERSONNEL COST</b>	<b>80,750</b>			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies	500			
7. Telecommunication	960			
8. Utilities				
9. Contractual Services	6,500			
10. Database Package	5,000			
11. Incentives for Participants	5,600			
12. Mileage	450			
13. Postage	25			
14. Printing	300			
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>19,335</b>			
C. EQUIPMENT PURCHASES	1,400			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>101,485</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	101,485	[REDACTED]		
(b)				
(c)				
(d)				
<b>TOTAL BUDGET</b>	<b>101,485</b>	Tom McDonald, Executive Director Name and Title (Please type or print)		

## BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: Alternative Structures International

Period: July 1, 2014 to June 30, 2015

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Employment Specialist	1	\$40,000.00	100.00%	\$ 40,000.00
Employment Assistant	0.5	\$25,000.00	100.00%	\$ 25,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>65,000.00</b>

**JUSTIFICATION/COMMENTS:**

New, 1-year positions for pilot program.

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: Alternative Structures International

Period: July 1, 2014 to June 30, 2015

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Desktop Tower with Windows 8	2.00	\$500.00	\$ 1,000.00	1000
Monitor 24" LED	2	\$130.00	\$ 260.00	260
Wireless Keyboard	2	\$40.00	\$ 80.00	80
Wireless Mouse	2	\$30.00	\$ 60.00	60
			\$ -	
<b>TOTAL:</b>	<b>8</b>		<b>\$ 1,400.00</b>	<b>1,400</b>

**JUSTIFICATION/COMMENTS:**

Computers for new positions.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
None			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				

**JUSTIFICATION/COMMENTS:**

## BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: Alternative Structures International

Period: July 1, 2014 to June 30, 2015

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2012-2013	FY: 2013-2014	FY:2014-2015	FY:2014-2015	FY:2015-2016	FY:2016-2017
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b> <span style="float: right;">Not Applicable</span>						

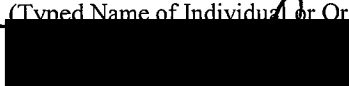
**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS AND SUBSIDIES PURSUANT TO  
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.
- 2) The applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants or subsidies used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

Alternative Structures International  
(Typed Name of Individual or Organization)  
 \_\_\_\_\_  
(Signature) 1/31/2014  
(Date)

Thomas McDonald Executive Director  
(Typed Name) (Title)

Application for Grants and Subsidies  
2014 Grant-In-Aid  
Applicant: **Alternative Structures International (ASI)**  
Submitted: January 31, 2014

**ATTACHMENTS**

1. Kahumana Works Evaluation Form
2. Employment Services Assessment
3. ASI Organizational Chart
4. Job Descriptions:
  - A. Employment Specialist
  - B. Employment Assistant
5. Consultant Description:
  - A. Employment Trainer
6. Resumes:
  - A. Tom McDonald, Executive Director
  - B. Anamarie Piloton, Housing Director
  - C. Susan Cordeiro, Administrative & Contract Compliance Manager
  - D. Bertman Lee, Fiscal Manager
  - E. Reina Balderama, Human Resource Coordinator
  - F. Robert Zuckerman, Manager, Kahumana Organic Café
  - G. Christian Zuckerman, Manager, Kahumana Organic Farm
  - H. Patricia York, Manager, Kahumana Community Kitchen
  - I. Shauntel Takayama, Manager, Kahumana Retreat & Learning Center





Kahumana Community Center  
 86-660 Lualualei Homestead Road  
 Waianae, HI 96792

**Kahumana Works Evaluation Form**

PARTICIPANT NAME: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_

SITE:            KCC        OOK        UKK        KUK        HLK  
 (circle one)

**PARTICIPANT EVALUATION:**

Carefully rate the participant's traits and skills using the criteria listed below. Please discuss this evaluation with the participant. Both the site supervisor and the participant must sign at the bottom. A copy remains in participants file.

**RATING SCALE:**            *Good = 3pts.*            *Average = 2pts.*            *Needs Improvement = 1pt.*

CRITERIA	RATING	COMMENTS
1. Acceptance of Responsibility		
2. Displays initiative in his/her work		
3. Shows tact, courtesy, cooperation, and relationships with other employees		
4. Degree of Accuracy (through, efficient and effective)		
5. Promptness in reporting to work and overall attendance		
6. Personal grooming and appearance		
7. Workplace conduct and attitude (uses good judgment)		
8. Utilizes skills learned on the job to the best of his/her ability		

\_\_\_\_\_  
 Site Supervisor's Signature            Date

\_\_\_\_\_  
 Participants Signature            Date

# Employment Services Assessment

## General Client Information

Client ID Number

Intake Date

Closing Date \_\_\_\_\_

CM Program

Last Name

First Name

Middle Initial

Social Security Number

Street Address

City

State

Zip Code

Telephone

Cell Phone

Fax

E-Mail Address

## Client Demographic Information

Date of Birth

Age

Gender

Citizenship

Place of Birth

If other please specify

Ethnicity

Marital Status

Selective Service

SSS No

## Emergency Contact

Name

Relationship

Phone

(H)

(W)

Address

**Eligibility for Services Criteria** (Innovative Employment & Training and Core Employment)

Family Size

Annual Household Income \$

- Economic Eligibility  TANF  TAONF  SSI  SSDI  Food Stamps  
 Medicaid Eligible  Foster Child  Homeless  
 Income ≤ Poverty or 70% of LLSIL  Income from Employment

**Household Members**

Name	Relation-ship	M/F	Date of Birth	Employment Status	Monthly Income	Immigration Status

**Selective Service Status** (Males 18-25 must be registered with Selective Service to be eligible for the program. Males older than 25 at the time of application must have registered if they were in the U.S. between ages 18-25, or have a waiver as specified by Selective Service Rules and Regulations.)

- Selective Service Registration was checked by:
- Documentation of Selective Service Registration (copy of document placed in case file).
  - Applicant's name was listed on the Selective Service website (copy of list placed in file)
  - Applicant was waived for Selective Service registration (copy of Waiver documents in file)

**Non-U.S. Citizen Client Documents**

Document Name	Applicable?	Number	Date Issued	Expiration Date
Alien Card/LPR (I-551)	N/A			
Employment Authorization (I-688A)	N/A			
Arrival/Departure Record (I-94)	N/A			
Certificate of Naturalization	N/A			Where Issued:

**Educational Status and Background**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Elementary/Intermediate or less | <input type="checkbox"/> Some High School             | Grade Level Completed                       |
| <input type="checkbox"/> High School Diploma             | <input type="checkbox"/> HS Certificate of Completion | <input type="checkbox"/> GED                |
| <input type="checkbox"/> Vocational Training             | <input type="checkbox"/> Some College                 | <input type="checkbox"/> Associate's Degree |
| <input type="checkbox"/> Bachelor's Degree               | <input type="checkbox"/> Some Graduate School         | <input type="checkbox"/> Graduate Degree    |

**HS/GED/CBHSDP (or last elementary/intermediate/secondary school attended)**

Name of School \_\_\_\_\_ Location \_\_\_\_\_ Last Attended \_\_\_\_\_

**Vocational Training/Colleges (Please list most recent first)**

Name of School	Location	Years Attended	Completed (Yes/No)	Major	Degrees or Certificates
N/A					
N/A					
N/A					

Have you received financial aid for schooling?

Do you have any outstanding financial obligations relating to your education?

**Current Basic Skills Assessment**

Skills	Testing Instrument	Score	Comments/Summary of Findings
Reading			
Math			
Writing			
Listening			
Speaking			

**Employment Status and Background**

- |  |                          |                             |                          |
|--|--------------------------|-----------------------------|--------------------------|
| Employed Part-time (Less than 30 hours/week) | <input type="checkbox"/> | Self-employed               | <input type="checkbox"/> |
| Employed Full-time                           | <input type="checkbox"/> | Receiving Disability Income | <input type="checkbox"/> |
| Underemployed                                | <input type="checkbox"/> | Retired                     | <input type="checkbox"/> |
| Unemployed                                   | <input type="checkbox"/> | Not in Labor Force          | <input type="checkbox"/> |

**Vocational Licenses and Certifications**

- |           |                          |             |                          |          |                          |     |                          |     |                          |    |                          |
|-----------|--------------------------|-------------|--------------------------|----------|--------------------------|-----|--------------------------|-----|--------------------------|----|--------------------------|
| ASE       | <input type="checkbox"/> | BLS         | <input type="checkbox"/> | CDA      | <input type="checkbox"/> | CDL | <input type="checkbox"/> | CNA | <input type="checkbox"/> |    |                          |
| CPR/FA    | <input type="checkbox"/> | ECE         | <input type="checkbox"/> | EMT      | <input type="checkbox"/> | LPN | <input type="checkbox"/> | MA  | <input type="checkbox"/> | RN | <input type="checkbox"/> |
| Childcare | <input type="checkbox"/> | Cosmetology | <input type="checkbox"/> | Teaching | <input type="checkbox"/> |     |                          |     |                          |    |                          |
| Forklift  | <input type="checkbox"/> | Heavy Equip | <input type="checkbox"/> |          |                          |     |                          |     |                          |    |                          |
| Other     |                          |             |                          |          |                          |     |                          |     |                          |    |                          |

**Vocational Aptitudes, Skills, or Experience**

- |                   |                          |                              |                          |
|-------------------|--------------------------|------------------------------|--------------------------|
| Artistic Skills   | <input type="checkbox"/> | Construction                 | <input type="checkbox"/> |
| Auto Body         | <input type="checkbox"/> | Carpenter                    | <input type="checkbox"/> |
| Auto Mechanic     | <input type="checkbox"/> | Plumber                      | <input type="checkbox"/> |
| Cash Handling     | <input type="checkbox"/> | Form Setter/Masonry          | <input type="checkbox"/> |
| Childcare         | <input type="checkbox"/> | Dry Wall                     | <input type="checkbox"/> |
| Clerical Skills   | <input type="checkbox"/> | Roofer                       | <input type="checkbox"/> |
| Telephone         | <input type="checkbox"/> | Electrician                  | <input type="checkbox"/> |
| Filing            | <input type="checkbox"/> | Painting                     | <input type="checkbox"/> |
| Office Machines   | <input type="checkbox"/> | Cosmetology                  | <input type="checkbox"/> |
| List              |                          | Customer Service             | <input type="checkbox"/> |
| Computer Literate | <input type="checkbox"/> | Food Service                 | <input type="checkbox"/> |
| Word Processing   | <input type="checkbox"/> | Cook                         | <input type="checkbox"/> |
| Spreadsheet       | <input type="checkbox"/> | Kitchen Helper               | <input type="checkbox"/> |
| Database          | <input type="checkbox"/> | Dishwasher                   | <input type="checkbox"/> |
| Presentation      | <input type="checkbox"/> | Server                       | <input type="checkbox"/> |
| E-mail            | <input type="checkbox"/> | Host/Hostess                 | <input type="checkbox"/> |
| Internet Browser  | <input type="checkbox"/> | Janitorial/housekeeping      | <input type="checkbox"/> |
| Keyboarding       | <input type="checkbox"/> | Landscaping/horticulture     | <input type="checkbox"/> |
| 10-key            | <input type="checkbox"/> | Maintenance                  | <input type="checkbox"/> |
| Computer Repair   | <input type="checkbox"/> | Musical Skills/Entertainment | <input type="checkbox"/> |
|                   |                          | Sales                        | <input type="checkbox"/> |
|                   |                          | Other:                       |                          |

**Employment History (Last 10 years; most recent first)**

<b>Date Employed</b> Month/Year (MM/YYYY)		<b>Employer:</b>			<b>Telephone No.</b>	
From	To					
		<b>Address:</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>	
<b>Average Hrs/Wk</b>		<b>Job Title:</b>		<b>Supervisor(s)</b>		
<b>FT</b>	<b>PT</b>					
		<b>Briefly describe duties:</b>				
<b>Salary</b> Specify per hr/wk/mo						
<b>Start</b>	<b>End</b>	<b>Per</b>	<b>Reason for Leaving:</b>			

<b>Date Employed</b> Month/Year (MM/YYYY)		<b>Employer:</b>			<b>Telephone No.</b>	
From	To					
		<b>Address:</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>	
<b>Average Hrs/Wk</b>		<b>Job Title:</b>		<b>Supervisor(s)</b>		
<b>FT</b>	<b>PT</b>					
		<b>Briefly describe duties:</b>				
<b>Salary</b> Specify per hr/wk/mo						
<b>Start</b>	<b>End</b>	<b>Per</b>	<b>Reason for Leaving:</b>			

<b>Date Employed</b> Month/Year (MM/YYYY)		<b>Employer:</b>			<b>Telephone No.</b>	
From	To					
		<b>Address:</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>	
<b>Average Hrs/Wk</b>		<b>Job Title:</b>		<b>Supervisor(s)</b>		
<b>FT</b>	<b>PT</b>					
		<b>Briefly describe duties:</b>				
<b>Salary</b> Specify per hr/wk/mo						
<b>Start</b>	<b>End</b>	<b>Per</b>	<b>Reason for Leaving:</b>			

**Personal/Family/Cultural Strengths Assessment** (Check all that apply)

- Strong family support for personal and family needs
- Has childcare
- Physically healthy
- Can speak/read/write more than one language  
Indicate languages (1) (2) (3)
- Owns home
- Owns or leases agricultural property for growing food for sale at farm markets
- Capable of accessing other services that aid family stability
- Involved in community, social, or religious organizations
- Can afford house/rent expenses
- Has health insurance
- Other family/cultural values (please specify)

**Employment Strengths**

- History of a strong work ethic
- Has a clear employment goal that is reasonable and realistic
- Stable employment history
- Has performed in multiple types of jobs
- Good presentation skills
- Good references from previous employers
- Is willing to work any time/day
- Has a positive attitude
- Values teamwork

**Accommodations and Assistive Technology**

Did you experience any significant difficulties in learning?

If yes, please describe the type of difficulties.

What kind of accommodations would you need to support your success in training or employment activities?

Do you have any disabilities that may impact on job placement and retention?

If yes, please describe the type of disability.

Do any of the disabilities noted above pose substantial barriers to employment?

What kinds of accommodations would you need to participate in training and/or obtain and maintain employment?

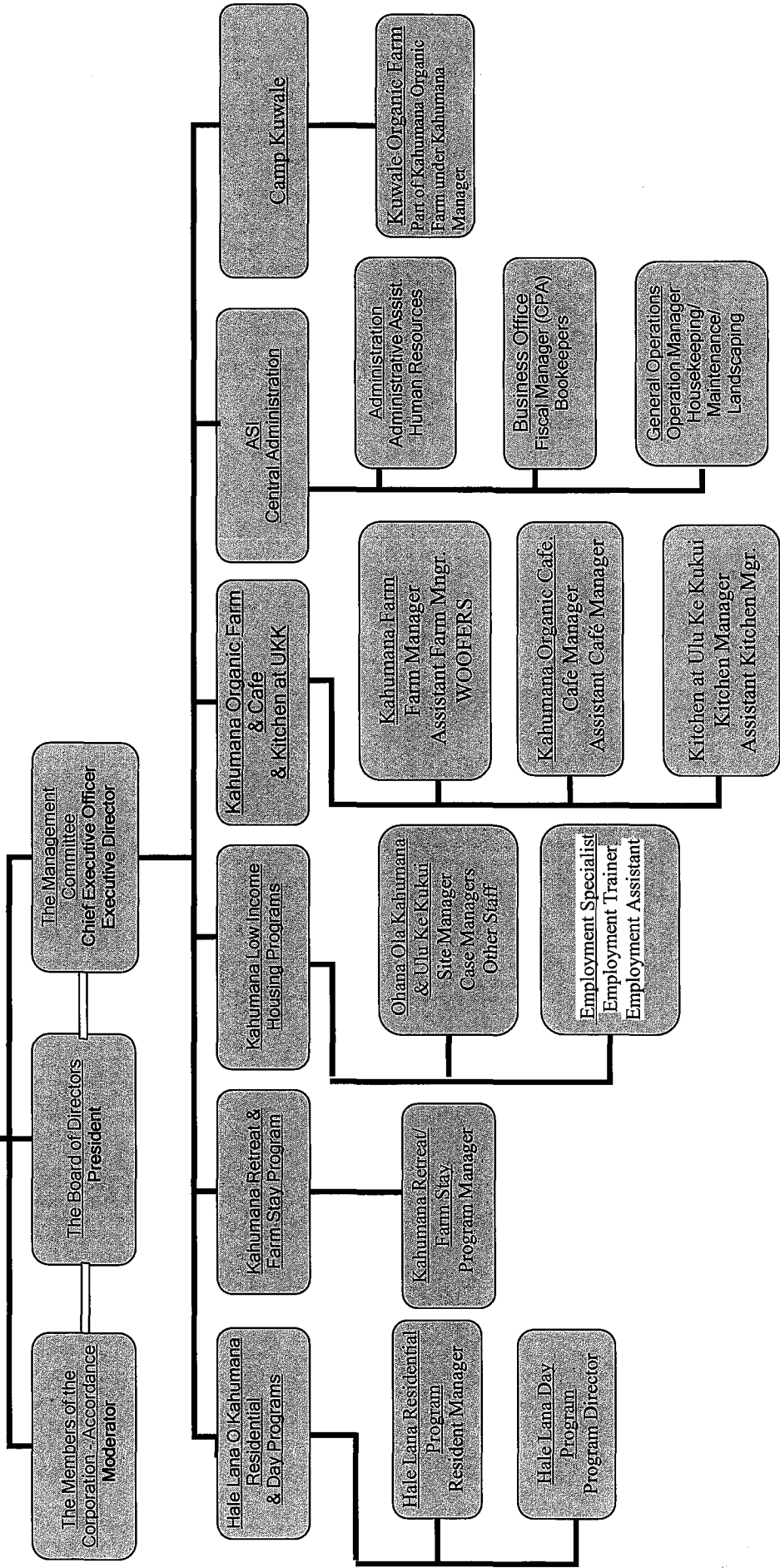
**Employment and Training Barriers**

Support Service Areas	Program Support Needed? (Yes/No)	Referrals to Specific Programs or Agencies
Mental Health		
Physical Health		
Substance Abuse		
Domestic Violence		
Homeless/At-risk		
Convicted of a Felony		
Legal Problems		
CPS Open Case		
Immigration Status		
Acculturation Skills		
Workplace Acculturation Skills		
Limited English Proficiency		
Computer Literacy		
Math Skills		
Reading Skills		
Writing Skills		
Transportation		
Childcare		
Lack of Telephone		
Appearance/Grooming		
Social Skills		
Motivation/Attitude		
Other Priorities		
Scheduling		
Financial		
Uniforms/Supplies for Work or Training Program		
Other (please specify)		



**Kahumana Community  
Organizational Chart  
January 21, 2014**

**Alternative Structures  
International  
Kahumana Community  
Services**



## **JOB DESCRIPTION**

**Position Title:** Employment Specialist  
**Status:** Full-time (40 hours/week), exempt, temporary (12 months)  
**Reports to:** Housing Director  
**Supervises:** Employment Assistant (half-time) and  
Employment Trainer (consultant)

### **POSITION SUMMARY**

This person will be responsible for developing a pilot **Employment Training Program** for adults in ASI's transitional housing programs who are unemployed or who are in job training at ASI. He/she will be responsible for achieving the program's goals and objectives by leading staff members and consultants in planning, implementing, evaluating, and improving the program. He/she will oversee the Trainer's development of the curricula for four series of workshops. He/she will enroll program participants in the workshops, place participants in on-the-job training positions, and offer one-on-one coaching and technical assistance to participants. He/she will also conduct outreach activities among local employers and help participants secure unsubsidized employment in the community. He/she will manage the Employment Assistant and Employment Trainer, and will report to the Housing Director.

### **DUTIES & RESPONSIBILITIES**

1. Interview, hire, and orient the Employment Specialist and Employment Trainer.
2. Meet with the management team to review the grant agreement, including programmatic, financial, and administrative requirements. Establish periodic meeting and reporting schedules.
3. Engage Case Managers in the program: discuss the referral process, the two paths for unemployed participants, and the incentives for participants who complete the Job Application Skills Workshops.
4. Oversee the Trainer's development of the workshop curricula: attend the Trainer's meetings with Program Managers who supervise people from the shelters; ensure the quality of the workshop materials before they are printed for distribution.
5. Oversee the customization of the database: ensure that the database is capable of tracking the data and generating the reports required by all parties; ensure that the Employment Assistant is properly trained in managing the database, including security and back-up procedures.
6. Collect baseline data for program Objective 3.
7. Create evaluation forms in consultation with the Employment Trainer and Program Managers. Implement a review process that will enable the Trainer and Managers to learn from the evaluation responses.
8. Enroll program participants: meet with each participant to complete an Employment Services Assessment and determine the appropriate program path for the individual.
9. Observe workshop sessions and discuss the results of each workshop series with the Trainer.
10. Place participants who complete the Vocational Skills Workshops in on-the-job training positions. Consult with SEE Program coordinators and ASI Program Managers to determine the availability of paid/unpaid positions. Place participants in positions most suited to their skills and interests.
11. Provide one-on-one coaching and technical assistance to participants throughout the program's phases: workshops, on-the-job training, and job search. Review evaluation responses

to identify problems. Assist Program Managers in resolving difficulties with participants in on-the-job training.

12. Manage the program's incentives: meet with participants to ensure that the incentives are used for seeking employment; regularly review the Employment Assistant's records of incentive purchases and distribution.

13. Conduct outreach among employers in Leeward Oahu and human resource associations. Create and distribute brochures to promote the hiring of participants who complete the program. Survey employers who have hired program participants.

14. Keep Housing Director apprised of program's progress; discuss problem areas and plan/implement corrective action.

15. Produce final narrative and financial reports: Survey/meet with key personnel, review program data and evaluation responses, and reconcile expenses. Determine the pilot program's success in achieving the proposed objectives, outputs, and outcomes. Include recommendations regarding continuation of the program beyond the grant period.

## **REQUIREMENTS**

### **Work Experience:**

At least 5 years of experience in fields of Employment, Staffing, Training or related.

### **Preferred Qualifications:**

BA preferred

### **Work Conditions & Physical Requirements:**

- Office work environment
- Ability to make presentations in front of a group
- Access to vehicle and willing to travel for sales development appointments

## **JOB DESCRIPTION**

**Position Title:** Employment Assistant  
**Status:** Half-time (20 hours/week), non-exempt, temporary (12 months)  
**Reports to:** Employment Specialist  
**Supervises:** None

### **POSITION SUMMARY**

This person will assist the Employment Specialist in developing a pilot **Employment Training Program** for adults in ASI's transitional housing programs who are unemployed or who are in job training at ASI. He/she will manage the program's database, collect information from various parties involved in the program, compile reports, and keep a calendar of the meeting and reporting schedule set by the management team. He/she will also assist in preparing outreach materials for employers, purchase supplies, dispense/track incentives, record expenses, and perform other duties as assigned.

### **DUTIES & RESPONSIBILITIES**

1. Manage the program's database: update records for participants, workshops, and employers; generate reports; and implement security and back-up procedures.
2. Collect information from various parties including evaluation forms completed by participants and Program Managers, sign-in sheets for workshops, and Employment Services Assessments for participants.
3. Maintain a calendar of meetings and reports required by the management team.
4. Assist the Employment Specialist in compiling, duplicating and submitting reports.
5. Work with ASI's print shop to prepare materials for employer outreach.
6. Purchase program supplies and incentives and record expenses.
7. Coordinate the distribution of incentives to qualified program participants.

### **REQUIREMENTS**

#### **Work Experience:**

At least 1 year of experience in human resources, social work, administration or sales-related assistance

#### **Education:**

AA Degree; BA preferred

#### **Skills Requirements:**

Excellent computer, internet, key-in, phone skills, communication skills

## CONSULTANT DESCRIPTION

<b>Position Title:</b>	Employment Trainer
<b>Length of Contract:</b>	12 months
<b>Payment:</b>	Maximum of \$6,000.00, including general excise tax
<b>Reports to:</b>	Employment Specialist

### POSITION SUMMARY

This person will assist the Employment Specialist in developing a pilot **Employment Training Program** for adults in ASI's transitional housing programs who are unemployed or who are in job training at ASI. He/she will gather input from ASI's Program Managers and reference existing, successful training curricula in order to develop several series of employment training workshops. He/she will organize and present the training workshops, utilize evaluation forms, and collect data for input into the program database. He/she will also prepare reports that assess the impact of each workshop series. He/she will participate in planning and evaluation meetings to ensure that the workshops help achieve the program's goals and objectives. This person will be supervised by the Employment Specialist.

### TRAINING OVERVIEW

ASI's Case Managers will refer shelter residents to the program. They will be able-bodied and will not have barriers that prevent them from working. The Employment Specialist will start these participants in different workshop series depending on their levels of job readiness:

1. Adults who have job skills but need help finding employment will be enrolled in the **Job Application Skills Workshop Series**. Those who complete this series will receive incentives and assistance in securing unsubsidized jobs.
2. Adults who need to acquire job-readiness skills will be enrolled in two consecutive series of workshops – **Basic Job Skills followed by Vocational Skills**. Those who complete these workshops will move on to on-the-job training, after which they will take the Job Application Skills Workshop Series.
3. Adults who are already in training at ASI (in unpaid or subsidized positions) at the start of the grant period will be enrolled in a **Condensed Basic Job Skills + Vocational Skills Workshop Series**. Those who complete the series and their training assignments will be enrolled in the Job Application Skills Workshop Series.

### SCOPE OF SERVICES

1. Conduct research into the needs to be met by the workshop curricula. Interview ASI Program Managers who supervise trainees from the shelters. Review existing employment training curricula that have proven effective among disadvantaged adults. Observe/speak with potential participants as circumstances allow.
2. Develop the curricula for the four (4) types of workshop series: (1) Basic Job Skills, (2) Vocational Skills, (3) Job Application Skills, and (4) Condensed Basic Job Skills + Vocational

Skills. Each series will consist of 12 hours of instruction: two workshops per week for four weeks, with 1.5 hours per workshop. A series that needs to accommodate more than 20 participants will have duplicate classes in order to keep a Trainer-to-participant ratio at or below 1-to-20.

3. Organize and conduct a total of ten (1) workshop series:

- Month 3: Basic Job Skills Workshop Series (participants divided into two classes)  
Job Application Skills Workshop Series
- Month 4: Vocational Skills Workshop Series (participants divided into two classes)  
Condensed Workshop Series (participants divided into two classes)
- Month 9: Job Application Skills Workshop Series
- Month 10: Job Application Skills Workshop Series
- Month 11: Job Application Skills Workshop Series

4. Utilize evaluation forms to gauge progress and improve succeeding workshops. Distribute post-workshop evaluation forms to participants to gather feedback about each training session and its impact on their personal progress. Also review the evaluation forms completed by participants in on-the-job training, and their supervisors, as well as surveys completed by employers who hire program graduates.

5. Collect workshop and participant data for the program database. Submit the data to the Employment Assistant as scheduled.

6. Participate in program planning and evaluation meetings and prepare reports as scheduled. Monthly reports should assess the results of each workshop series and should be discussed in person with the Employment Specialist.

## **REQUIREMENTS**

- Experienced and skilled employment trainer, especially with target group of participants (unemployed, transitioning from homelessness)
- Motivational speaker; ability to have a strong personal impact on participants
- Ability to independently design and implement training program

## **Executive Director - Tom McDonald**

### **2012 – Present**

Executive Director, Kahumana Community / Alternative Structures International

Oversee management and growth in Social Programs

- Transitional Housing Program for 120 homeless families with children
- Day Program and Personal Assistant Services for adults with developmental disabilities and autism
- Social Ventures
- Organic Farm & Cafe
- Commercial Kitchen
- Retreat and Learning Center

### **2003-Present**

Founder and Executive Director, Camp Taiwan

Camp Taiwan is a Training and Retreat Center on 80 Acres in Northern Taiwan. We run summer camps, winter camps, outdoor education programs and corporate team building retreats.

Manage all new business development as well as maintain quality and profitability of existing programs. Built a 120 bed camp from scratch.

### **1993-2003**

CEO Greater China, Adecco

Managed all aspects of growth of a branch-based recruitment and staffing network in Taiwan, Hong Kong and China. Established 14 new branches with 100 employees, \$30M in annual revenue and \$3M in annual net profit. Financed all expansion with retained earnings of company with no debt.

### **1989-2003**

Marketing and Sales Manager, Vidar-SMS

Opened up new distribution network in Northern Europe for a portfolio of telecommunication products. Coordinated new product development with customers, designers, engineers and manufacturing facilities.

## **EDUCATION**

MS, Stanford Business School, 2000 BA, UCSD, Chinese Studies 1987

## **SKILLS**

Fluent in Mandarin Chinese

Business Management: Finance, HR, Sales, Marketing Outdoor and Adventure Education  
Facilities Design, Planning and Building Hard Labor and Beginning Farmer

# Anamarie L. Piloton

## QUALIFICATIONS SUMMARY

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Staff Development and Group Facilitation  
Intensive Individual and Group Counseling  
Motivational Techniques and Rapport Building

Curriculum and Program Development for  
Youth and Adults

## PROFESSIONAL EXPERIENCE

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### **Alternative Structures International, Waianae, Hawaii**

#### **Housing Director/Site Manager, October 2013 - present**

- Administer 2 transitional shelters; Ulu Ke Kukui & Ohana Ola O Kahumana
- Creation, review, and implementation of housing policies and procedures
- Alignment of program with measurements and outcomes of stakeholders

### **Alternative Structures International; Ulu Ke Kukui, Waianae, Hawaii**

#### **Site Manager, May 2012 – October 2013**

- Supervision and direction of staff members, interns, and volunteers in daily operations
- Training and mentoring case managers
- Evaluation of staff performances and provision of professional development
- Provided counseling for residents
- Quality compliance for clients files upon entry and exit

### **Alternative Structures International; Ulu Ke Kukui, Waianae, Hawaii**

#### **Case Manager, February 2011 – May 2012**

- Assessment of client needs and services
- Development of service plans for transition into permanent housing
- Trained clients in employability including resumes, interview preparation, and job search skills
- Tracked and maintained monthly activity reports
- Created and facilitated Youth Leadership group

### **Habitat for Humanity Leeward Oahu, Waianae, Hawaii**

#### **Office Manager and Bookkeeper, May 2008 – February 2011**

#### **Interim Executive Director, November 2009 – June 2010**

- Managed office daily operations
- Managed accounts payable and receivables
- Maintained QuickBooks and the Habitat database
- Managed over 2,000 volunteers each year
- Completed and maintained compliance for grants for City, State and Federal sources

## EDUCATION

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**Argosy University, MA in Marriage & Family Therapy, January 2011 – June 2013**

**University of Phoenix, BS in Human Services, April 2007 – September 2010**

**Hawaii Business College, Legal Office Administration, September 1998 – March 2000**

**Hawaii Job Corps, Business, October 1996 – December 1997**



## **Administrative Assistant /Contract Compliance– Susan J. Cordeiro**

5 years Management Committee – Alternative Structures International  
1 year Executive Management Committee – Alternative Structures International  
24 – years Assistant Office/Manager – Alaska Terminals, Inc. – Anchorage, AK  
Associates Degree – Liberal Arts – Hilo Community College – 1975  
15 years – Member Na Keiki O Hawaii, Hawaiian Civic Club – Anchorage, AK  
Health & Safety Committee Member – Alternative Structures International

### Administrative Assistant Duties include:

- Manage all corporate and legal documents, including filing and organization of grants
- Supervise housekeeping, grounds /landscaping and office personal
- Board of Directors liaison – (communication and document control)
- Quarterly minutes of the Board of Directors
- Bi-Monthly minutes for the Management Committee Meeting
- Bi-Monthly minutes for the Finance Committee Meeting
- Contract Compliance – Manage Prepare, review, monitor & maintain contracts, or agreements to ensure compliance of applicable rules and regulations. Prepare reports as needed.
- Manage daily activities on the Kahumana Site

## **CPA- Fiscal Manager Bertman Lee**

Bert is a licensed certified public accountant. Bert left public practice after working over 11 years with the CPA firm McEnerney, Shimabukuro, Okazaki & Fujita. Bert moved on to enjoy jobs in the private industry as a Controller for Cox Radio Hawaii 1, Director of Finance for Domestic Violence Action Center and the Ke Ali'i Pauahi Foundation Fiscal Officer for Kamehameha Schools. Born and raised in Hawaii, Bert is a graduate from University High School. Bert played on the school's basketball and volleyball teams and also played the trumpet in the band. Bert decided to venture from the islands for his college degree and went to Cullowhee, North Carolina. He graduated from Western Carolina University with a Bachelor of Business Administration in Management. For two years, Bert played for the Western Carolina Catamount's NCAA Division 1 volleyball team and also played the trumpet for four years for the university's marching band. After college, Bert became a restaurant entrepreneur in downtown Honolulu. Bert was the cook, the cashier, the accountant and the janitor. Bert ran the small restaurant for over five years and closed the doors when the State condemned the area to make a park. During his restaurant tenure, Bert went back to school to change his career and attended the University of Hawaii at Manoa. Bert took upper level accounting classes and eventually became a licensed certified public accountant in 1992. Twenty years later, Bert is now leading the Alternative Structures International financial and accounting department.

## **Human Resource Coordinator - Reina Balderama**

3 years Human Resource Coordinator - Alternative Structures International  
Health & Safety Committee Member - Alternative Structures International  
17 years with the State of Hawaii - Administrative Assistant

### **Human Resource Coordinator Duties include:**

Manage the needs of the company's employees.

Develops and manage employment programs, salary compensation and job evaluations, benefits, promotions, equal opportunity initiatives, and education and training programs.

Works with management to develop job descriptions, fill open positions, assists with job performance management, teaching supervisors how to develop their employees to their fullest potential, assist managers in documentation for their employees in all terminations.

Advises managers on organizational policy matters such as equal opportunity, and sexual harassment and recommend needed changes.

Plan and conduct new employee orientations to foster positive attitude toward organizational objectives.

Maintain records and compile statistical reports concerning personnel related data, such as hires, transfers, performance appraisals, and absenteeism rates.

Conduct exit interviews to identify reasons for employee terminations, investigate and report on industrial accidents for insurance carriers.

Represent organization at personnel-related hearings and investigations.

Identify, contact and work with public and private employment and training programs to secure training slots and position to meet ASI program needs and to provide advancement opportunities for ASI clients. Work with ASI managers to develop training curriculum for trainees and to meet training outcomes. Monitor trainee placement and ensure files and other documentation requirements are met.

Work with ASI managers to provide volunteer opportunities for people interested in supporting ASI programs and activities. Oversee volunteer placements and ensure files corrective actions or revise the programs as needed.

Robert Zuckerman

Alternative Structures International (ASI)  
Moderator for the Accordance  
Kahumana Organic Café Program Manager

Experience:

4 years Kahumana Organic Café Manager – current  
1 year Chief Administrative Officer for ASI - 2009  
4 years General Secretary for ASI 2004-2009  
12 years Kahumana Food Service/Catering Manager 1992-2004  
19 years Accordance Member (ASI Corporate Core Group) – current  
19 years ASI Management Committee – current  
21 years Kahumana Community Member – current

Education/Training:

Bachelor of Arts – Columbia College Chicago 1977  
7 years experience living and working in Anthroposophical social  
therapeutic living communities in Europe 1977-1992.  
5 years full-time Anthroposophical Adult Educational Studies in Europe:  
Emerson College, Forest Row, West Sussex, England 1980-1981  
Peredur Center for the Arts, West Sussex, England 1984-1988  
Weinberg Fellows Training - Honolulu, Hawaii 2005.  
State of Hawaii, Dept. of Developmental Disabilities 'Visions' Training, 2009

## Christian Zuckerman

### Experience

#### **Farm Manager, Kahumana Organic Farm, Waianae, HI (2012 – present)**

Christian Zuckerman was raised on Kahumana Organic Farm. The Farm was his playground and classroom, where he was homeschooled until he entered high school. Working alongside the previous farmers, he learned first-hand about biodynamic and organic farming techniques. These experiences in his formative years instilled in him a unique connection to Kahumana. Although he had other jobs, none could compare to working on the Farm. Since returning home, Christian has made it his personal mission to create a more unified, sustainable, and community-based agricultural environment at Kahumana.

**Life Guard, Wet 'N Wild Water Park, Kapolei, HI (2006 – 2008)**

**Camp Counselor, Camp Taiwan, Taiwan (2007, 2009)**

**Ski Instructor, Ski School Mayer, Hinterthal, Austria (2008, 2011)**

**Life Guard, University of Puget Sound, Tacoma, WA (2008 – 2012)**

### Education

Myron B. Thompson Academy, 2007

University of Puget Sound, 2012

#### **Bachelor of Arts:**

Foreign Language & International Affairs

#### **Minor:**

Politics & Government

Economics

**Permaculture Training, Waianae, HI (2013)**

**Patricia York – Manager, Kahumana Community Kitchen**

- 2009 - Present**    Alternative Structures International – Kitchen Manager
- 2007-2008**        Boys & Girls Club – Waianae, Hawaii – Program Assistant
- 2002-2004**        Mel Wongs Drapery – Kahului, Hawaii – Store Manager
- 1995-1997**        Lokahi Home Health Care – Kahului, Hawaii – Home Health Care Provider/CNA
- 1993-1994**        WH Smith/SS Independence – Kahului, Hawaii – Retail Sales/Inter-Island Cruise Ship

**Education:**            2011- Present (Online Education) Business Management/Non-Profit  
                                 Maui Community College – Certified Nursing Assistant  
                                 High School Diploma – HP Baldwin High School

**Volunteer/Work Experience/Membership:**

- 2013- Present    Associate Member of Alternative Structures International Accordance
- 2012- Present    Partnership with Kaala Farms/Volunteer
- 2012- Present    Partnership with University of Hawaii-Children Healthy Living Project/Volunteer
- 2012- Present    Partnership with “Let’s Move Program” Mrs. Michelle Obama’s Nutrition Program
- 2007- Present    Member of Our Lady of Good Council Catholic Church

## **Kahumana Retreat Center/Learning Center/Marketing Manager – Shauntel Takayama**

### **KRC/Learning Center/Marketing Manager duties include:**

- Supervise housekeeping, grounds /landscaping and office personal
- Manage daily activities on the Kahumana Site
- Farm stay reservations, invoicing, receives payments.
- Take potential guests on tour of Retreat houses, and reservations.
- Customer service, answers questions and knowledgeable about our mission and our services.
- Order office supplies and inventory/order supplies. Report equipment malfunctions and request service.
- Forwarding calls, taking messages, making copies, fax, handling cash register, processing invoices, receives payments, knows the locations of most administrative files in the administrative office.
- Special orders for Business Cards and Banners, lamination, employee's badges and Rack Cards flyers.
- Production of Screen for silk screening printing, and printing of silkscreen.
- Updating Websites, Face Book, weekly CSA and employee's.
- Log in incoming mail.