

House District 6, 15, and 44
Senate District 3, 8, and 21
and surrounding districts on O'ahu,
Kaua'i and Kona

THE TWENTY-EIGHTH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST - OPERATING

GRANT REQUEST - CAPITAL

"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.

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

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:

HAWAII LITERACY, INC.

Db/a: Hawaii Literacy

Street Address: 245 N. Kukui Street, Suite 202
Honolulu, HI 96817

Mailing Address: 245 N. Kukui Street, Suite 202
Honolulu, HI 96817

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name SUZANNE SKJOLD

Title Executive Director

Phone # 808-537-6706

Fax # 808-537-3072

E-mail Suzanne.skjold@hawaiiliteracy.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
 FOR PROFIT CORPORATION INCORPORATED IN HAWAII
 LIMITED LIABILITY COMPANY
 OTHER
 SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

ADULT LITERACY PROGRAM EXPANSION FOR KONA, KAUA'I AND THE
LEEWARD COAST OF O'AHU

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2016: \$ 63,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$ 0
FEDERAL \$ 0
COUNTY \$ 0
PRIVATE/OTHER \$ 32,330

* OUR PROGRAM PROVIDES SERVICE IN 2 OF THE 3 TARGET AREAS. THIS IS A REQUEST TO PROVIDE 3 NEW LITERACY CENTERS THAT PRESENTLY DO NOT EXIST.

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

SUZANNE SKJOLD, EXECUTIVE DIRECTOR
NAME & TITLE

1/30/15
DATE SIGNED



RECEIVED
1/30/2015
AT 11:20 AM

Application for Grants

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

I. Background and Summary

1. Brief description of the applicant's background

Hawaii Literacy is a 501c3 agency whose mission is "to help people gain knowledge and skills by providing literacy and lifelong learning services." Founded in 1971, our five proven programs each year leverage over 9,000 volunteer hours and help nearly 3,000 low-income adults and children in need build critical reading, writing, computer, school and work skills, and future opportunity. In particular, our Adult Literacy tutoring program is the first and most established in the state, and has helped over 6,000 low-literacy adults and parents increase their basic reading and writing skills through a network of trained and certified volunteer tutors, all supported by professional staff to provide assessments, proper materials, and to ensure progress is made by each tutor-student pair. With hundreds of trained volunteers providing the crucial 1-to-1 attention struggling adults need, our Adult Literacy program is one of the most cost-effective and life-changing services for low-literacy adults.

2. Goals and objectives related to the request

The core goal of Hawaii Literacy is to increase literacy skills and life opportunity and outcomes for both adults and children with the greatest need, by providing ongoing, free, and accessible direct literacy services and instruction for low-literacy/ low-income individuals. This project has three critical goals, which can not be realized without this requested support.

a) to establish and formalize three new offices and learning centers on O'ahu, Kaua'i, and Hawai'i Island that have an unmet need and would otherwise have no dedicated location for adult literacy services;

b) to increase the scope of literacy building services available locally in each location, including literacy assessments, increased technology access and support, basic skills trainings, and parent workshops, all geared specifically for adults unable to read and write, and to increase our volunteer tutor training capacity in each location, and;

c) to increase the number of adult literacy students from the three target areas served annually by at least 30%, with at least 80 students served by the new locations in the first year, and for 80% of those served demonstrating measurable gains in literacy levels and/or related life outcomes, like increased employment or reading to their children.

3. Public purpose and need to be served

Literacy is truly the cornerstone of a successful life, yet in Hawai'i, an estimated 16% of the adult population can not read or write at a basic level. This means about 1 in every 6 adults, or about 150,000 adults in the state, are considered "functionally illiterate." (*National Assessment of Adult Literacy, U.S. Department of Education, 2003*). Illiteracy affects our state through economic loss, an overburdened school system, greater crime, and increased costs for healthcare and state assistance programs.

Low literacy is strongly correlated with high unemployment, lower income, greater poverty, and dependence on welfare. (*National Institute for Literacy; Bird & Akerman, 2005*). 70% of people with the lowest literacy skills have no full or part time job, and those working earn only 44% of what a literate adult earns), a potential loss of nearly \$800,000 in a lifetime. Adults with low literacy are at higher risk of homelessness and substance abuse. About 60-70% of men and women in prison can not read or write at a basic level. (*National Institute for Literacy, 2008*)

By increasing literacy among the 16% of adults that struggle to read and write, we can more effectively address many of the State's most challenging issues, such as homelessness, poverty, educational outcomes, workforce development, and even health, while also concretely improving the lives and opportunities of struggling individuals and families who need a second chance. By expanding our existing and successful Adult Literacy program into three new physical centers, we can provide more effective and comprehensive services to increase literacy in areas where such help is limited or not easily accessible. The Centers will provide numerous benefits to recruit and help adult students including a private place to meet, opportunities for staff support, and regular access to needed resources like books, activities, and workshops.

The State and public also financially benefit from increasing literacy in adults, as evidence shows there are real economic gains for both communities as well. Nationally, illiteracy costs governments and businesses more than \$225 billion in lost productivity, lost tax revenue, crime, and welfare. On average, an adult unable to read or write could cost government agencies and employers over \$5,100 a year.

Children raised by parents with inadequate literacy skills will be less ready for school, experience early reading and writing difficulties, and in turn will be far more likely to live and raise their future children in poverty. Early education and literacy efforts are crucial, but not enough. The greatest determinant of a child's future success is the education level of the child's caregiver. Quite simply, helping low-literacy adults become more literate also improves the educational success and quality of life of their children. Increasing literacy offers the best chance to break the cycles of poverty and under-education that contribute to the social ills we all wish to solve.

Our program works one to one with low-literacy adults to help them build needed reading and writing skills and support them in reaching their life goals for better employment or quality of life. We provide additional specific support for low-literacy parents to better help their own children become readers. The proposed literacy centers will increase the both the reach and effectiveness of the program and provide tangible benefits to individuals, families, and whole communities.

4. Target population to be served

The proposed expansion will expand Adult Literacy tutoring and life skills services to three areas of the state that lack established access to such resources: the Leeward coast of O'ahu, Kaua'i, and the Kona side of Hawai'i Island, which together have an estimated 24,200 adults and parents who are functionally illiterate. With this expansion, we propose to establish new literacy tutoring centers in each location, working with partners and training certified literacy volunteers to provide basic literacy tutoring and/or parenting support for at least 80 low-literacy adults from the areas to be targeted. Literacy tutoring services and the new centers, however, are open to any low-literacy adult on the islands, regardless of residence.

It is a common misconception that adults who are illiterate are mostly immigrants. Between 61%-68% of all adults in Hawaii unable to read and write are native or fluent English speakers. The needs of this population are far more involved than English Language Learners. They have often experienced school failure, came from troubled homes where education was not valued, and/or have struggled with a long undiagnosed learning disability. One to one attention is crucial for progress, and often they come seeking help for very specific life goals, almost always related to employment or helping family. While the demographics vary between the three proposed locations for services, in general just over half (53%) of our target population is female, 70% are of working age (18-59), and about 75% did not complete high school. Ethnically, about 22% are Hawaiian or part-Hawaiian, 17% are Pacific Islander other than Hawaiian, 26% are of Asian descent, 19% are Caucasian, and 16% identify with multiple races or decline to provide information.

5. Geographic coverage

This proposal will improve and expand coverage of our Adult Literacy tutoring program to three areas of the state with limited or inadequate access to adult literacy or basic education services: Kaua'i, Kona, and Wai'anae, and will improve our program's island wide coverage of adult literacy services for O'ahu and Kaua'i, and bring new and updated literacy services to the Kona Coast of Hawai'i Island.

II. Service Summary and Outcomes

1. Scope of work, tasks and responsibilities

We propose to establish three new Adult Literacy offices and learning centers in Kona, Lihue, and Leeward O'ahu, which will each, under a part-time 8-12 hour per week Coordinator, provide accessible and free Adult Literacy services, including initial assessment, tutor matching, ongoing support, and physical tutoring spaces with technology access. Each office will also recruit for and host at least two new volunteer tutor training series (which are 13 hours long) during the grant period.

Site selection has taken place for both Kona and Lihue, and work continues to decide on appropriate site in Leeward O'ahu from 3 possible options for co-location with community organizations, with final determination made prior to the start of this requested award. Once sites are finalized, Hawaii Literacy will acquire all needed furniture to outfit the Leeward and Kaua'i offices and make needed updates to the Kona office. We expect the majority of furniture will be donated. With already secured pro bono IT assistance, we will determine computer equipment needs, purchase equipment within budget, and oversee equipment set up by a qualified volunteer. If lease agreement timing requires sites being leased prior to the start of a grant award, only costs and activities undertaken after the start of the grant will be submitted.

Part-time Coordinators for Leeward O'ahu and Kona will be hired, in Kona with the help of four individuals who have committed to serving on a to-be-created Kona Advisory Council. Both Coordinators will receive comprehensive training on performing literacy assessments, volunteer recruitment, supporting adult learners, and use of Laubach literacy method and various literacy materials. There is a part-time Coordinator in place in Kaua'i, who we

anticipate will continue with the program. The new Kaua'i office will also benefit from an existing volunteer tutor trainer who has worked with Hawaii Literacy since 2009.

Once in operation, sites will maintain set posted part-time hours each week for students to drop-in or make appointments and will provide ongoing support and resources for volunteer tutors. Ongoing outreach and student recruitment, an important part of any successful Adult Learner program, will be ongoing among likely populations of low-literacy adults and staff will in all cases seek to work with new and existing community partners to help identify ways to meet multiple individual or family needs.

Our scope of work for this proposal includes:

- 1) Establishing three new Adult Literacy offices and learning centers in Kona, Kaua'i and Leeward O'ahu
- 2) Acquiring all needed office and center resources (computers, furniture, books, literacy materials, and utilities) needed for successful operation and service
- 3) Providing at least 1,000 set weekly service and drop-in hours for low-literacy adults across the three centers (separate from individual tutoring hours)
- 4) Holding at least 6 certified volunteer tutor trainings (2 per site)
- 5) Providing ongoing literacy tutoring for least 80 low-literacy adults at the new centers during the grant period, 80% of which will demonstrate increases in literacy levels and/or life outcomes

Tasks and responsibilities by position	
Literacy Center Coordinators	<ul style="list-style-type: none"> - Assist with set up and operation of Centers - Assist with volunteer recruitment and training registration - Provide set schedule of weekly Adult Literacy services - Guide area outreach efforts - Assess, match and support adult learners - Maintain Center space for tutoring and learning activities - Collect assessment results, service numbers, and progress reports - Report to and coordinate services with Program Manager - Work collaboratively with Advisory Board to evaluate and improve services
Adult Literacy Program Manager	<ul style="list-style-type: none"> - Assist with set up and operation of Centers - Provide comprehensive staff training for Coordinators - Lead trainings for O'ahu and Kona, coordinate with volunteer trainer on Kaua'i - Support volunteer recruitment and outreach efforts - Provide guidance for matches needing specialized support - Hold responsibility for accurate and meaningful data collection and outcomes
Executive Director	<ul style="list-style-type: none"> - Final responsibility for contracting appropriate sites - Recruit for and hire part-time Coordinators - Ensure needed donations or purchases of furniture and equipment purchase and set up - Ensure utility agreements and insurance coverage are appropriate and in place - Oversee all financial matters for the grant, including budget reports and appropriate expenditure of grant funds

	<ul style="list-style-type: none"> - Maintain all required grant records, and ensure the proposed grant outcomes are being met
Board of Directors	<ul style="list-style-type: none"> - Hold (with ED) final responsibility for contracting the sites - Assist in securing needed donations of furniture and set up assistance - Develop sustainable funding sources for future year services - Work with newly established Advisory Boards
Kona, Kaua'i Advisory Boards	<ul style="list-style-type: none"> - Help develop local program support and awareness - Help provide resources and volunteers - Guide the program direction and services to best meet the needs of the local community - Collaborate with staff and Board of Directors to create successful and sustainable outcomes

2. Projected annual timeline for accomplishing the results or outcomes of the service

We assume Month 1 is July 2015, and we assume we will finalize leases at least 2 of the 3 sites prior to the start of the grant. It is our aim to have all three sites secured, so we can outfit or update, staff and begin services well within the first quarter of the grant. If the contract agreement differs, we will shift timeline accordingly.

MONTH	ACTIVITIES and OUTCOMES
Month 1	<ul style="list-style-type: none"> - Finalize site leases, if not completed prior to start - Acquire needed furniture and equipment (both donated and purchased) and installation - Advertise and interview for Coordinator positions - Convene Kona Advisory Board to guide efforts and support
Month 2	<ul style="list-style-type: none"> - Hire new Coordinators - Provide initial new staff trainings - Set and begin schedule of weekly site service hours - Begin or expand student and volunteer outreach efforts for each local area - Create materials and awareness of new site and service - Set volunteer tutor training schedule for each site - Evaluate remaining furniture/equipment needs, purchase as allowable
Month 3	<ul style="list-style-type: none"> - All three Centers are staffed and operating on set schedule - Begin volunteer training series #1 - Continue outreach and service hours - Begin student assessments and matching
Month 4	<ul style="list-style-type: none"> - Begin volunteer training series #2 - Continue outreach and service hours - First quarterly progress evaluation
Month 5	<ul style="list-style-type: none"> - Begin volunteer training series #3 - Continue outreach and service hours
Month 6	<ul style="list-style-type: none"> - Continue outreach and service hours
Month 7	<ul style="list-style-type: none"> - Begin volunteer training series #4 - Continue outreach and service hours - Second quarterly progress evaluation

Month 8	<ul style="list-style-type: none"> - Begin volunteer training series #5 - Continue outreach and service hours
Month 9	<ul style="list-style-type: none"> - Begin volunteer training series #6 - Continue outreach and service hours
Month 10	<ul style="list-style-type: none"> - Completion of the six proposed volunteer training series - Continue outreach and service hours - Third quarterly progress evaluation - Begin annual student surveys (mailing and phone)
Month 11	<ul style="list-style-type: none"> - Continue outreach and service hours - Complete student surveys (phone)
Month 12	<ul style="list-style-type: none"> - Continue outreach and service hours - Complete all grant objectives and reach goal of 80 students served across new sites - Complete at least 1,000 hours of service for new Center sites
Month 13	<ul style="list-style-type: none"> - Quarterly and annual progress evaluation - Final report on grant outcomes, successes and areas and plans for improvement - Continue site services within long-term sustainability plans

3. Quality assurance and evaluation plans for the request, and plans to monitor, evaluate, and improve results

Our evaluation plans for this request are based assuring several of the key responsibilities above are successfully completed and implemented.

Evaluation of Physical Sites

We will first evaluate immediate and longer-term needs for each of the physical locations, and create a pre-opening and Month 1 and Month 2 check list of all furniture, equipment, updates, and utilities needed to begin site operation. Each outstanding item will be formally assigned to a Coordinator, Program Manager, or Executive Director, with a deadline for completion. After Month 2, the same team will discuss future site needs and uses on an ongoing, and at least quarterly, basis to ensure the new sites grow to their maximum potential. These will include 1) any outstanding or unanticipated physical sites needs 2) usage and need for possible additional technology or literacy resources within the Centers, 3) level of usage of tutoring area space, and 4) effectiveness of drop-in hours (vs. appointments). The benchmark for successful evaluation will of course be that three new Adult Literacy Centers are open and fully operational, by the end of the first quarter of the grant period.

Evaluation of Staff Training and Knowledge

As new Coordinators complete initial and in-service trainings, and shadow the Program Manager for six days during the volunteer tutor training series, the Program Manager will evaluate successful completion of training, and review and affirm the Coordinators proficiency in at least seven areas: 1) accurate and respectful student assessment, 2) effective volunteer recruitment, 3) providing accurate program information to various audiences, 4) guidelines for appropriate and successful tutor-student matches, 5) knowledge to support

common tutor or students needs, 6) knowledge to maintain all Center resources, and 7) increasing knowledge of training modules.

Beginning in Month 4 and on a quarterly basis, the same team will evaluate the development of the program and effectiveness of activities, including: 1) effectiveness of various outreach methods, 2) growth in Center usage statistics and review of schedule for meeting potential clients needs, and 3) progress toward meeting proposed grant outcomes. Our staff also makes it a priority to join and participate in community groups, to build partnerships and referral options with other service providers, and to ensure our services are meeting priority community needs.

Evaluation of Program Services and Outcomes

Hawaii Literacy has a well established system of reporting progress for Adult Literacy students, and evaluating program effectiveness from over 40 years of providing services for low-literacy adults and parents on O'ahu and, since 2006, in a small program on Kaua'i. In addition to measuring program service levels, we have systems to collect and evaluate 1) feedback from newly trained volunteers to monitor and improve tutor training effectiveness, 2) monthly reports from current volunteer tutors to monitor and support student progress, and 3) annual phone survey results on satisfaction and unmet needs for Adult Literacy students.

Hawaii Literacy's Program Managers have a strong history of strategically growing and adapting program service to better meet the needs of clients and the community being served. In recent years, examples include a revised and shortened volunteer tutor certification training, new modules on technology, services to address the unique needs of low-literacy parents, and revised site hours to increase attendance. Each improvement stemmed from information collected during program evaluations, client surveys or 'talk storys' and community round tables. The information we will collect from the site, staff, and program and student outcomes evaluations will be actively reviewed by the staff team, and results will be reported in grant reports, as detailed in the section below.

4. Measures of effectiveness to be reported to the State agency through which grant funds are appropriated, to provide a standard and objective way for the State to assess the program's achievement or accomplishment.

Hawaii Literacy will, with this support, be able to achieve the following accomplishments:

- 1) Open and operate 3 new Adult Literacy office and learning center spaces in Kona, Lihue, and the Leeward Coast of O'ahu, which will together provide at least 1,000 hours of service during the grant period.
Measured by: Confirmed operation start dates; monthly calendar of service hours by site
- 2) Offer at least 2 tutor training series at each location in the grant period (6 trainings series totaling 75 hours)
Measured by: Calendar of quarterly training dates and trainee sign in sheets
- 3) Provide literacy tutoring to at least 80 low-literacy adults served by the three new locations in the first year (actual numbers served per site may be higher due to students assessed who do not enter program, one-time drop-in students, and parent and skill workshops attendees not matched with a tutor)

Measured by: Total assessments and matched Adult Literacy students by site; number of tutoring sessions by month from tutor progress reports; weekly sign in sheets of drop-in students assisted

- 4) Demonstrate increases in literacy or life outcomes for at least 80% of the adults served by the program who attend tutoring more than three times.

Measured by: Increases in student literacy levels by completion of Skill Book units or Skill Book level (a major student achievement milestone); life outcome achievements (employment, schooling, parenting, and daily life skills) from monthly tutor progress reports; number of tutoring sessions from monthly tutor progress reports; post assessments for selected students.

III. Financial

Budget

1. Please see enclosed budget forms detailing the costs of the request.

2. Anticipated quarterly funding requests for the fiscal year 2016.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$19,235	\$15,030	\$15,467	\$13,268	\$63,000

3. Hawaii Literacy has been awarded, has applied for, or plans to seek the following sources of funding for our agency and all programs for fiscal year 2016:

Secured or Pending for FY2016			
Funding Source	Program	Amount requested/awarded	Status
Rose Perenin Foundation	Adult Literacy and Agency-wide	\$73,000	Requesting continued support for 2015-2017
Aloha United Way	Bookmobile and Family Literacy Libraries	\$91,000	Awarded through 2017, amount not guaranteed
Ludwick Family Foundation	Agency-wide	\$28,500	Awarded, amount is prorated for 2016
State of Hawai'i Grant in Aid	Adult Literacy Expansion	\$63,000	Requested Jan. 2015

Plan to Seek for FY2016			
Funding Source	Program	Amount requested/awarded	Status
Hawaii Community Foundation FLEX awards	Adult Literacy Kaua'i program & Agency-wide	\$30,000	Plan to request continued support
City & County of Honolulu	Family Literacy Libraries	\$105,000 (est)	Plan to request continued support

Clarence T.C. Ching Foundation	Family Literacy Libraries	\$25,000	Plan to request continued support
Pizza Hut Literacy Fund	Bookmobile Program	\$20,000	Plan to request continued support
Campbell Family Foundation	Bookmobile Program	\$14,000 (est)	Plan to request
Visitor Industry Charity Walk	Family Literacy Libraries	\$2,000	Plan to request continued support
Friends of Hawaii Charities	Bookmobile Program	\$5,000	Plan to request continued support
Atherton Family Foundation	Family Literacy Libraries & Bookmobile Program		Plan to request
Pettus Foundation	Agency-wide	\$10,000	Plan to request continued support
Hawaiian Telcom	Agency-wide	\$5,000	Plan to request continued support
TJX Foundation	Family Literacy Libraries	\$5,000	Plan to request continued support

4. Not applicable. We have not been granted any state or federal tax credits within the prior three years, and have not applied for or anticipate applying for any pertaining to any capital project.
5. We have received or been awarded and will be receiving the following government contracts and grants for program funding:

	AWARDED BY:	EFFECTIVE DATES	PROGRAM FUNDED	CONTRACT/ GRANT VALUE
1.	City & County of Honolulu Dept. of Community Services, Office of Special Projects	Application submitted in December 2014. No award has been made.	Family Literacy Libraries Program	\$ 122,800
2.	City & County of Honolulu Dept. of Community Services, Office of Special Projects	February 1, 2015- January 31, 2016	Family Literacy Libraries Program	\$ 114,833
3.	City & County of Honolulu Dept. of Community Services, Office of Special Projects	January 15, 2014- January 14, 2015	Family Literacy Libraries Program	\$ 66,810
4.	City & County of Honolulu Dept. of Community Services, Community Based Development Division (CDBG)	November 12, 2012- October 31, 2013	Family Literacy Libraries Program	\$ 113,500
5.	City & County of Honolulu Dept. of Community Services, Community Based Development Division (CDBG)	October 20, 2011- October 31, 2012	Family Literacy Libraries Program	\$ 113,500

6.	City & County of Honolulu Dept. of Community Services, Community Based Development Division (CDBG)	August 1, 2010- September 15, 2011	Family Literacy Libraries Program	\$ 103,775
7.	Office of the Governor State of Hawaii	August 2010	O'ahu In-Step STEM fiscal sponsor project in partnership with DOE	\$ 7,560

6. As of December 31, 2014, the balance of Hawaii Literacy's unrestricted current assets were \$41,116.56, including (book) inventory.

IV. Experience and Capability

A. Necessary Skills and Experience

Hawaii Literacy has been providing effective Adult Literacy tutoring services since 1971. We have helped over 6,000 adults on O'ahu and Kaua'i become more literate, self-sufficient and successful. Our tutoring program is both well-developed and cost-effective, as we make use of trained volunteer tutors to provide the one-to-one assistance that is key to success for adults learning to read. Our curriculum makes use of the Laubach method, recognized as one of the most effective basic literacy methods for adults, and Adult Literacy staff are all certified by ProLiteracy, a national literacy organization that administers materials and standards for Adult Literacy programs.

Our Program Manager holds a Master's Degree in Adult education and methods, and is able to train and provide ongoing support to both part-time Coordinators and volunteers at an exceptional level. The Program Manager is particularly skilled in training methods and has offered modules on understanding the daily struggles of illiterate adults and strategies for meeting the needs of the populations we serve, including cultural awareness, working with various learning disabilities, and motivating adult learners to reach their goals. Please see the staff section for detailed qualifications.

Hawaii Literacy staff have conducted hundreds of trainings to prepare new volunteer tutors in nationally recognized adult tutoring materials and techniques. The Manager and Coordinator have a successful structure of coordination that can serve as a model for the Centers and new staff, and staff connect with volunteer tutors at least monthly to monitor tutor/student progress and needs, and are skilled in troubleshooting as needed.

In order to have the maximum amount of impact and growth in number of both students and volunteers, Hawaii Literacy partners or works directly with a variety of institutions including local libraries, transitional housing and homeless shelters, community colleges, GED prep programs, and Adult Schools, and numerous job skills and employment programs. Basic literacy skills are often a barrier for otherwise qualified students to enter many of these services, and the Adult Literacy program can and has served as a bridge service that fills that gap and provides individual support.

Hawaii Literacy also has a record of sustaining and growing new programs. We grow slowly, but strategically to ensure our efforts to fill an unmet need will have benefit for years to come. This is especially true for a proposal such as this, where we are requesting support to fund an expansion that will have community benefits and impact long past the grant period, and which, after the grant ends, which require a lower annual cost (about 65% of the initial year) to maintain. For example, we began with a modest initial program on Kauai to address an unmet need on Kauai. Our program grew and now serves over 30 students a year, demonstrating our ability to run successful Adult Literacy on multiple islands. With the above training and infrastructure and your support, we can confidently expand our services and replicate and grow this success and the Adult Literacy program to reach more communities and struggling adults.

B. Facilities

The core of this request is to establish three new offices and literacy centers to expand Hawaii Literacy's Adult Literacy services. The facilities we propose to establish, outfit, and staff are:

- 1) Hawaii'i Island, Kona side: We will partner with the existing Kona Literacy Council to establish a Hawaii Literacy office and Adult Literacy program in the space the Kailua Learning Center (KLC) currently rents, and at their request, are exploring merging their operations under Hawaii Literacy in 2015. The Kona Literacy Council, which operates the Center, fully supports our expansion (please see attached letter of support) and re-development of this facility and program, as it is currently struggling to fund and provide services despite the high need for adult literacy and ELL services in the surrounding area. The proposed facility is located on the first floor of a centrally located apartment building located at 74-5766 Kuakini Hwy, and offers approximately 180 square feet and space for small trainings or lessons, 3 possible computer stations if equipment were available, and a small meeting or tutoring area. It does, however, require updating of all computers, which are over 12 years old, new tutoring materials and books, and new tutoring stations, some of which we expect to acquire via donation. The landlord, Triad Management, has already agreed to continue the favorable rent agreement with a long-term lease to Hawaii Literacy, with funding and final approval by the Board of Directors. This site is appropriate because it has been known as a site for literacy help in the past, has the needed space and infrastructure required for the program, and is offered long-term at a very favorable rental rate.
- 2) Kaua'i: Hawaii Literacy's Kauai Adult Literacy program has been in existence since 2006, and has slowly grown each year. The program, however, has had no dedicated office or tutoring space. Supplies are currently stored at the Coordinator's home and meetings are scheduled in public places, which has been a limitation on the program's growth and outreach. We propose to establish a public office and tutoring space at 2970 Kele Street Suite 213, Room 5 which is approximately 141 square feet in size and centrally located with ample parking. A tentative agreement is in place with HI Employment, LLC, to sublet the space within a larger office at favorable rent. (Please see attached floor plan and offer.) They have committed to Hawaii Literacy first option for the space and the arrangement will provide reception and access to larger facilities like conference rooms where trainings can be held. The space is currently vacant, and while we expect to be able acquire the majority of needed furnishings via donations, some

computer equipment and modest office set up will be needed. This site is appropriate because of the central location, relatively large space and relevant building facilities available, especially conference room space, and because of the favorable rental rate being offered by HI Employment to support this expansion.

- 3) Leeward O'ahu: Hawaii Literacy currently offers island-wide Adult Literacy services, including for residents of the Leeward coast. However, a major limitation to providing support services for adults and their tutors at the level we are able in the Honolulu area is a lack of private meeting and location for offering additional materials, books, and technology access. A small dedicated space with convenient access, a private area for assessments, and storage is essential to more effectively reach and support low-literacy adults on the Leeward Coast. We are currently in discussions with Honolulu Community Action Program (HCAP) about possibilities for a dedicated space in their recently expanded Wai'anae District Office, and have set up discussions with staff from Kamehameha Schools for 2014 to explore if our proposed Adult Literacy Center expansion may be a good match for spaces they have at a community outreach Center in Maili. Lastly Hawaiian Hope has offered use of their computer facilities that would be appropriate for volunteer trainings and workshops. We expect to finalize options and plans prior to July 1, 2015 or the start of this award.

Each site has been selected first because it meets essential program and client needs for the expansion and accessibility of literacy services to high need and underserved populations, because they also facilitate existing strong community partnerships and support, and are highly cost-effective in relation to market value rental costs.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

The Adult Literacy Program Manager, Darci Walker will program development and proposed work, and will supervise and support each of the Part-Time Center Coordinators, including the existing part-time Kaua'i Coordinator, Dennis Dresser, and the two new Center Coordinator positions to be added in Kona and on the Leeward Coast. The three Center Coordinators who will report directly to the Adult Literacy Program Manager, who is in turn is supervised by and reports directly to the Executive Director. The Adult Literacy Program Manager will provide all staff and volunteer trainings, with the exception of Kauai, where a part-time staff member and volunteer training are in place. After training is completed and literacy volunteers are matched, they will have the option to report to their respective Center Coordinator or via a centralized on-line survey form.

Darci Walker is a well-qualified trainer and Program Manager who joined Hawaii Literacy as the **Adult Literacy Program Manager** in 2013. Darci holds a Master's of Education in Second Language Education from Concordia University, and brings experience in teaching and developing both ESL and Adult Literacy courses at community colleges, language schools, and volunteer programs. She has expertise in program recruitment and outreach, in multiple literacy assessment methods, is experienced in and responsible for matching tutors and students, providing targeted ongoing support and program development to meet the needs of adult learners. Since joining Hawaii Literacy, Darci has successfully conducted over 50 volunteer tutor trainings sessions and increased resources and in-service training opportunities and helped to increase student skill level completion by nearly 40% in the last two years. In Darci's expertise and experience, our agency has a professional training resource who can train and provide ongoing supervision and growth for all part-time Center Coordinators.

Dennis Dresser is the current **Kaua'i Adult Literacy Coordinator**, who we anticipate will assume the Kaua'i Center Coordinator role for the proposed expansion. Dennis joined Hawai'i Literacy in 2007 and, under the guidance of the Program Manager, is responsible for recruiting volunteers, conducting student assessments and outreach for services on Kaua'i, and providing ongoing student and tutor support. Dennis is also an experienced literacy tutor, and has tutored multiple students. Dennis has a successful record of program growth and student achievement, particularly in increased employment, and currently provides services for about 30 students annually without the benefits of a public office or center.

Suzanne Skjold is the **Executive Director**, a position she has held since 2008. She was worked 15 years experience in non-profit management in social services and academic settings, including managing large federal grant awards, overseeing all aspects of direct service non-profit agencies, and successfully managing government awards to meet stated objectives and ensure maximum impact. Prior to joining Hawaii Literacy, Suzanne was Executive Director of the Boys & Girls Clubs of the (Florida) Keys. She also worked in Project Administration and research with Harvard School of Public Health. Suzanne's areas of experience include program design and implementation, fundraising, grants management, data collection and analysis, staff training, and public relations and marketing. She has also overseen budgets, expenditures, and grant reporting and can effectively provide administrative direction and implementation support needed for this project.

The proposed work will require the hiring of two new part-time **Center Coordinators** for Kona and the Leeward Coast. A job description has been developed for each based on the existing Kaua'i Coordinator's job duties, with the additional duties of maintaining and operating the Centers. Per the job description, candidates will be required to have adult social services or basic education background, demonstrated ability in client outreach, capacity to recruit and support a group of volunteers, capacity and willingness to maintain the Center to best meet student needs, strong reading, writing, and communication skills, good computer skills, and strong familiarity with the community they will serve. The full job description is available upon request. Initial and ongoing training will be provided to Coordinators in administering student assessments appropriately, effective volunteer recruitment and program information presentation, making appropriate and successful tutor-student matches, supporting common tutor or student needs, and more.

B. Organization Chart

Please see attached.

C. Compensation

No individual is paid in their role as director or officer. The three highest paid employees are:

Suzanne Skjold, Executive Director (also serves unpaid as Board Secretary), annual salary of \$71,010.16

Darci Walker, Adult Literacy Program Manager, annual salary of \$42,106.00

Jeanette Callos, Family Literacy Program Manager, annual salary of \$41,600.00

VI. Other

A. Litigation

Not applicable. Hawaii Literacy is not party to any pending litigation or outstanding judgement.

B. Licensure or Accreditation

Not applicable. While our program staff hold nationally recognized educational credentials. No special qualifications, licensure, or accreditation are required for this program.

C. Federal and County Grants

We have received no federal grants since July 1, 2014 and since July 1, 2014 we have received \$148,238 in City & County of Honolulu grants for our Family

Literacy Libraries program, a program for public housing residents separate from that included in this request.

D. Private Educational Institutions

Not applicable

E. Future Sustainability Plan

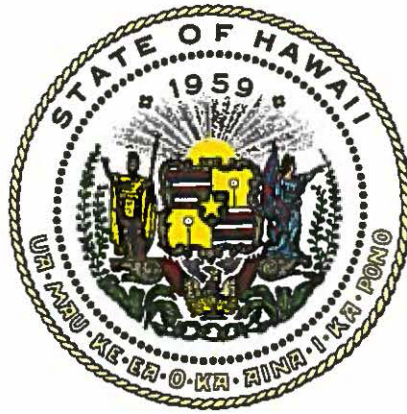
Hawaii Literacy holds as a highest priority ensuring all program growth both meets a true community need and is sustainable for the long-term. We anticipate that after the initial year of requested funding to open, outfit, and update the proposed new Adult Literacy Centers, the portion of new funding needed to continue staffing and operating the Centers at the proposed levels will be less than 75% of the current request, or about \$46,000 per year, in addition to the approximately \$32,000 we anticipate in this and current years from private foundation sources and services in-kind to support the Adult Literacy program as a whole. If Grant-in-Aid funding is received for one year only, this project it will still have a multi-year impact as the Centers it helps to build will continue.

Our sustainability plan has three components to achieve this:

- 1) By June 2016, our Board of Directors and Executive Director will request new support geographically specific funding sources designated for the Adult Literacy Center in that area. An example of this is the West Hawaii Fund under the Hawaii Community Foundation that might support the Kona office in future requests.
- 2) We plan to integrate funding requests for the Coordinator positions into new and existing funding sources and grant applications for the Adult Literacy program and its continued growth.
- 3) Our Board of Directors has made a strong commitment to increase overall agency fundraising and donation requests to continue to provide needed services when a grant ends or is reduced. Additionally, they will work with the Advisory Boards in Kona and Kauai to increase financial support for each Center through local bases of philanthropy, and to increase in-kind giving, as has been done successfully in the overall program.

F. Certificate of Good Standing (If the Applicant is an Organization)

Attached



Department of Commerce and Consumer Affairs

CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

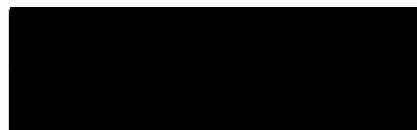
HAWAII LITERACY, INC.

was incorporated under the laws of Hawaii on 11/27/1972 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: December 08, 2014



Director of Commerce and Consumer Affairs

BUDGET REQUEST BY SOURCE

Period: July 1, 2015 to June 30

Applicant: HAWAII LITERACY, INC.

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	31,496	0	0	17,736
2. Payroll Taxes & Assessments	3,087			1,734
3. Fringe Benefits	377			755
TOTAL PERSONNEL COST	34,960			20,225
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island (PM x4, CC x4, ED x2)	1,820			280
2. Insurance	687			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	10,800			
5. Staff Training (incl. in salaries)				800
6. Supplies (incl software & low value furnishings)	3,735			3,175
7. Telecommunication	2,688			
8. Utilities				
9. Mover costs	1,200			800
9. Administrative costs 4.7% (postage, tax filings, bookkeeping, reports etc)	2,830			6,000
11				
12				
13				
14				
15				
16				
17				
18				
TOTAL OTHER CURRENT EXPENSES	23,760			11,055
C. EQUIPMENT PURCHASES	4,280			1,050
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	63,000			32,330
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	63,000	Suzanne Skjold 808-537-8708		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	0	Signature of Authorized Official Date		
(d) Total Private/Other Funds Requested	32,330	Suzanne Skjold, Executive Director		
TOTAL BUDGET	95,330	Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2015 to June 30, 2016

Applicant: HAWAII LITERACY, INC

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Adult Literacy Program Assistant- Leeward area	.25 FTE	\$9,100.00	100.00%	\$ 9,100.00
Kauai Adult Literacy Coordinator	.35 FTE	\$12,376.00	65.00%	\$ 8,044.80
Kona Adult Literacy Coordinator	.35 FTE	\$12,000.00	100.00%	\$ 11,200.00
Adult Literacy Program Manager (staff/volunteer training time only)	.075FTE	\$42,016.00	7.50%	\$ 3,151.20
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:				31,496.00

JUSTIFICATION/COMMENTS: We request initial year support for the new part-time positions for Leeward and Kona sites, and 65% support for the Kauai Center Coordinator, as we plan to request partial funding for this position from the Hawaii Community Foundation. The support requested for the Adult Literacy Program Manager is for time spent at each new Center leading staff training and the six proposed volunteer tutor trainings. Time spent on overall program management and other support for the new Centers will be supported by private sources of funding

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2015 to June 30, 2016

Applicant: HAWAII LITERACY, INC

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
2 new computer stations for Kona Literacy Center remodel	2	\$649.00	\$ 1,298.00	
2 new computer stations for Kauai Literacy Center	2	\$649.00	\$ 1,298.00	
1 new laptop computer for new leeward office	1	\$528.00	\$ 528.00	
1 new computer station for Leeward Center	1	\$649.00	\$ 649.00	
Printer/Copier for each location	3	\$169.00	\$ 507.00	
TOTAL:	9		\$ 4,280.00	

JUSTIFICATION/COMMENTS: As our proposal is an expansion of Adult Literacy services to three new sites, modest computer equipment is needed for staff to support and track program operations and access materials. In Kona and Kauai, stations will also be made available for student use. A laptop will be provided to Leeward staff, to allow access to Honolulu office resources. Prices are based on Jan 2015 discount pricing from Techsoup. may vary slightly at time of purchase, but will not exceed total computer equipment cost request.

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
not applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2015 to June 30, 2016

not applicable

Applicant: HAWAII LITERACY, INC.

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: 2013-2014	FY: 2014-2015	FY:2015-2016	FY:2015-2016	FY:2016-2017	FY:2017-2018
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:						
JUSTIFICATION/COMMENTS:						

GOVERNMENT CONTRACTS AND/OR GRANTS

Applicant: HAWAII LITERACY

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1.	Funding to increase reading time, word mastery, comprehension, technology use and English skills and operate two Family Literacy Libraries & education services in Honolulu public housing. (Family Literacy Program)	February 1, 2015- January 31, 2016	Dept. of Community Services, Office of Special Projects	City & County of Honolulu	\$ 114,833
2.	Funding to provide family literacy, library services, and English classes and operate two Family Literacy Libraries in Honolulu public housing. (Family Literacy Program)	January 15, 2014- January 14, 2015	Dept. of Community Services, Office of Special Projects	City & County of Honolulu	\$ 66,810
3.	Funding to provide family literacy, library services, and English classes and operate two Family Literacy Libraries in Honolulu public housing. (Family Literacy Program)	November 12, 2012- October 31, 2013	Dept. of Community Services, Community Based Development Division (CDBG)	City & County of Honolulu	\$ 113,500
4.	Funding to provide family literacy, library services, and English classes and operate two Family Literacy Libraries in Honolulu public housing. (Family Literacy Program)	October 20, 2011- October 31, 2012	Dept. of Community Services, Community Based Development Division (CDBG)	City & County of Honolulu	\$ 113,500

5.	Funding to provide family literacy, library services, and English classes and operate two Family Literacy Libraries in Honolulu public housing. (Family Literacy Program)	August 1, 2010-September 15, 2011	Dept. of Community Services, Community Based Development Division (CDBG)	City & County of Honolulu	\$ 103,775
6.	Funding as fiscal sponsor to continue Oahu In Step STEM project with DOE	August 2010	Office of the Governor	State of Hawaii	\$7,560
7.	<i>Information on CDBG awards prior to 2010 available on request</i>				
8.					
9.					
10.					
				TOTAL	\$ 519,978

**DECLARATION STATEMENT OF
APPLICANTS FOR GRANTS PURSUANT TO
CHAPTER 42F, HAWAI'I REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant 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 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.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

HAWAII LITERACY, INC.
(Typed Name of Individual or Organization)

 _____
(Signature) 1/30/15
(Date)

SUZANNE SKJOLD _____
(Typed Name) EXECUTIVE DIRECTOR
(Title)

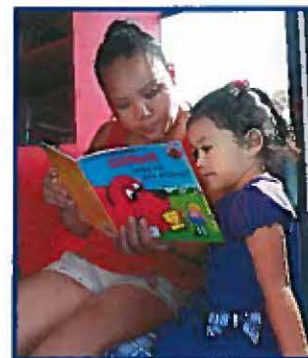


Select quotes from students in the Adult Literacy Program

- ☑ "I can help my children with their homework now. My son's teacher says he feels better about school since I can help and show him the way to do things. We do our homework together!--R.P., age 28, mother of 7, Waianae



- ☑ "Thanks to my tutoring I just started the Fall Semester at KCC taking 17 hours of classes. I'm getting a degree in Business Technology. I want to continue tutoring for years to come!"--E.G., age 49, mother of 3, Kauai
- ☑ "I'm trying really hard to help my son have a better time in school than I did. Next year he will start middle school so we are working hard to catch up this summer."--I.K., age 36, mother of 2, Honolulu
- ☑ "After I finish this book, I really want to get my GED and I think I can do it!"--T.A., age 62, Waianae
- ☑ "I really appreciate my tutor's patience and help. I now have more responsibility at work because my reading is better. And I have two jobs now!"-- P.W., age 33, Kauai
- ☑ "Now when I don't know a word, I sound it out. I am so thankful for my tutor. She gives me hope."--S.S., age 35, Honolulu



KONA LITERACY COUNCIL

Kailua Learning Center
75-5766 Kuakini Hwy #106a
Kailua-Kona, HI 96740

January 29, 2015

House Committee on Finance
and
Senate Committee on Ways and Means
State Capitol
Honolulu, HI 96813

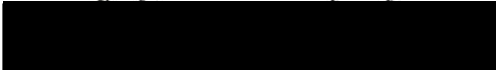
Dear Chairwoman Luke, Chairwoman Tokuda & members of the
House Committee on Finance & Senate Committee on Ways and
Means,

The Kona Literacy Council's volunteers and students would like to
express our strong support for Hawaii Literacy's State GIA
application. We need this partnership with Hawaii Literacy to expand
and improve our literacy services to more adults in our Kona
community.

We have a tentative agreement and partnership in which Hawaii
Literacy will be responsible for the expansion and operation of the
physical center. This partnership will help us continue and expand the
literacy tutoring program and update our computer equipment and
literacy resources. Hawaii Literacy will provide volunteer trainings
and a part-time coordinator to oversee the work of volunteers with the
guidance and support of the Kona Advisory Board.

Please contact us if you need more information. Thank you for the
support you are providing Hawaii Literacy and our Kona community.

Sincerely,


Brenda Natina
Secretary & Program Director
Kona Literacy Council
konalit@msn.com

SK 1/23/15

LIHUE PLANTATION BUILDING LLC

RENT INVOICE

Hawaii Employment Services Inc.
745 FORT STREET, PENTHOUSE
HONOLULU HI, 96813

Suite 213 966 square feet

HAWAII LITERARY
Room #5

Rent for the month of FEB 2015
Monthly Cam Expenses

\$ 1593.90
\$ 1014.30

> \$300

Pro-rata share of electric is based on the immediate prior month's electric cost for the building:

Total square feet, adjusted for electric use multipliers as of

90 Day Average Electric Cost per Sq. Ft. = .599
966 sq. ft. x .599 = \$578.63

\$ 578.63

incl

Total Rent

\$ ~~2186.83~~

\$300

Hawaii Gross Excise Tax 4.166%

\$ 132.76

td

Total Rent Due FEB 1, 2015

\$ 3319.60

\$300

Please Remit to:

Lihue Plantation Building LLC

c/o Princeville Mail Ctr

Tel (808) 634-8226

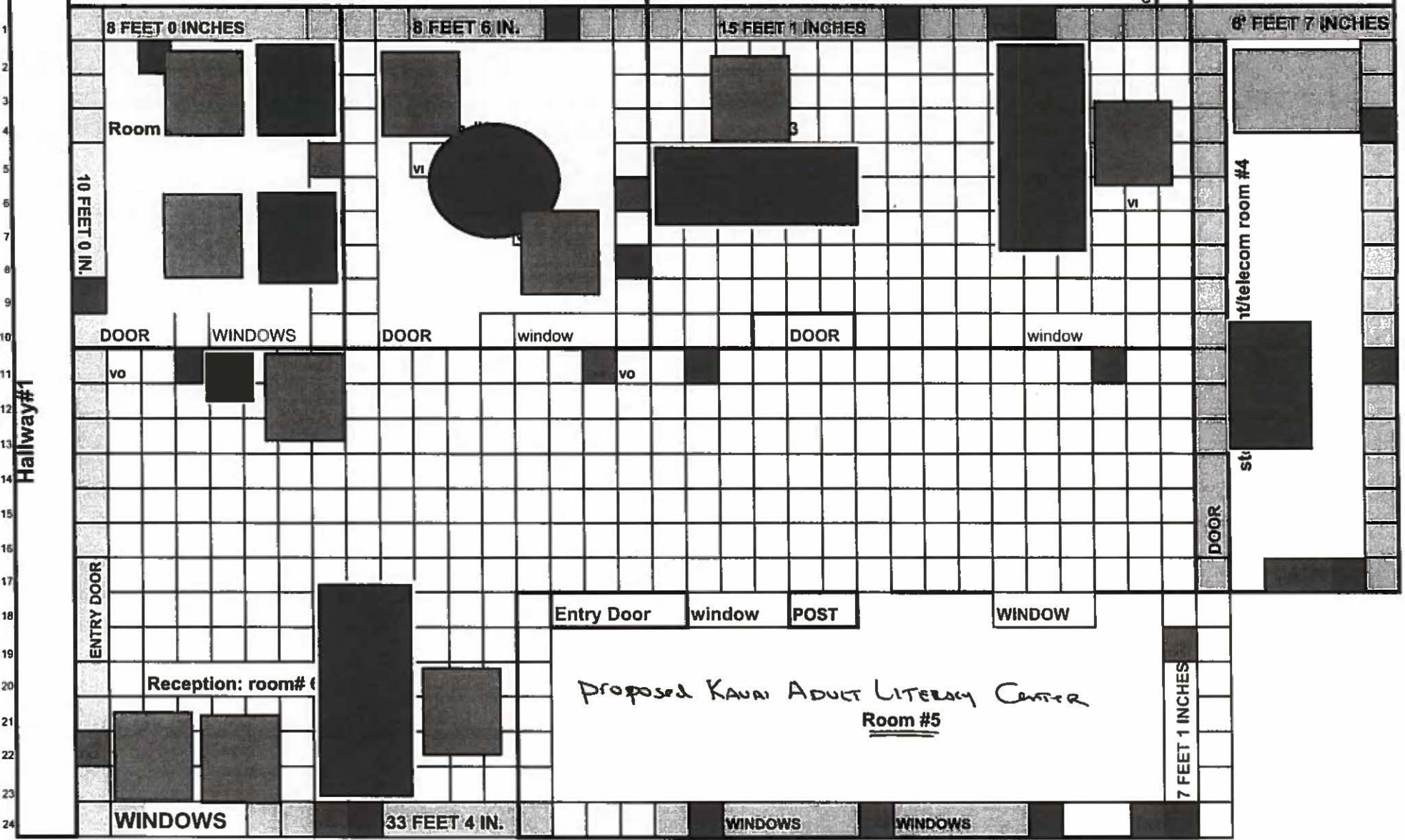
P.O. Box 223300

Princeville, Hi. 96722

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39

Hallway #2

CORRIDOR ENDS



Hallway #1

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39

Approximately 928 sq.ft. usable sq.ft.
 Approximately 966 sq.ft. leaseable sq.ft.

excludes walls
 includes walls

■ ELECT ■ TELE/FAX/INTER