

House District 26

Senate District 13

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.

COPY

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: Same as above.

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name SCOTT MORISHIGE

Title Executive Director

Phone # 521-7462

Fax # N/A

e-mail smorishige@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 #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2015: \$ 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 \$ 100,000
 FEDERAL \$ _____
 COUNTY \$ _____
 PRIVATE/OTHER \$ _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

SCOTT MORISHIGE, EXECUTIVE DIRECTOR
NAME & TITLE

DATE SIGNED

1/31/14

I. Background and Summary

1. A Brief Description of the Applicant's Background

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly & Disabled) is a 501(c)(3) nonprofit membership organization, which represents health and human service organizations across the state. Since its inception in 2008, PHOCUSED has represented the "voice of the people" – working to increase the visibility of and investment in children and adults in Hawaii who are marginalized, impoverished, and under-served. In order to achieve this goal, PHOCUSED has served as a convener of the diverse players within Hawaii's human services sector – uniting nonprofit service providers, government leaders, and other community stakeholders and working together with them to identify strategic solutions to complex social issues, such as homelessness, mental health, and domestic violence.

A recent extension of PHOCUSED's work as a community convener is its role as the backbone organization for Hui Kupa`a (*"Many hands working together"*), which is a public-private partnership that includes the Executive, Judicial, and Legislative branches of State government, as well as participation from nonprofit service providers, faith-based organizations, the business sector, and foundations. Hui Kupa`a employs an approach known as "Collective Impact" and targets three primary focus areas that have been identified as critical to improving quality of life for Hawaii residents – (1) Housing, (2) Education, and (3) Workforce Development.

Over the past three years, PHOCUSED has laid the ground work to ensure Hui Kupa`a's long-term success. These efforts have included identifying key stakeholders, the formation of five working groups to address specific issues within the three broad focus areas identified above, and working together with national experts to ensure that the "Collective Impact" framework is applied with fidelity to Hawaii's efforts.

In addition, PHOCUSED has begun to implement activities relating to housing – specifically targeting chronic homeless individuals and working together with service providers to collect data regarding this population and place these individuals into long-term, permanent housing. Hui Kupa`a's early activities have not only fostered increased collaboration and trust among service providers and government, but have also helped to inspire similar "Collective Impact" efforts in other communities across the state.

Through this proposal, PHOCUSED seeks **\$200,000** for Hui Kupa`a, which would enable this initiative to address additional focus areas relating to Education and Workforce Development, as well as supporting PHOCUSED's ability to connect with other local Hawaii efforts employing a Collective Impact approach.

2. The Goals and Objectives Related to the Request

Collective Impact is a data-driven, collaborative approach that was highlighted nationally in a 2011 article of the Stanford Social Innovation Review (SSIR). However, Collective Impact is more than just simple collaboration – it is a

commitment by people from different sectors to set aside individual agenda and commit to a common approach to solve complex social problems within a community.

One of the most well-known examples of Collective Impact is "Strive," an initiative in Cincinnati and Northern Kentucky that focuses on improving educational outcomes for youth from cradle to career. In only four years, Strive brought together over 300 community leaders and demonstrated 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.

The goal of Hui Kupa`a is to implement Collective Impact in Hawaii and to similarly improve outcomes for marginalized and vulnerable populations related to (1) Housing, (2) Education, and (3) Workforce Development. In order to achieve its goals, Hui Kupa`a has established five working groups, which are spread across the three primary focus areas – these five groups include specific focuses on Homelessness, Early Childhood, At-Risk Youth, Foster Youth, and the Unemployed & Working Poor. Specific goals for each focus area and work group will vary widely, and will be based on community data and feedback received from working group participants.

(Please refer to Attachment A for a visual illustration of the three primary focus areas and five working groups for this initiative.)

3. The Public Purpose and Need to be Served

Hawaii is faced with a series of complex social problems, which threaten to impact the quality of life for individuals and families in our community. Hawaii residents are faced with the highest cost of living in the nation, yet earn the lowest average annual salary. According to 2012 U.S. Census data, Hawaii has a poverty rate of 17.3%, ranking it the 9th poorest state in the nation.¹ In addition, according to the National Alliance to End Homelessness, Hawaii has the 2nd highest rate of homelessness in the nation – a rate of 45 homeless individuals per every 10,000 residents.² These challenges not only impact adults, but also youth in the community – Hawaii's youth currently rank 44th in the nation in terms of 8th grade reading proficiency, and only 28.4% of Hawaii's 8th graders are at or above 8th grade proficiency in reading.³

While numerous service providers exist and offer programs targeted at specific target populations and problems, these providers and programs often operate in siloes and services are sometimes duplicative. Hawaii's nonprofit service providers realized the need to address our community's complex challenges in a different manner and, in 2011, a small group of nonprofit leaders met with Governor Neil Abercrombie to discuss how human service providers could better partner with each other and the State. Based on these conversations, the national group Strive was invited to Hawaii to share about Collective Impact, and to train Hawaii service providers and key staff within the administration on the

¹ U.S. Census Bureau, Current Population Reports, Supplemental Poverty Measure: 2012

² National Alliance to End Homelessness, The State of Homelessness in America: 2013

³ Corporation for Enterprise Development, Assets & Opportunity Scorecard, Reading Proficiency – 8th Grade: 2014

Collective Impact framework and methodology. The Hui Kupa`a initiative emerged from the discussions and training with Strive, and PHOCUSED was selected to serve as a backbone support organization for the initiative – largely due to PHOCUSED's role as an established convener and facilitator within the human service sector.

Hui Kupa`a provides an opportunity to not only address the complex social issues facing Hawaii residents, but an opportunity to do so in a collaborative manner that leverages existing funding streams and programs to achieve improved results. Over the past three years, PHOCUSED has taken a number of key steps to ensure Hui Kupa`a's long-term success and viability. A key first step was the development of an oversight committee for the initiative, which consists of five nonprofit representatives, a representative from Aloha United Way, and a representative from the Governor's policy office. In addition, six working groups were developed to implement projects addressing Hui Kupa`a's three primary focus areas: (1) Housing, (2) Education, and (3) Workforce Development. In demonstration of the public-private nature of Hui Kupa`a, two co-leaders were appointed for each working group – one from the State and one from the nonprofit sector.

Last year, PHOCUSED received a legislative Grant-in-Aid (GIA) to establish two positions to support the development of Hui Kupa`a – a full-time Project Manager and a part-time Data Analyst. However, funding for these two positions is limited to one year and additional support for these key positions is needed in order for Hui Kupa`a to be implemented on a larger scale. In particular, there is a need for the Data Analyst position to be converted from a part-time to a full-time (1.0 FTE) staff position due to the complex data needs required for a Collective Impact effort.

The Project Manager and Data Analyst positions will be housed within PHOCUSED, and will be dedicated to the Hui Kupa`a initiative. Working together with the PHOCUSED Executive Director, these two staff positions 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 issues in a way that clearly identify both opportunities and challenges.

4. Describe the Target Population to be Served

Each of the Hui Kupa`a working groups is dedicated and committed to solve a complex social issue within a community. Although there are three primary focus areas, the initiative has established five working groups across the three areas that concentrate on specific target populations. The five target populations are: Early Childhood (children 0-5), Foster Youth, At-Risk Youth, Unemployed/Working Poor, and the Homeless.

5. Describe the Geographic Coverage

Although the Hui Kupa`a project and working groups are based out of Oahu, the community social issues they are focused on – (1) Housing, (2) Education, and (3) Workforce Development -- are complex Statewide social issues.

II. Service Summary and Outcomes

1. Describe the Scope of Work, Tasks and Responsibilities

Over the past three years, PHOCUSED has worked together with the Hui Kupa`a oversight committee and Governor Abercrombie's administration to lay the ground work for a Collective Impact effort in Hawaii. The conversations between the State and the nonprofit providers began out of a shared realization that with so many complex challenges facing Hawaii, and so many diverse program models available, a better system is needed to prioritize and plan in order to improve quality of life for Hawaii's residents. The current approach to human services of providing funding to a single nonprofit provider to address a need is not working – In fact, as each individual organization addresses the needs it has identified, organizations begin to work against each other and programs are operated in silos. This current approach is not only ineffective, but also inefficient.

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".

The Collective Impact framework was selected by Governor Abercrombie and nonprofit service providers because of its demonstrated effectiveness in addressing complex social challenges in other communities across the nation. As mentioned earlier, the Strive effort in Cincinnati and Northern Kentucky successfully brought together over 300 nonprofits, businesses, and other stakeholders to develop a continuum of interrelated efforts to address and improve education outcomes for youth in their community. Utilizing Collective Impact, Strive was able to achieve positive results on a wide range of multiple indicators, such as: children entering school ready to learn, increased percentage of students graduating high school, entering college, and completing college.

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. As mentioned earlier, 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.⁴

The Collective Impact approach has five main conditions, which are necessary for programs to be successful:

- **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.

⁴ Kania, John; Kramer, Mar. Collective Impact, Stanford Social Innovation Review, Winter 2011: 36-41.

- **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.
- **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.

The Hui Kupa`a (“*Many hands working together*”) initiative targets three primary focus areas in order to improve quality of life for Hawaii residents: (1) Housing, (2) Education, and (3) Workforce Development. Within these three focus areas, five working groups have been formed that address specific issues within each broad focus area. Each working group is co-led by one representative from the State Government and one from the nonprofit sector. Multi-disciplinary team members comprise each working group. The six working groups are briefly outlined in the chart below:

Hui Kupa`a Focus Area	Working Group Target Area	Government Co-Leader	Nonprofit Co-Leader
Housing	Homelessness	Colin Kippen, Governor’s Coordinator on Homelessness	Rona Fukumoto, Program Director, Catholic Charities Hawaii
Education	Early Childhood Development	G.G. Weisenfeld, Director, Executive Office on Early Learning	Howard Garval, President/CEO, Child & Family Service
Education	At-Risk Youth	David Hipp, Executive Director, Office of Youth Services	Deborah L.K. Spencer-Chun, President/CEO, Adult Friends for Youth
Workforce Development	Foster Youth transitioning to Independent Living	Tracy Yadao, Administrator, Department of Human Services	Jaque Kelley-Uyeoka, Deputy CEO, Hale Kipa
Workforce Development	Unemployed & the Working Poor	Scott Nakasone, Administrator, Dept. of Human Services	Katherine Keir, Vice President, Goodwill Industries of Hawaii

Each working group will develop a strategic action plan to address their target area. The strategic action plan will include both short-term and long-term goals and will include defined outcomes and a detailed description of what type of data will be collected to evaluate progress. Strategic action plans will also allow for project flexibility to enable working groups to improve upon current services based on periodic data analysis.

While the implementation of strategic action plans have begun for two of the five working groups described above (the Homeless and Foster Youth groups), additional funding from this Grant-in-Aid request would support the development of action plans for the remaining three working groups.

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

While PHOCUSED has spent over two years to lay the groundwork for full implementation of the Hui Kupa‘a initiative, this effort was not fully resourced until funding was received last year to hire a full-time Project Manager and half-time Data Analyst. As a result, FY2013-2014 represents Year 1 of the Hui Kupa‘a initiative. Due to limited resources, Year 1 focused on only two of the five Hui Kupa‘a working groups. The following is a projected timeline for Year 2 of the initiative:

Time Period	Description of Project Activities
<p><i>Quarter 1 (Months 1-3)</i></p>	<ul style="list-style-type: none"> - Quarterly Report Card will be issued to reflect the progress achieved in Year 1, and to make recommendations for Year 2. - Project staff will evaluate data collected from the previous 12-months and feed this data back to the working groups to facilitate continuous quality improvement. - Efforts will begin to focus on the three remaining working groups, which have not yet formulated their strategic action plans. This will include: <ul style="list-style-type: none"> o Identification of short- and long-term goals o Facilitating agreement of working group members on common outcomes and data to measure progress.
<p><i>Quarter 2 (Months 3-5)</i></p>	<ul style="list-style-type: none"> - Strategic action plans will be developed for the remaining three working groups. - Data will be collected to measure progress for all five working groups. - Project staff will evaluate progress towards each action plan based on the data collected for each working group. - Working groups may modify data collection agreements or implement changes to action plans based on continuing dialogue and evaluation. - A 2nd Quarterly Report Card will be issued to reflect the progress achieved for each working group.

<p>Quarter 3 (Months 6-9)</p>	<ul style="list-style-type: none"> - Continue to collect data for all five working groups. - Continue evaluation and process of continuous quality improvement. - Working groups may modify data collection agreements or implement changes to action plans based on continuing dialogue and evaluation. - A 3rd Quarterly Report Card will be issued to reflect the progress achieved for each working group.
<p>Quarter 4 (Months 9-12)</p>	<ul style="list-style-type: none"> - Continue to collect data for all five working groups. - Continue evaluation and process of continuous quality improvement. - Working groups may modify data collection agreements or implement changes to action plans based on continuing dialogue and evaluation. - A 4th Quarterly Report Card and Final Report will be issued to share progress achieved within each working group, and across each of the three primary focus areas.

(Please refer to Attachment B, which provides an example of a Program Report Card for the Homeless Working Group. A similar report card will be issued on a Quarterly basis for the initiative as a whole to demonstrate the progress of each separate working group target area).

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 progress reports to be regularly shared on a quarterly basis, Hui Kupa`a has been structured for quality assurance and evaluation at multiple levels and undergoes continuous improvement modifications. The working groups 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 quarterly 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, and Homeless.

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 working groups will identify 3-5 key goals and action steps that can be implemented in a short time frame. In addition, each working group will develop a common agenda and shared upon vision with agreed upon measurements for impact. Within the project period, Hui Kupa`a expects that all five working groups will have implemented a pilot project to address their identified target issue. Data will be collected and analyzed for all five working groups, and information will be shared with all participating stakeholders. This data collection and analysis will result in a final report at the end of the project period, which will evaluate both Year 1 and Year 2 of the Hui Kupa`a initiative. This final two-year evaluation report will be presented to the Governor and the Legislature in order to share the progress of the initiative and to surface potential legislative and/or administrative policy changed based upon the data collection and evaluation.

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.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$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 Scarce 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.⁵

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 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.⁴

⁵ Scarce, Diana; Monitor Institute; geo Grantmakers for Effective Organizations, Catalyzing Networks for Social Change. www.geofunders.org.

While funding Collective Impact initiatives cost money⁶, 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."⁷

In 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 501(c)(3) nonprofit membership organization, which represents health and human services organizations across the state. Since its inception in 2008, PHOCUSED has represented the "voice of the people" – working to increase the visibility of and investment in children and adults in Hawaii who are marginalized, impoverished, and under-served. In order to achieve this goal, PHOCUSED has

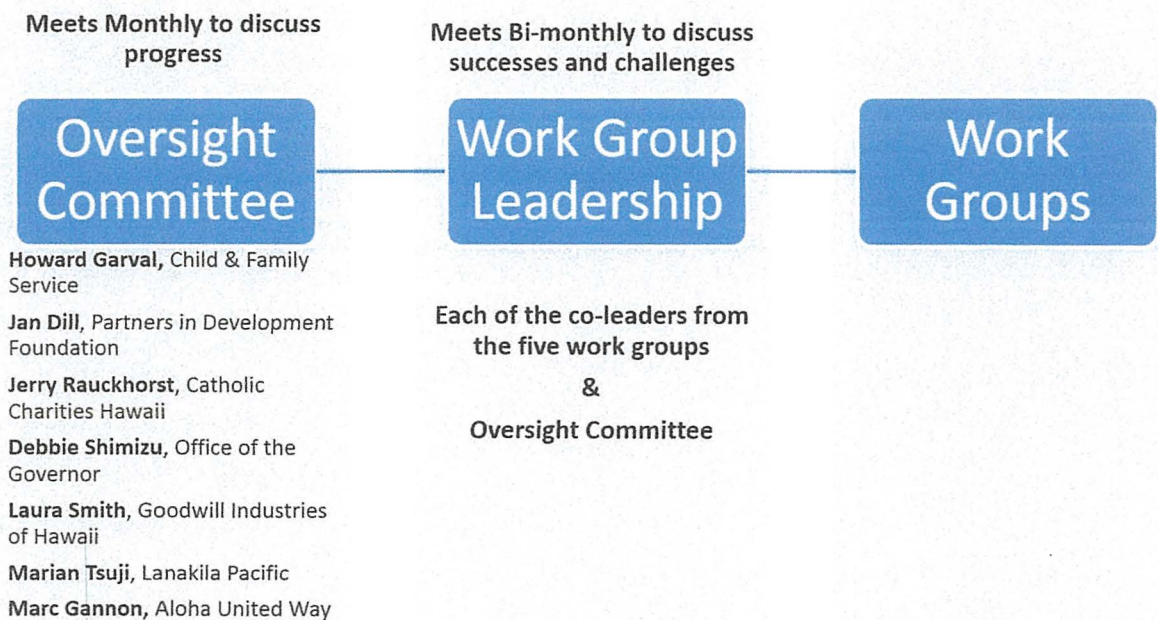
⁶ Footnote: Initial funding of \$40,000 was raised from contributions: \$15,000 from social services organizations (Catholic Charities, Child & Family Service, Goodwill Industries of Hawaii, Lanakila Pacific, and Partners in Development Foundation); \$25,000 in contributions were awarded through American Savings Bank, the Atherton Foundation, and the Department of Labor & Industrial Relations.

⁷ Hanleybrown, Fay; Kania, John; Kramer, Mark. *Channeling Change: Making Collective Impact Work*, Stanford Social Innovation Review, 2013:3.

served as a convener of the diverse players within Hawaii’s human services sector – uniting nonprofit service providers, government leaders, and other community stakeholders and working together with them to identify strategic solutions to complex social issues, such as homelessness, mental health, and domestic violence.

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. A recent extension of PHOCUSED’s work as a community convener is its role as the backbone organization for Hui Kupa`a.

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 office space 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.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

In its start-up phase during the past three years, PHOCUSED has supported the Hui Kupa'a project with time allocated from the existing staff, which is limited to the organization's Executive Director. However, as the working groups 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. While funding was provided through a 2013 Grant-in-Aid to hire a full-time Project Manager and half-time Data Analyst, as of the date of these proposal these two positions have not yet been hired due to delays in the release of GIA funds. This proposal seeks funding to maintain the full-time Project Manager position, and to convert the Data Analyst position from half-time to full-time.

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 three years of progressively related job experience is required. 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 working groups. 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.

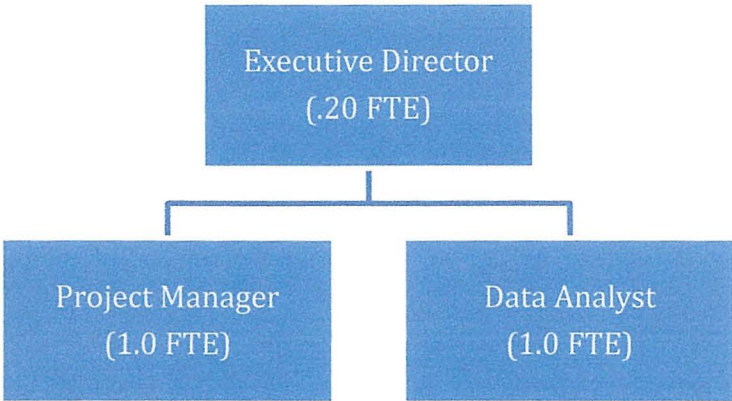
Continuing to lead the PHOCUSED team, the Executive Director (ED) is responsible for the administrative and financial management of the organization and works with the member organizations/individual advocates towards significant social change. In addition to the day-to-day operations of the organization, the ED is 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. The current ED of PHOCUSED is Scott Morishige,

who holds a Masters in Social Work degree from the University of Hawaii at Manoa and has over 10 years of experience in Hawaii's nonprofit and government sector.

(Please refer to Attachment C for Job Descriptions for the Project Manager & Data Analyst positions)

(Please refer to Attachment D for the resume of Scott S. Morishige, Executive Director)

B. Organization Chart



VI. Other

A. Litigation

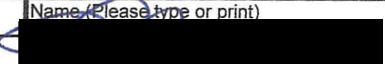
PHOCUSED does not have any litigation pending.

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.

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

Applicant: PHOCUSED Hui Kupa'a Project

BUDGET CATEGORIES	Total State Funds Requested (a)	(b)	(c)	(d)
A. PERSONNEL COST				
1. Salaries	124,500			
2. Payroll Taxes & Assessments	21,165			
3. Fringe Benefits	15,469			
TOTAL PERSONNEL COST	161,134			
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance	3,000			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	18,000			
5. Staff Training	2,000			
6. Supplies	11,716			
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				
TOTAL OTHER CURRENT EXPENSES	38,866			
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	200,000			
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	200,000	Scott Morishige	521-7462	
(b)		Name (Please type or print)	Phone	
(c)			1/31/14	
(d)		Signature of Authorized Official	Date	
TOTAL BUDGET	200,000	Scott Morishige, Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION PERSONNEL - SALARIES AND WAGES

Applicant: PHOCUSED Hui Kupa`a Project

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)
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	\$65,000.00	20.00%	\$ 13,000.00
Bookkeeper	0.5	\$30,000.00	5.00%	\$ 1,500.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				124,500.00
JUSTIFICATION/COMMENTS:				
Full time staff positions of Project Manager and Data Analyst are needed to meet Hui Kupa`a responsibility requirements.				

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: PHOCUSED Hui Kupa`a Project

Period: July 1, 2014 to June 30, 2015

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

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

BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: PHOCUSED Hui Kupa`a Project

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						
TOTAL:						
JUSTIFICATION/COMMENTS:						
This section is not applicable.						

**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.

PHOCUSED
(Typed Name of Individual or Organization)


(Signature)

1/31/14
(Date)

Scott Morishige
(Typed Name)

Executive Director
(Title)

Attachment A:
Hui Kupa'a Overview

Hui Kupa`a: Collective Impact for Hawaii

Three Main Focuses – Five Working Groups

(1) Housing

- Homeless Work Group

(2) Education

- Early Childhood Work Group
- At-Risk Youth Group

(3) Workforce

- Foster Youth Work Group
- Working Poor Work Group


Housing

Making sure everyone has a safe, stable home – including the most vulnerable in our state.


Education

Making sure our children are ready to learn and stay on the path to academic success.

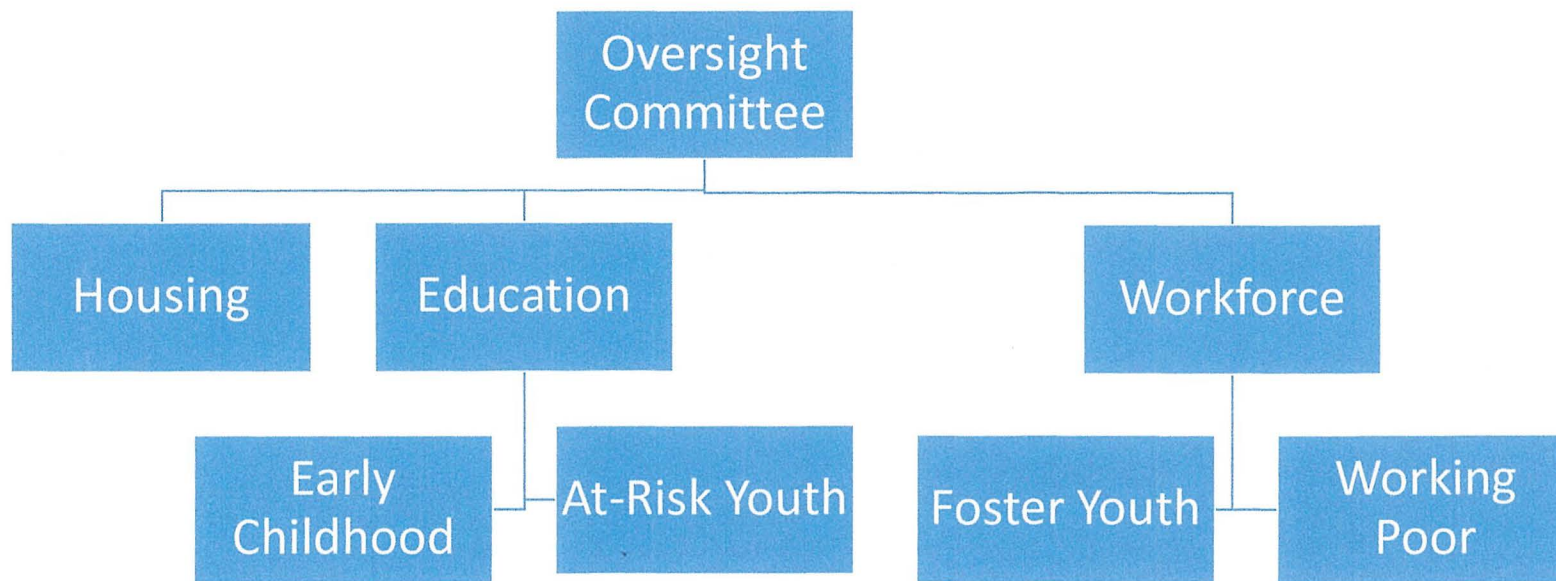

Workforce

Making sure Hawaii's workers can obtain and maintain stable employment.

Better Quality of Life for all of Hawaii



Hui Kupa`a Committee Structure



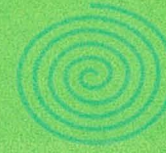
- Three Primary Areas – Housing, Education, & Workforce
- Work Groups within an area will meet separately, but have one joint meeting a quarter to share progress and updates
- Within each work group, there may be various sub-groups to focus on specific duties (i.e. data, community engagement, etc.)

Attachment B:
Program Report Card
Homeless Working Group

Hale O Malama

Chronic Homeless Housing Report

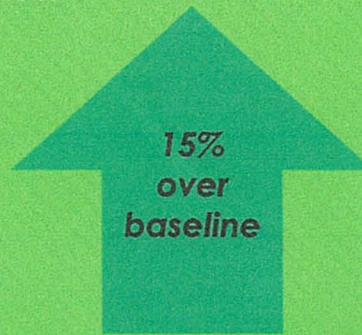
Month 2: November 9, 2013 – December 9, 2013



Prepared by
PHOCUSED
(Protecting Hawaii's
Ohana: Children, Under-
Served, Elderly &
Disabled)

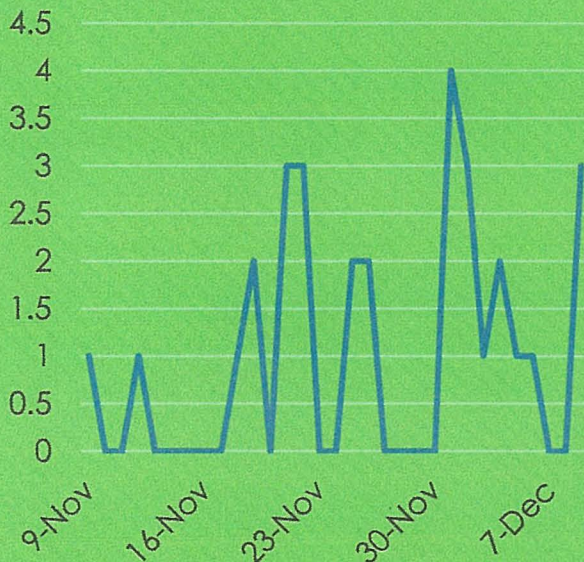
Month 2: 11/9/13 – 12/9/13

- **31** Chronic Homeless Households Placed
 - 0 Families
 - 1 Couples
 - 30 Single Adults
- 77% into Private Rental Units



This indicates progress for 11/9 – 12/9 only. For overall progress, please refer to page 2.

Placement Rate by Date



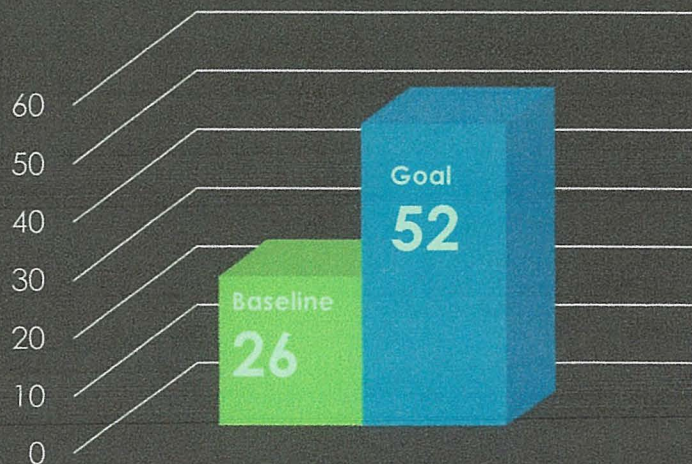
Placements by Provider*

Institute for Human Services	13
Waikiki Health	6
U.S. Veteran's Administration (V.A.)	5
Steadfast Housing Development Corp.	5
Waianae Coast Comprehensive Health Center	4
U.S. Veterans Initiative	1
Shelter of Wisdom	1
Gregory House Programs	0
Hale Kipa	0
Kalihi-Palama Health Center	0
Mental Health Kokua / Safe Haven	0
River of Life / Lighthouse Outreach	0
Waianae Coast Comprehensive Health Center	0
Waianae Community Outreach	0

* Some clients received assistance from multiple providers. Numbers may exceed total number of households placed during the period.

Our Goal:

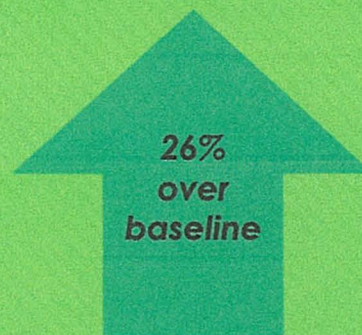
Double the number of chronic homeless placed into permanent housing on Oahu each month



Total Progress as of 12/9/13

- Month 1 (10/8 – 11/8): 35 permanently housed
- Month 2 (11/9 – 12/9): 31 permanently housed

TOTAL HOUSED TO-DATE: **66**
HOUSED



An average of 33 chronically homeless permanently housed per month.

Key Highlights (10/8/13 – 12/9/13)

- 100% of Permanent Supportive Housing (PSH) turnover was committed to chronically homeless clients until January 2014.
- 100% of new HUD VASH vouchers were committed to chronically homeless clients.
- Hawaii Public Housing Authority identified 214 chronically homeless clients who are currently on the wait list for Public Housing or State Section 8.
- A “Program Weekly Report” form was developed to track chronic homeless placements into permanent housing on a weekly basis.
- Weekly chronic homeless placement reports are cross-referenced with HMIS data to strengthen data quality.
- A common assessment tool – the VI-SPDAT – was identified and adopted by participating homeless service providers.

Attachment C:
Job Descriptions
- Project Manager
- Data Analyst



Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled

Project Manager, Hui Kupa`a

Purpose Statement

In 2011, Governor Neil Abercrombie's administration and five nonprofit leaders launched the *Hui Kupa`a* ("Many hands working together") initiative, which utilizes a Collective Impact approach and targets three primary focus areas: (1) Housing, (2) Education, and (3) Workforce Development. Within these three focus areas, five working groups have been established that each addresses a different target population. Over the past two years, each work group has received training on the Collective Impact model, and common governance documents have been adopted for each work group. The five working groups are now in the process of formulating specific shared goals and a collective action plan for their respective areas. The central and fundamental underpinning of all this work will be to build the capacity of Hawaii's human services sector to 'move the needle' on complex social problems.

Job Summary

The *Hui Kupa`a* Project Manager will work together with the project's oversight committee to guide community partnerships through the implementation of a Collective Impact approach. The Project Manager is responsible for development, coordination, implementation, and completion of specific projects that are consistent with the strategy, commitments, and goals of *Hui Kupa`a*. A key member of the *Hui Kupa`a* staff, the ideal candidate will possess excellent verbal and written communication skills, have demonstrated project management and leadership experience, and be knowledgeable about Hawaii's human services sector.

Essential Duties & Responsibilities

- Serve as relationship manager for the five *Hui Kupa`a* work groups, ensuring that work group members and partners have a clear understanding of the Collective Impact process and framework, and that the needs of the work group are addressed.
- Provide strategic assistance to the oversight committee and co-leaders of the five work groups, helping to build their capacity for implementation of the Collective Impact framework.
- Work together with the oversight committee to obtain and deploy resources to *Hui Kupa`a* work groups as necessary, including arranging for and managing consultants, assisting in the development of funding proposals, and managing other tools and resources that help to drive a work group's success.
- Work together with the Executive Director and the oversight committee to maintain the schedule of deliverables for *Hui Kupa`a*, ensuring the achievement of key benchmarks and milestones throughout the strategic assistance process.
- Assist in the coordination of and collection of emerging information and data for *Hui Kupa`a*'s knowledge management processes, evaluation processes, and customer satisfaction surveys.
- Support policy and development efforts as needed to further the work of *Hui Kupa`a* and other local partnerships.
- Create an overall project work plan, and revise as appropriate.

- Assist the Executive Director in supervising volunteers and staff for the *Hui Kupa`a* project.
- Performs other duties as needed, including specific tasks based on special projects.

Key Competencies & Skills

This position requires excellent organization and project management skills; ability to manage details and work independently; and ability to manage multiple projects and set priorities accordingly. Must have excellent written and verbal communication skills, interpersonal skills, and organizational skills. Must be able to independently make strategic decisions, generate innovative ideas and solutions, and multi-task due to a wide variety of tasks and constantly changing activities. Must be proficient in the Microsoft Office suite, including Microsoft Word, Power Point, and Excel. Must have access to an insured vehicle and be able to travel extensively.

Education, Knowledge, and Experience.

Bachelor's degree in Social Work, Human Services, or a related field required; with three years of progressively related experience, including one year demonstrating supervision or project management ability.

Contact with Others.

Must demonstrate excellent collaboration and communication skills; majority of time will be spent directly with the *Hui Kupa`a* oversight committee and working groups. Ability to communicate and translate information in a professional, effective way to and from other individuals (i.e. technology partners, business / government partners, and staff) is extremely important.



Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled

Data Analyst, Hui Kupa`a

Purpose Statement

In 2011, Governor Neil Abercrombie's administration and five nonprofit leaders launched the *Hui Kupa`a* ("Many hands working together") initiative, which utilizes a Collective Impact approach and targets three primary focus areas: (1) Housing, (2) Education, and (3) Workforce Development. Within these three focus areas, five working groups have been established that each addresses a different target population. Over the past two years, each work group has received training on the Collective Impact model, and common governance documents have been adopted for each work group. The five working groups are now in the process of formulating specific shared goals and a collective action plan for their respective areas. The central and fundamental underpinning of all this work will be to build the capacity of Hawaii's human services sector to 'move the needle' on complex social problems.

Job Summary

The *Hui Kupa`a* Data Analyst will work together with the Project Manager & the project's oversight committee to guide community partnerships through the implementation of a Collective Impact approach. The Data Analyst is responsible for (1) Managing the development and continual updating of Community Report Cards that will communicate outcomes of each working group; (2) Managing a data platform for community partners to access a wide range of data in real-time; (3) Managing the support and oversight of strategic action plans around key priorities in order to build the capacity to do continuous improvement within each working group; and (4) Manages the refinement and implementation of applicable data software.

Essential Duties & Responsibilities

- Develop and cultivate relationships with stakeholders, including leaders in human services, business, faith-based, nonprofit, philanthropic, and civic sectors.
- Establish an easy replicable process for completing Quarterly Report Cards for each working group, so that reporting becomes part of standard practice for each group.
- Ensure that data is easily accessible to community members working in partnership with each of the five working groups.
- Develop expertise in continuous quality improvement methods and tools to educate and support working group members and partners.
- Coach, facilitate and provide technical assistance to working groups in order to achieve objectives and complete deliverables.
- Refine and support implementation of a data platform for community partners.
- Maintain communication and work collaboratively with volunteers and/or other data analysts to provide a network of seamless support for working group members and partners.
- Lead, attend, and/or present at *Hui Kupa`a* oversight committee meetings or working group meetings as necessary, and provide information on progress of the working groups through presentations and written reports.

- Maintain and archive appropriate documentation of progress of working groups in moving through the Collective Impact process. Appropriate documentation may include, but is not limited to meeting minutes, work product, and relevant research.
- Manage the development and implementation of a process for collecting data across the five working groups.
- Assist the Executive Director and/or Project Manager in other *Hui Kupa`a* meetings as needed.

Key Competencies & Skills

This position requires excellent organization and project management skills; ability to manage details and work independently; and ability to manage multiple projects and set priorities accordingly. Must have excellent written and verbal communication skills, interpersonal skills, and organizational skills. Must be able to independently make strategic decisions, generate innovative ideas and solutions, and multi-task due to a wide variety of tasks and constantly changing activities. Must be proficient in the Microsoft Office suite, including Microsoft Word, Power Point, and Excel. Must have access to an insured vehicle and be able to travel extensively.

Education, Knowledge, and Experience.

Bachelor's degree required with five or more years of relevant work experience. Masters degree preferred. At least one year of relevant experience conducting statistical analysis and program evaluation is required.

Contact with Others.

Must demonstrate excellent collaboration and communication skills; majority of time will be spent directly with the *Hui Kupa`a* oversight committee and working groups. Ability to communicate and translate information in a professional, effective way to and from other individuals (i.e. technology partners, business / government partners, and staff) is extremely important.

Attachment D:
Resume of Scott S. Morishige

Scott S. Morishige

EDUCATION:

UNIVERSITY OF HAWAII AT MANOA

Aug 2005 – May 2007

- Master of Social Work; Cumulative GPA: 3.98; Concentration in Child & Family practice.
- Practicum placements with the Susannah Wesley Community Center – Youth Services, and with The Salvation Army – Family Services Office.

OREGON STATE UNIVERSITY

Sept 1997 – Dec 2000

- Bachelor of Arts in Political Science; Cumulative GPA: 3.86, *Summa Cum Laude*
- Political Science internships with Project Vote Smart (1998) and with the Washington, D.C. office of the late Congresswoman Patsy Takemoto Mink (2000).

RELEVANT EXPERIENCE:

PHOCUSED

July 2013 - Present

Executive Director

- Administer the operations of a small nonprofit organization with an annual budget of \$150,000.
- Provide trainings and technical assistance to member organizations participating in the *Hui Kupa`a* public-private partnership, including assisting in the drafting of funding proposals to State agencies and various private foundations.
- Develop and implement a membership engagement strategy to maintain current members of PHOCUSED, as well as to recruit new individual and nonprofit members.
- Recruit, train, and supervise volunteers to assist with various administrative and programmatic tasks necessary to meet the needs of the organization, as well as its membership.

HAWAII COMMUNITY FOUNDATION

May 2012 – June 2013

Senior Program Officer

- Managed the final year of the Hawaii Community Stabilization Initiative (HCSI), which was a \$4.2 million, three-year grantmaking partnership between 12 funders that supported over 30 grantees statewide
- Developed a Request for Proposals and oversaw grant decisions for the \$3 million, three year Persons in Need (PIN) grant program for elderly services
- Assisted with proposal review and decision making for Organizational Capacity Building, Tobacco Cessation and Prevention, the FLEX (unrestricted general operating support) grants program, and for select donor advised funds.
- Provided technical assistance to nonprofit organizations seeking funding in the areas of homelessness, housing instability, elderly aging-in-place, education and services for at-risk youth.
- Represented the Foundation at various community meetings, including meetings of the Hawaii Family Caregiver Coalition, Ho`owaiwai Asset Building Network, and the Hawaii Interagency Council on Homelessness.

HELPING HANDS HAWAI`I

Feb 2008 – May 2012

Director, Human Services Division & Fund Development

- Directed the operations of the agency's Human Services programs, including the Community Clearinghouse, Homelessness Prevention & Rapid Re-Housing Program, SNAP Outreach, Ready to Learn, Adopt a Family, Neighbors in Need and the Good Neighbor Emergency Fund.
- Supervised a staff of up to 13 full-time employees and 2 part-time employees, as well as seasonal hires, volunteers, practicum students and interns. Evaluated staff and made recommendations to hire and fire.

- Managed an overall program budget of up to \$3 million, which included a combination of Federal and State funding, as well as private donations and grants from charitable foundations. Actively sought out new funding streams through the development of grant proposals and/or partnerships with potential donors.
- Obtained over \$1,000,000 in new grant funding to expand program services and expand staffing for existing programs.
- Strengthened and maintained community partnerships with over 200 social service partner agencies by providing ongoing technical support and training regarding CCH and R2L procedures and other community resources.
- Represented the agency on community boards and committees, and corresponded with local media to publicize both new and existing programs.

ALU LIKE, Inc. – KULIA LIKE DEPARTMENT

April 2007 – Feb 2008

Program Specialist IV (Island Representative – O`ahu)

- Provided referrals and case management for an average case load of 93 unique clients per month, dealing with a variety of issues, such as housing, business development, and basic needs.
- Drafted and submitted grant proposals for the Kulia Like Department, including successful proposals to the Office of Hawaiian Affairs and the State Department of Human Services for \$830,000 and \$100,000 respectively to fund case management and financial literacy services.
- Initiated an ongoing partnership of O`ahu social service providers to facilitate the sharing of information among agencies providing emergency financial assistance.

THE SALVATION ARMY - FAMILY SERVICES OFFICE (FSO)

Aug 2006 – April 2007

Coordinator, Hana Pono `i Life Skills Workshop

- Directed a life skills workshop focusing on budgeting skills, financial literacy, and resource management for an ethnically diverse population of low-income individuals seeking emergency rental assistance
- Streamlined the FSO's rental assistance process by revising program application forms, making adjustments to the intake and application process, and developing training materials for FSO case workers and reception staff
- Assisted in drafting a successful grant proposal for \$25,000 to provide food distribution and outreach to the homeless community on the Leeward Coast of O`ahu

HAWAII STATE REPRESENTATIVE HERMINA "MINA" MORITA

May 2004 – Aug 2006

Legislative Office Manager / Committee Clerk for the House Committee on Energy & Environmental Protection

- Managed all functions of the office, including constituent requests and correspondence, overseeing the office budget, coordinating travel and scheduling, and tracking the status of ongoing legislation
- Supervised and recruited a seasonal staff of one part-time and three full-time employees
- Coordinated hearing schedules and the drafting of legislation, resolutions, and committee reports for the House Committee on Energy & Environmental Protection for the 2005 and 2006 legislative sessions
- Developed a monthly e-mail newsletter to update constituents regarding legislative updates and issues affecting the Representative's district.

LEGAL AID SOCIETY OF HAWAII (LASH)

Dec 2001 – May 2004

Project Manager / Legal Advocate, Center for Equal Justice

- Managed the Center for Equal Justice self-help legal center, and provided direct advocacy to low-income clients needing assistance with civil legal matters.
- Supervised and recruited two part-time staff, and assisted in the recruitment of volunteers.
- Supervised the development and maintenance of over 120 self-help written and online educational materials on a wide variety of legal topics (i.e. Eviction, Bankruptcy, Divorce, etc.)

THE SALVATION ARMY – FAMILY SERVICES OFFICE (FSO)

May 2001 – Dec 2001

Program Assistant / Receptionist

- Answered phones and manned the front-desk area for a busy social services office providing emergency rent, clothing, and food assistance.

- Assisted the FSO Coordinator with administrative tasks, such as data-entry, maintaining client files, and drafting correspondence.

LEGISLATIVE REFERENCE BUREAU (LRB)

JAN 2001 – MAY 2001

Assistant Legislative Researcher, Legislative Information Systems Office (Session Hire)

- Tracked the status of legislation in the State House and Senate during the 2001 session, including attending legislative sessions on the House and Senate Floor, and responding to bill status inquiries from government officials and the public
- Assisted in the compilation of comprehensive reports on bills status to House and Senate members, and other interested government agencies

COMMUNITY INVOLVEMENT

PARENTS, Inc.

MARCH 2004 – SEPT 2009

Member of the Board of Directors; President of the Board (February 2009 – September 2009)

ACCESS TO JUSTICE COMMISSION

SEPT 2011 - Present

Non-Attorney representative.

HAWAII COMMISSION FOR NATIONAL & COMMUNITY SERVICE

JUNE 2003 –JUNE 2009

State Commissioner; Appointed in 2003, and reappointed to a second three-year term in 2006