

House District 26

Senate District 13

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: PHOCUSED

Dbn:

Street Address: 1001 Bishop Street Ste 780 Honolulu, HI 96813

Mailing Address: 1001 Bishop Street Ste 780 Honolulu, HI 96813

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name SCOTT FUJI

Title Executive Director

Phone # 808-521-7459

Fax # 808-521-7461

E-mail scott.fuji@phocused-hawaii.org

3. TYPE OF BUSINESS ENTITY:

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

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

HUI KŪPA'A: COLLECTIVE IMPACT FOR HAWAII'S HOMELESS, YOUNG CHILDREN, AND KŪPUNA.

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2017: \$ 150,000

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 \$ \_\_\_\_\_  
 FEDERAL \$ \_\_\_\_\_  
 COUNTY \$ \_\_\_\_\_  
 PRIVATE/OTHER \$ \_\_\_\_\_

TYPE NAME \_\_\_\_\_ AUTHORIZED REPRESENTATIVE:

SCOTT FUJI, EXECUTIVE DIRECTOR

01/22/2016

NAME & TITLE

DATE SIGNED



RECEIVED  
1/22/16 *[Signature]*

## Application for Grants

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

### 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 and advocacy organization, which represents health and human service organizations across Hawaii. 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. To achieve this goal, PHOCUSED is a convener of the many diverse players within Hawaii’s human services sector – uniting nonprofits, government and private business and working together with them to identify strategic solutions to complex social issues, such as homelessness, mental health, and domestic violence.

Since 2010 PHOCUSED has been the backbone organization for *Hui Kūpa ‘a*, (Many Hands Working Together) a public-private partnership between the non-profit sector and the State. Beginning these efforts through the leveraging of an initial investment from community partners and members PHOCUSED launched *Hui Kūpa ‘a* with a collective impact strategy that has targeted multiple issues critical to improving the lives of Hawaii’s Ohana – (1) Homelessness, (2) Early Childhood Development, (3) Kūpuna.

In 2013 PHOCUSED received a GIA to expand upon the work already underway and build a critical mass of community and stakeholder support. That investment by the State has brought together community and government stakeholders in working groups to address the broader systemic issues to facilitate greater service delivery to Hawaii’s vulnerable populations. Gathering accurate data and conducting appropriate analyses have also become key functions of *Hui Kūpa ‘a* as a means to provide policymakers with accurate and comprehensive data around emerging issues to assist in insuring that money is being spent wisely, as well as ensuring that service providers are reaching their intended populations in the most efficient and effective ways possible. Some of the highlights since 2013 include the following:

- **Creation and adoption of a Coordinated Entry and Housing Placement (CEHP) System for Oahu homeless service providers**
  - Over **4,000** homeless households have been assessed through the CEHP system providing data on the number of chronically homeless households, families, and veterans as well as the data on the needs of the homeless population as a whole. These data have been collected and provided in collaboration with the State of

Hawaii and Partners In Care, the Oahu continuum of care for homeless service providers (PIC).

- Over **350** referrals to permanent housing resources, including the State's Housing First program, primarily of households falling into the highest level of need. These referrals were part of the CEHP system to ensure that those who were the most vulnerable and in most need were prioritized for resources appropriately to reduce the rates of recidivism back into homelessness.
- **Framework for data gathering and service coordination within the Early Childhood Community Screeners**
  - A **data-sharing agreement** was reached between service providers performing early childhood developmental screenings and those providing case management to high-risk neighborhoods.
  - **Over 300** keiki have been screened using the Ages and Stages Questionnaire (ASQ) by community screeners in the Waianae-Nanakuli'i and Kalihi-Palama regions. The results of these screenings have been shared with PHOCUSED and the *Hui Kūpa'a* working group to determine the efficacy of the current service delivery model and where changes can be made to ensure families are getting their keiki screened and being connected to any follow-up services that may be appropriate.

## 2. The Goals & Objectives Related to this Request.

With the rise of complex issues such as homelessness becoming more prevalent statewide the need for greater convening and collaborative work has never been more pressing. *Hui Kūpa'a* has proven over the years, most noticeably within the homeless sector, to contain within it the ability to bring stakeholders from diverse backgrounds together to make meaningful and powerful impacts together within our state. PHOCUSED respectfully requests **\$150,000** to scale and expand the work of *Hui Kūpa'a* in the following areas:

- Homelessness:
  - Support in this area will go towards on-going efforts of continuous improvement and coordination activities to assess, refer, and ultimately house Hawaii's growing homeless population.
- Early Childhood:
  - The groundwork to better understand and address the growing needs for Hawaii's keiki, ages 0-5, and ensure that developmental delays are caught and appropriately addressed early on to reduce the need for costlier future interventions. This initiative will build upon these initial data sharing agreements to include a broader understanding of the needs within communities as well as level of need that exists for both existing and potential future services.
- Kūpuna Services:
  - With Hawaii's population of elderly expected to significantly grow, showing a growth rate of 4xs that of the overall population per the 2014 U.S. Census Bureau report, there is a need for increased coordination and

collaboration among private providers, nonprofit service providers, private healthcare providers, and the State to ensure Hawaii is not unable to meet the needs of this growing population.

These activities listed above will be accomplished through the use of the existing *Hui Kūpa‘a* Collective Impact framework. *Hui Kūpa‘a* is a data-driven, collaborative approach to addressing complex social problems that has been highlighted nationally in communities such as Detroit and Cincinnati. Utilizing data collected in a standard, collective, and collaborative manner public and private agencies are better able to understand their impact as a whole on a particular issue rather than in isolated parts. This allows for greater understanding of the needs and strengths of Hawaii’s vulnerable populations and how to best target our limited resources as a collective to address them.

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

*“When it comes time to tackling complex social problems, [Hawai‘i’s] nonprofits can be most effective when they work in sync, targeting their individual resources and expertise toward common goals. This logical approach – a philosophy known as collective impact – is not yet standard practice . . . but it should be.”*

- ‘Curing social ills requires teamwork’  
Honolulu Star-Advertiser (1/29/15), Editorial

Hawaii’s residents face a constant struggle with high cost of living for basic necessities especially housing. Many factors weigh upon families with young children, force Kūpuna to make difficult financial decisions, and add to our growing homeless populations. This proposal seeks to directly address these challenges for Hawaii’s residents.

Hawaii has the highest cost of living in the nation – at almost 160% of the national average. Hawaii residents pay more for shelter than any other state in the nation, with 73% of those living in poverty paying more than half of their income on housing. This high housing cost burden has resulted in high rates of homelessness -- According to the National Alliance to End Homelessness, Hawaii has the 2<sup>nd</sup> highest rate of homelessness per capita in the nation. In addition to this, based upon the U.S. Census Bureau’s Supplemental Poverty Rate measure, Hawaii has the 7<sup>th</sup> highest poverty rate in the nation at 11.4%.

In addition to the above, Hawaii’s young children may also face challenges that place them at a disadvantage for future learning. A 2011/12 National Survey for Children’s Health found that a majority (61.1%) of Hawaii’s children ages 0-5 years old are not screened for developmental or behavioral delays prior to school entry. While early interventions are available for children with identified delays, many delays are not identified due to a lack of community resources to conduct screenings. Without early screening and intervention, many Hawaii children entering kindergarten are not adequately prepared to enter school. This lack of preparation puts Hawaii’s keiki at risk for higher unemployment and academic challenges later in life.

The traditional model of service delivery for the health and human service sector in Hawaii has largely been individual organizations working in relative isolation with their set of clients. The result of this work results in inefficiencies within the system of care and less effective outcomes. Collective Impact models, such as the one Hui Kūpa`a employs, offers an alternative to this model in which stakeholders evaluate as a whole the needs and available services within their communities and work together to bring together their respective strengths to form a more cohesive and collaborative system of care. An editorial in the *Honolulu Star-Advertiser* observed that “*Now is a good time to highlight the progress of fledgling collective impact initiatives [in Hawaii], and to urge that the federal, state, and county governments, nonprofit organizations and the business community act in concert to further their aims.*”

*(Refer to Attachment A, which is a copy of the editorial ‘Curing social ills requires teamwork,’ that appeared in the 1/29/15 edition of the Honolulu Star-Advertiser)*

Through the Hui Kupa`a initiative, PHOCUSED and its community partners will apply the Collective Impact framework to these complex social challenges, with the goal of improving outcomes both at a local and systemic level.

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

Each of the Hui Kupa`a’s three work groups are committed to solving a complex social issue impacting Hawaii’s residents. Specifically, the target populations addressed through this work:

- (1) Homeless individuals and families, with a primary focus on the unsheltered homeless
- (2) Young children, ages 0-5; and
- (3) Kūpuna currently accessing or eligible for public assistance

However one of the strengths of *Hui Kūpa`a* is in bringing different groups together and efforts will not be limited to the populations described above, as often times positive outcomes for one population can lead to positive outcomes in another group; for example promoting the healthy development of young children can have positive outcomes on the family unit as a whole.

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

Although the Hui Kupa`a initiative is based out of Oahu, the issues the initiative has focused on are broad-reaching statewide problems. Our goal is to create successful and replicable models that can be utilized across the state.

## **II. Service Summary and Outcomes**

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

PHOCUSED proposes to utilize the funds from this GIA to assist Hawaii’s service providers, funders, community advocates, and public sector in improving their coordination of care to Hawaii’s homeless, young children, and Kūpuna. PHOCUSED will do so in the following ways:

1. Convene and provide oversight to working groups that will include, but not be limited to:
  - a. Governmental departments, public non-profit service providers, community stakeholders, and private funders.
2. Provide data support and analysis to create an improved data collection process between providers and government organizations to create a better understanding of services provided, outputs and outcomes of said services, and the gaps/growing areas of concern within the aforementioned populations.
3. Utilize the working groups and data collected to build capacity within the systems of care for Hawaii’s homeless, young children, and Kūpuna.

PHOCUSED is, and will continue to be, the backbone support organization for Hui Kupa`a. As stated earlier, Collective Impact is a data-driven, collaborative approach to addressing complex social problems, which is being utilized in many communities across the country. At its core, Collective Impact is the collaboration of members from different institutions – both public and private - working together to promote a common agenda to solve a difficult social problem. Our current and proposed working groups will have co-leaders representing both the public and private sector as follows:

<b>Hui Kupa`a Work Group / Collective Impact Area</b>	<b>Government Co-Leader</b>	<b>Private Sector Co-Leader</b>
Homelessness	Scott Morishige, State Homeless Coordinator	Rona Fukumoto, Catholic Charities Hawaii
Early Childhood	Dani Tomiyasu, Department of Health	Howard Garval, Child & Family Service
Kūpuna	To be named	Marion Tsuji, Lanakila Pacific

PHOCUSED has assisted the Oahu homeless service providers represented by, Partners in Care (PIC), in the coordination, collection, entering, and analysis of the Vulnerability Index – Service Prioritization Decision Assistant Tool (VI-SPDAT) since October 2014 and has provided service providers as well as government stakeholders and legislators with numerous reports as to the information gathered. This information has been utilized to inform service providers where to direct their Federal funds as well as the State and Honolulu County funds to have the most impact in reducing homelessness across Oahu. PHOCUSED proposes to continue to evaluate the data collected as well as continue to refine, update, and increase the network of providers contributing data to include providers serving homeless clients that are not currently connected with PIC.

PHOCUSED has also begun preliminary work of gathering data on early childhood developmental screenings among providers in the Kalihi and Waianae/Nanakulii regions. These data have allowed providers to better analyze both the impact of their programs and the needs of keiki and their families for additional follow-up services. These data results will be utilized for future service need referrals.

To ensure oversight of the initiative as a whole, a Hui Kupa`a oversight committee has been established, which includes participation from key nonprofit leaders and a representative from the Aloha United Way. The oversight committee membership is listed below:

<b>Oversight Committee Member</b>	<b>Organization</b>
Howard Garval, Chair	Child & Family Service
Laura Smith	Goodwill Industries of Hawaii
Jan Dill	Partners in Development Foundation
Marian Tsuji	Lanakila Pacific
Jerry Rauckhorst	Catholic Charities Hawaii
Marc Gannon	Aloha United Way

**2. Projected Timeline**

The following is a projected timeline for the Hui Kupa`a initiative:

<b>Months 1-3</b>	<p>Homelessness: Work group will assist Partners In Care with the continued on-boarding and facilitation of their Coordinated Entry and Housing Placement System (CEHP). PHOCUSED will work with non-PIC members, such as healthcare systems and mental health case managers, to continue to integrate their services and clients into the CEHP system.</p> <p>Early Childhood: Work group will look at including data from other groups in the respective districts that are utilizing the Ages and Stages Questionnaire (ASQ) and any additional data that the group feels should be collected for analysis.</p> <p>Kupuna: Work group will work with the non-profit sector in constructing a charter for the working group. This charter will be used to help identifying community and government partners to include in the resumption of this group.</p>
<b>Months 4-6</b>	<p>Homeless: Work group will develop a needs-assessment on the levels of housing services are within the State broken down by relevant communities.</p>

	<p>Early Childhood: Work group will look at the data collected and create an impact report on the follow-up service needs of the keiki screened. This will include both state and community resources that keiki are referred to.</p> <p>Kupuna: Work group will create a work plan with outcomes and deliverables for the next 6, 12, and 18 months. Work plan will include potential data sharing agreements.</p>
<b>Months 7-9</b>	<p>Homeless: Work group will look at utilize needs-assessment data on housing service needs within the State in an initial report out to the State.</p> <p>Early Childhood: Work group will utilize findings from ASQ data on screenings and referrals in an initial report out to the State.</p> <p>Kupuna: Work group will take the feedback from the contributing members of the group regarding the needs of the Kupuna community and report it in the initial report out to the state.</p>
<b>Months 10-12</b>	<p>Homeless: Work group will work on finalizing a sustainability plan for the continuation of outreach and coordination of public and community resources into the CEHP system.</p> <p>Early Childhood: Work group will create a sustainability plan on expanding data collection and analysis.</p> <p>Kupuna: Work group will create a sustainability plan on based on charter and work plan objectives.</p>
<b>Ongoing</b>	<p>PHOCUSED staff and the Hui Kupa`a Oversight Committee will meet regularly to evaluate work group efforts and the overall efforts of the initiative.</p>

**3. Quality Assurance and Evaluation Plan.**

Hui Kupa`a has been structured for quality assurance and evaluation at multiple levels, and undergoes continuous improvement modifications. The structure for continuous evaluation, described from lowest to highest level of oversight, includes:

- **Work Group Structure**

A ‘work group’ is established for each areas of focus for Hui Kupa`a. Within their designated area of focus, each work group is responsible for identifying: (1) Long- and short-term goals; (2) What data will be collected to measure progress towards the goal;



and (3) How the data will be analyzed and evaluated. Work groups meet monthly, and it is recommended that they re-visit their goals and outcome measures at 90- or 100-day intervals.

**• Work Group Leadership Meetings**

Every other month, leaders from all work groups come together to meet and share successes and challenges together. Work group leaders are subject matter experts in their respective areas from the public- and private-sector. Work group leadership meetings are an opportunity for leaders to learn from each other, and an opportunity to provide each other support and encouragement. In addition to work group leaders, members of the Hui Kupa`a oversight committee also attend these meetings to receive regular progress updates. Progress reports shared at these meetings are relayed to work group members through their respective group leaders.

**• Oversight Committee Meetings**

The Oversight Committee is responsible for oversight of the entire Hui Kupa`a initiative. The committee meets on a bi-monthly basis and reviews overall progress of the initiative, as well as works to ensure sustainability and scalability of successful pilot efforts. The Oversight Committee will highlight key successes and challenges through the sharing of a Quarterly Report Card, which will be distributed to the State Legislature and administration.

**4. Measures of Effectiveness**

Using the Collective Impact framework, each Hui Kupa`a work group will create work plans and goals to move their sectors forward. These work plans and goals will be broken down in 90-100 days and that will be reported with the outcomes and recommendations to the State Legislature and the Administration. These outcomes will be data-driven and based upon information collected through the shared measurements established within the work groups.

Past achievements within the Hui Kupaa groups include the creation of data-sharing agreements between homeless service providers and community providers as well as early childhood developmental community screeners. The data collected from the homeless work group has been utilized over the past two years to inform policy decisions and prioritization of services.

**III. Financial**

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

**Please refer to attached budget worksheets.**

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
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\$37,500	\$37,500	\$37,500	\$37,500	\$150,000
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**3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2016.**

Through our initial Hui Kupaa work PHOCUSED was able to secure initial funding for some of our initial data collection and analysis work. PHOCUSED will also be looking at long-term sustainability efforts within each work group to include both private and public funding sources.

**4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years, as well as 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, not anticipates applying for, any state or federal tax credits.

**5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.**

PHOCUSED received a GIA in the amount of \$100,000 for the Hui Kupa`a Collective Impact initiative. The contract was administered by the Department of Human Services (DHS-14-ETPO-1039) for a contract period of 12/1/13 to 11/30/14.

PHOCUSED was also the recipient of Fiscal Year 2012 HUD Planning Grant Funds for the period of 01/01/2015-12/31/2015 totaling \$60,000 and administered through the City and County of Honolulu.

Additional government contracts and grants received by PHOCUSED, but not specific to this request, are listed in the attached 'Government Contracts and/or Grants' worksheet

**6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2015.**

PHOCUSED currently has on hand \$23,678.20 in unrestricted assets

**IV. Experience and Capability**

**A. Necessary Skills and Experience**

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled) is a nonprofit membership and advocacy organization, which represents health and human service organizations across Hawaii. 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 to represent the interest of vulnerable, marginalized populations.

Since then, PHOCUSED has continued to build on this initial collaborative work by launching our Hui Kupaa collective impact work. The Hui Kupaa initiative is a natural evolution of PHOCUSED's work as a convener – uniting nonprofits, government and private business to work together and identify strategic solutions to complex social issues, such as homelessness, early childhood development, at-risk youth, kupuna, and the unemployed and working poor. With start-up funds from the private sector PHOCUSED became the backbone support for these working groups. Some of the direct results of our Hui Kupaa work are as follows:

- **Adoption of a common assessment tool for 30+ nonprofit and government service providers on Oahu.** Over 4,500 homeless households have been assessed in a standardized manner, whether they are encountered on the street or enter the homeless system through a shelter or other programs.
- **Increased data on homeless service needs and population demographics.** *The result of using the common assessment tool, the VI-SPDAT, has allowed for a greater understanding of the needs of our homeless population. The data collection has informed policy makers, private funders, and non-profit service providers in the allocation and referrals of services.*
- **Work on the creation of a by-name list of Veterans.** *By working together with the City, State, the VA, and Oahu's non-profit service providers increased data collaboration and service coordination to create a by-name list of unsheltered veterans on the island of Oahu. This has facilitated the placement of over 500 veterans in permanent housing solutions.*
- **Creation of a data-sharing agreement between early childhood community screeners.** *Joining together with early childhood community screeners in the Waianae/Nanakulii and Kalihi communities as well as Aloha United Way our early childhood development group was able to collect data from a common assessment tool known as the Ages and Stages Questionnaire. The result of this effort has been a collection of over 275 surveys of keiki ages 2-5 to form the basis of a better understanding of the service and screening needs of these communities.*

Another testament to PHOCUSED's qualification to carry out this effort are letters of support received from the Chair of the Hawaii Interagency Council on Homelessness, Oahu's largest homeless shelter providers, children's and parent advocacy organizations, workforce development organizations, and other community partners.

*(Refer to **Attachment B**, which includes copies of letters of support submitted on behalf of PHOCUSED's GIA request)*

## **B. Facilities**

Through a rental agreement with Child & Family Service, PHOCUSED leases office space at 1001 Bishop Street, Suite 780. Through this agreement, PHOCUSED has access to the CFS conference room, which is used to host regular meetings of the Hui Kupa`a oversight committee. In addition, many of the 80+ government and nonprofit

organizations who actively participate in Hui Kupa`a are able to offer their conference rooms or facilities to PHOCUSED staff for trainings and work group meetings both on Oahu and on the neighbor islands.

## V. Personnel: Project Organization and Staffing

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

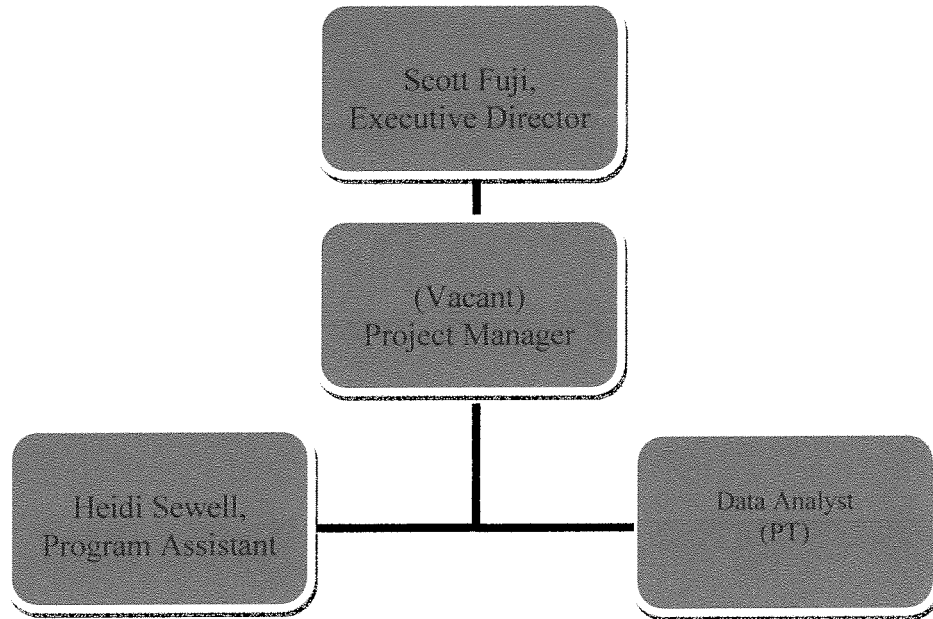
PHOCUSED staff will provide backbone support for the Hui Kupa`a initiative. The following key positions will support this effort:

- **Executive Director (Scott Fuji)**  
As Executive Director, Scott Fuji provides oversight for all PHOCUSED activities, including the agency's role in the Hui Kūpa'a initiative. Mr. Fuji has over 7 years of experience working in social services including direct oversight of the Hui Kūpa'a initiative for two of those years. Mr. Fuji holds a Bachelor of Arts degree from Willamette University.
- **Project Manager (vacant)**  
Currently this position is vacant but we anticipate filling this vacancy in the immediate future. Position experience and qualification requirements include a Bachelor's degree in a related Human Service field and experience in managing and overseeing contracts.
- **Part-time Program Assistant (Heidi Sewell)**  
As the Program Assistant, Ms. Sewell provides administrative support for Hui Kupa`a, including scheduling of work group meetings, coordinating logistics for work group efforts, and maintaining minutes for the work groups and the oversight committee. Prior to joining PHOCUSED, Ms. Sewell worked as an office manager as well as a coordinator for a youth-diversion program and shelter. Ms. Sewell holds a Bachelors of Science in Psychology from Pennsylvania State University.

In addition to the above staffing pattern, PHOCUSED will also work together with the Hui Kupa`a Oversight Committee to hire a Data Analyst to conduct an evaluation of the overall initiative. The Data Analyst will be a newly established, limited-term position, and shall possess experience in project evaluation, data collection/analysis, and have at least five years of relevant work experience. PHOCUSED, as the backbone support organization for Hui Kupa`a, will assist the Oversight Committee in selecting and hiring a qualified individual to perform this work.

**B. Organization Chart**

Please refer to the organizational chart below, which illustrates the position of each staff, and line of responsibility / supervision:



**C. Compensation**

Please refer to the attached budget worksheets.

**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.

**C. Federal and County Grants**

Please refer to the attached 'Government Contracts and/or Grants' worksheet.

**D. Private Educational Institutions**

The GIA will not be used to support a private educational institution.

**E. Future Sustainability Plan**

1. PHOCUSED will work together with the Hui Kupa`a oversight committee and work group leadership to develop a sustainability plan for work group pilot efforts. Plans for long-term sustainability will include securing funding from other private and public sources through the data-driven analysis of needs and benefits provided by increased coordination of services. Each working group will be responsible for a resulting sustainability plan for on-going work group support.
2. Should PHOCUSED receive funding for fiscal year 2016-2017 but not thereafter it will severely limit its ability to provide on-going backbone support with each group. This potentially will reduce the ability to collect and analyze outcome data across agencies that would be able to show the full impact of coordinating services as a collective rather than by each individual agency.

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

Please see the attached Certificate of Good Standing for PHOCUSED, which was issued on 9/18/15.

## Application for Grants

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  - **Over 300** keiki have been screened using the Ages and Stages Questionnaire (ASQ) by community screeners in the Waianae-Nanakuli'i and Kalihi-Palama regions. The results of these screenings have been shared with PHOCUSED and the *Hui Kūpa'a* working group to determine the efficacy of the current service delivery model and where changes can be made to ensure families are getting their keiki screened and being connected to any follow-up services that may be appropriate.

## 2. The Goals & Objectives Related to this Request.

With the rise of complex issues such as homelessness becoming more prevalent statewide the need for greater convening and collaborative work has never been more pressing. *Hui Kūpa'a* has proven over the years, most noticeably within the homeless sector, to contain within it the ability to bring stakeholders from diverse backgrounds together to make meaningful and powerful impacts together within our state. PHOCUSED respectfully requests **\$150,000** to scale and expand the work of *Hui Kūpa'a* in the following areas:

- Homelessness:
  - Support in this area will go towards on-going efforts of continuous improvement and coordination activities to assess, refer, and ultimately house Hawaii's growing homeless population.
- Early Childhood:
  - The groundwork to better understand and address the growing needs for Hawaii's keiki, ages 0-5, and ensure that developmental delays are caught and appropriately addressed early on to reduce the need for costlier future interventions. This initiative will build upon these initial data sharing agreements to include a broader understanding of the needs within communities as well as level of need that exists for both existing and potential future services.
- Kūpuna Services:
  - With Hawaii's population of elderly expected to significantly grow, showing a growth rate of 4xs that of the overall population per the 2014 U.S. Census Bureau report, there is a need for increased coordination and



collaboration among private providers, nonprofit service providers, private healthcare providers, and the State to ensure Hawaii is not unable to meet the needs of this growing population.

These activities listed above will be accomplished through the use of the existing *Hui Kūpa'a* Collective Impact framework. *Hui Kūpa'a* is a data-driven, collaborative approach to addressing complex social problems that has been highlighted nationally in communities such as Detroit and Cincinnati. Utilizing data collected in a standard, collective, and collaborative manner public and private agencies are better able to understand their impact as a whole on a particular issue rather than in isolated parts. This allows for greater understanding of the needs and strengths of Hawaii's vulnerable populations and how to best target our limited resources as a collective to address them.

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

*"When it comes time to tackling complex social problems, [Hawaii's] nonprofits can be most effective when they work in sync, targeting their individual resources and expertise toward common goals. This logical approach – a philosophy known as collective impact – is not yet standard practice . . . but it should be."*

- 'Curing social ills requires teamwork'  
Honolulu Star-Advertiser (1/29/15), Editorial

Hawaii's residents face a constant struggle with high cost of living for basic necessities especially housing. Many factors weigh upon families with young children, force Kūpuna to make difficult financial decisions, and add to our growing homeless populations. This proposal seeks to directly address these challenges for Hawaii's residents.

Hawaii has the highest cost of living in the nation – at almost 160% of the national average. Hawaii residents pay more for shelter than any other state in the nation, with 73% of those living in poverty paying more than half of their income on housing. This high housing cost burden has resulted in high rates of homelessness -- According to the National Alliance to End Homelessness, Hawaii has the 2<sup>nd</sup> highest rate of homelessness per capita in the nation. In addition to this, based upon the U.S. Census Bureau's Supplemental Poverty Rate measure, Hawaii has the 7<sup>th</sup> highest poverty rate in the nation at 11.4%.

In addition to the above, Hawaii's young children may also face challenges that place them at a disadvantage for future learning. A 2011/12 National Survey for Children's Health found that a majority (61.1%) of Hawaii's children ages 0-5 years old are not screened for developmental or behavioral delays prior to school entry. While early interventions are available for children with identified delays, many delays are not identified due to a lack of community resources to conduct screenings. Without early screening and intervention, many Hawaii children entering kindergarten are not adequately prepared to enter school. This lack of preparation puts Hawaii's keiki at risk for higher unemployment and academic challenges later in life.

The traditional model of service delivery for the health and human service sector in Hawaii has largely been individual organizations working in relative isolation with their set of clients. The result of this work results in inefficiencies within the system of care and less effective outcomes. Collective Impact models, such as the one Hui Kūpa‘a employs, offers an alternative to this model in which stakeholders evaluate as a whole the needs and available services within their communities and work together to bring together their respective strengths to form a more cohesive and collaborative system of care. An editorial in the *Honolulu Star-Advertiser* observed that “*Now is a good time to highlight the progress of fledgling collective impact initiatives [in Hawaii], and to urge that the federal, state, and county governments, nonprofit organizations and the business community act in concert to further their aims.*”

*(Refer to Attachment A, which is a copy of the editorial ‘Curing social ills requires teamwork,’ that appeared in the 1/29/15 edition of the Honolulu Star-Advertiser)*

Through the Hui Kupa`a initiative, PHOCUSED and its community partners will apply the Collective Impact framework to these complex social challenges, with the goal of improving outcomes both at a local and systemic level.

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

Each of the Hui Kupa`a’s three work groups are committed to solving a complex social issue impacting Hawaii’s residents. Specifically, the target populations addressed through this work:

- (1) Homeless individuals and families, with a primary focus on the unsheltered homeless
- (2) Young children, ages 0-5; and
- (3) Kūpuna currently accessing or eligible for public assistance

However one of the strengths of *Hui Kūpa`a* is in bringing different groups together and efforts will not be limited to the populations described above, as often times positive outcomes for one population can lead to positive outcomes in another group; for example promoting the healthy development of young children can have positive outcomes on the family unit as a whole.

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

Although the Hui Kupa`a initiative is based out of Oahu, the issues the initiative has focused on are broad-reaching statewide problems. Our goal is to create successful and replicable models that can be utilized across the state.

## **II. Service Summary and Outcomes**

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

PHOCUSED proposes to utilize the funds from this GIA to assist Hawaii’s service providers, funders, community advocates, and public sector in improving their coordination of care to Hawaii’s homeless, young children, and Kūpuna. PHOCUSED will do so in the following ways:

1. Convene and provide oversight to working groups that will include, but not be limited to:
  - a. Governmental departments, public non-profit service providers, community stakeholders, and private funders.
2. Provide data support and analysis to create an improved data collection process between providers and government organizations to create a better understanding of services provided, outputs and outcomes of said services, and the gaps/growing areas of concern within the aforementioned populations.
3. Utilize the working groups and data collected to build capacity within the systems of care for Hawaii’s homeless, young children, and Kūpuna.

PHOCUSED is, and will continue to be, the backbone support organization for Hui Kupa`a. As stated earlier, Collective Impact is a data-driven, collaborative approach to addressing complex social problems, which is being utilized in many communities across the country. At its core, Collective Impact is the collaboration of members from different institutions – both public and private - working together to promote a common agenda to solve a difficult social problem. Our current and proposed working groups will have co-leaders representing both the public and private sector as follows:

<b>Hui Kupa`a Work Group / Collective Impact Area</b>	<b>Government Co-Leader</b>	<b>Private Sector Co-Leader</b>
Homelessness	Scott Morishige, State Homeless Coordinator	Rona Fukumoto, Catholic Charities Hawaii
Early Childhood	Dani Tomiyasu, Department of Health	Howard Garval, Child & Family Service
Kūpuna	To be named	Marion Tsuji, Lanakila Pacific

PHOCUSED has assisted the Oahu homeless service providers represented by, Partners in Care (PIC), in the coordination, collection, entering, and analysis of the Vulnerability Index – Service Prioritization Decision Assistant Tool (VI-SPDAT) since October 2014 and has provided service providers as well as government stakeholders and legislators with numerous reports as to the information gathered. This information has been utilized to inform service providers where to direct their Federal funds as well as the State and Honolulu County funds to have the most impact in reducing homelessness across Oahu. PHOCUSED proposes to continue to evaluate the data collected as well as continue to refine, update, and increase the network of providers contributing data to include providers serving homeless clients that are not currently connected with PIC.

PHOCUSED has also begun preliminary work of gathering data on early childhood developmental screenings among providers in the Kalihi and Waianae/Nanakulii regions. These data have allowed providers to better analyze both the impact of their programs and the needs of keiki and their families for additional follow-up services. These data results will be utilized for future service need referrals.

To ensure oversight of the initiative as a whole, a Hui Kupa`a oversight committee has been established, which includes participation from key nonprofit leaders and a representative from the Aloha United Way. The oversight committee membership is listed below:

<b>Oversight Committee Member</b>	<b>Organization</b>
Howard Garval, Chair	Child & Family Service
Laura Smith	Goodwill Industries of Hawaii
Jan Dill	Partners in Development Foundation
Marian Tsuji	Lanakila Pacific
Jerry Rauckhorst	Catholic Charities Hawaii
Marc Gannon	Aloha United Way

## 2. Projected Timeline

The following is a projected timeline for the Hui Kupa`a initiative:

<b>Months 1-3</b>	<p><b>Homelessness:</b> Work group will assist Partners In Care with the continued on-boarding and facilitation of their Coordinated Entry and Housing Placement System (CEHP). PHOCUSED will work with non-PIC members, such as healthcare systems and mental health case managers, to continue to integrate their services and clients into the CEHP system.</p> <p><b>Early Childhood:</b> Work group will look at including data from other groups in the respective districts that are utilizing the Ages and Stages Questionnaire (ASQ) and any additional data that the group feels should be collected for analysis.</p> <p><b>Kupuna:</b> Work group will work with the non-profit sector in constructing a charter for the working group. This charter will be used to help identifying community and government partners to include in the resumption of this group.</p>
<b>Months 4-6</b>	<p><b>Homeless:</b> Work group will develop a needs-assessment on the levels of housing services are within the State broken down by relevant communities.</p>

	<p>Early Childhood: Work group will look at the data collected and create an impact report on the follow-up service needs of the keiki screened. This will include both state and community resources that keiki are referred to.</p> <p>Kupuna: Work group will create a work plan with outcomes and deliverables for the next 6, 12, and 18 months. Work plan will include potential data sharing agreements.</p>
<b>Months 7-9</b>	<p>Homeless: Work group will look at utilize needs-assessment data on housing service needs within the State in an initial report out to the State.</p> <p>Early Childhood: Work group will utilize findings from ASQ data on screenings and referrals in an initial report out to the State.</p> <p>Kupuna: Work group will take the feedback from the contributing members of the group regarding the needs of the Kupuna community and report it in the initial report out to the state.</p>
<b>Months 10-12</b>	<p>Homeless: Work group will work on finalizing a sustainability plan for the continuation of outreach and coordination of public and community resources into the CEHP system.</p> <p>Early Childhood: Work group will create a sustainability plan on expanding data collection and analysis.</p> <p>Kupuna: Work group will create a sustainability plan on based on charter and work plan objectives.</p>
<b>Ongoing</b>	<p>PHOCUSED staff and the Hui Kupa`a Oversight Committee will meet regularly to evaluate work group efforts and the overall efforts of the initiative.</p>

**3. Quality Assurance and Evaluation Plan.**

Hui Kupa`a has been structured for quality assurance and evaluation at multiple levels, and undergoes continuous improvement modifications. The structure for continuous evaluation, described from lowest to highest level of oversight, includes:

- **Work Group Structure**

A ‘work group’ is established for each areas of focus for Hui Kupa`a. Within their designated area of focus, each work group is responsible for identifying: (1) Long- and short-term goals; (2) What data will be collected to measure progress towards the goal;

and (3) How the data will be analyzed and evaluated. Work groups meet monthly, and it is recommended that they re-visit their goals and outcome measures at 90- or 100-day intervals.

**• Work Group Leadership Meetings**

Every other month, leaders from all work groups come together to meet and share successes and challenges together. Work group leaders are subject matter experts in their respective areas from the public- and private-sector. Work group leadership meetings are an opportunity for leaders to learn from each other, and an opportunity to provide each other support and encouragement. In addition to work group leaders, members of the Hui Kupa`a oversight committee also attend these meetings to receive regular progress updates. Progress reports shared at these meetings are relayed to work group members through their respective group leaders.

**• Oversight Committee Meetings**

The Oversight Committee is responsible for oversight of the entire Hui Kupa`a initiative. The committee meets on a bi-monthly basis and reviews overall progress of the initiative, as well as works to ensure sustainability and scalability of successful pilot efforts. The Oversight Committee will highlight key successes and challenges through the sharing of a Quarterly Report Card, which will be distributed to the State Legislature and administration.

**4. Measures of Effectiveness**

Using the Collective Impact framework, each Hui Kupa`a work group will create work plans and goals to move their sectors forward. These work plans and goals will be broken down in 90-100 days and that will be reported with the outcomes and recommendations to the State Legislature and the Administration. These outcomes will be data-driven and based upon information collected through the shared measurements established within the work groups.

Past achievements within the Hui Kupaa groups include the creation of data-sharing agreements between homeless service providers and community providers as well as early childhood developmental community screeners. The data collected from the homeless work group has been utilized over the past two years to inform policy decisions and prioritization of services.

**III. Financial**

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

**Please refer to attached budget worksheets.**

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2016.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
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\$37,500	\$37,500	\$37,500	\$37,500	\$150,000
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**3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2016.**

Through our initial Hui Kupaa work PHOCUSED was able to secure initial funding for some of our initial data collection and analysis work. PHOCUSED will also be looking at long-term sustainability efforts within each work group to include both private and public funding sources.

**4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years, as well as 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, not anticipates applying for, any state or federal tax credits.

**5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.**

PHOCUSED received a GIA in the amount of \$100,000 for the Hui Kupa`a Collective Impact initiative. The contract was administered by the Department of Human Services (DHS-14-ETPO-1039) for a contract period of 12/1/13 to 11/30/14.

PHOCUSED was also the recipient of Fiscal Year 2012 HUD Planning Grant Funds for the period of 01/01/2015-12/31/2015 totaling \$60,000 and administered through the City and County of Honolulu.

Additional government contracts and grants received by PHOCUSED, but not specific to this request, are listed in the attached 'Government Contracts and/or Grants' worksheet

**6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2015.**

PHOCUSED currently has on hand \$23,678.20 in unrestricted assets

**IV. Experience and Capability**

**A. Necessary Skills and Experience**

PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled) is a nonprofit membership and advocacy organization, which represents health and human service organizations across Hawaii. 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 to represent the interest of vulnerable, marginalized populations.

Since then, PHOCUSED has continued to build on this initial collaborative work by launching our Hui Kupaa collective impact work. The Hui Kupaa initiative is a natural evolution of PHOCUSED's work as a convener – uniting nonprofits, government and private business to work together and identify strategic solutions to complex social issues, such as homelessness, early childhood development, at-risk youth, kupuna, and the unemployed and working poor. With start-up funds from the private sector PHOCUSED became the backbone support for these working groups. Some of the direct results of our Hui Kupaa work are as follows:

- **Adoption of a common assessment tool for 30+ nonprofit and government service providers on Oahu.** Over 4,500 homeless households have been assessed in a standardized manner, whether they are encountered on the street or enter the homeless system through a shelter or other programs.
- **Increased data on homeless service needs and population demographics.** The result of using the common assessment tool, the VI-SPDAT, has allowed for a greater understanding of the needs of our homeless population. The data collection has informed policy makers, private funders, and non-profit service providers in the allocation and referrals of services.
- **Work on the creation of a by-name list of Veterans.** By working together with the City, State, the VA, and Oahu's non-profit service providers increased data collaboration and service coordination to create a by-name list of unsheltered veterans on the island of Oahu. This has facilitated the placement of over 500 veterans in permanent housing solutions.
- **Creation of a data-sharing agreement between early childhood community screeners.** Joining together with early childhood community screeners in the Waianae/Nanakulii and Kalihi communities as well as Aloha United Way our early childhood development group was able to collect data from a common assessment tool known as the Ages and Stages Questionnaire. The result of this effort has been a collection of over 275 surveys of keiki ages 2-5 to form the basis of a better understanding of the service and screening needs of these communities.

Another testament to PHOCUSED's qualification to carry out this effort are letters of support received from the Chair of the Hawaii Interagency Council on Homelessness, Oahu's largest homeless shelter providers, children's and parent advocacy organizations, workforce development organizations, and other community partners.

*(Refer to **Attachment B**, which includes copies of letters of support submitted on behalf of PHOCUSED's GIA request)*

## **B. Facilities**

Through a rental agreement with Child & Family Service, PHOCUSED leases office space at 1001 Bishop Street, Suite 780. Through this agreement, PHOCUSED has access to the CFS conference room, which is used to host regular meetings of the Hui Kupa`a oversight committee. In addition, many of the 80+ government and nonprofit



organizations who actively participate in Hui Kupa`a are able to offer their conference rooms or facilities to PHOCUSED staff for trainings and work group meetings both on Oahu and on the neighbor islands.

## V. Personnel: Project Organization and Staffing

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

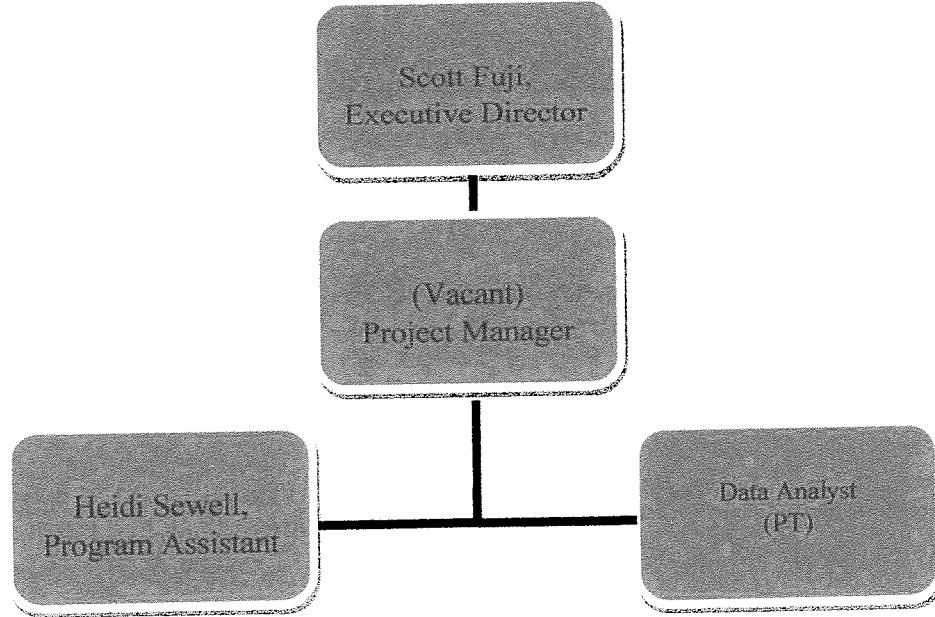
PHOCUSED staff will provide backbone support for the Hui Kupa`a initiative. The following key positions will support this effort:

- **Executive Director (Scott Fuji)**  
As Executive Director, Scott Fuji provides oversight for all PHOCUSED activities, including the agency's role in the Hui Kūpa`a initiative. Mr. Fuji has over 7 years of experience working in social services including direct oversight of the Hui Kūpa`a initiative for two of those years. Mr. Fuji holds a Bachelor of Arts degree from Willamette University.
- **Project Manager (vacant)**  
Currently this position is vacant but we anticipate filling this vacancy in the immediate future. Position experience and qualification requirements include a Bachelor's degree in a related Human Service field and experience in managing and overseeing contracts.
- **Part-time Program Assistant (Heidi Sewell)**  
As the Program Assistant, Ms. Sewell provides administrative support for Hui Kupa`a, including scheduling of work group meetings, coordinating logistics for work group efforts, and maintaining minutes for the work groups and the oversight committee. Prior to joining PHOCUSED, Ms. Sewell worked as an office manager as well as a coordinator for a youth-diversion program and shelter. Ms. Sewell holds a Bachelors of Science in Psychology from Pennsylvania State University.

In addition to the above staffing pattern, PHOCUSED will also work together with the Hui Kupa`a Oversight Committee to hire a Data Analyst to conduct an evaluation of the overall initiative. The Data Analyst will be a newly established, limited-term position, and shall possess experience in project evaluation, data collection/analysis, and have at least five years of relevant work experience. PHOCUSED, as the backbone support organization for Hui Kupa`a, will assist the Oversight Committee in selecting and hiring a qualified individual to perform this work.

**B. Organization Chart**

Please refer to the organizational chart below, which illustrates the position of each staff, and line of responsibility / supervision:



**C. Compensation**

Please refer to the attached budget worksheets.

**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.

**C. Federal and County Grants**

Please refer to the attached 'Government Contracts and/or Grants' worksheet.

**D. Private Educational Institutions**

The GIA will not be used to support a private educational institution.

**E. Future Sustainability Plan**

1. PHOCUSED will work together with the Hui Kupa`a oversight committee and work group leadership to develop a sustainability plan for work group pilot efforts. Plans for long-term sustainability will include securing funding from other private and public sources through the data-driven analysis of needs and benefits provided by increased coordination of services. Each working group will be responsible for a resulting sustainability plan for on-going work group support.
2. Should PHOCUSED receive funding for fiscal year 2016-2017 but not thereafter it will severely limit its ability to provide on-going backbone support with each group. This potentially will reduce the ability to collect and analyze outcome data across agencies that would be able to show the full impact of coordinating services as a collective rather than by each individual agency.

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

Please see the attached Certificate of Good Standing for PHOCUSED, which was issued on 9/18/15.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2016 to June 30, 2017

Applicant: PHOCUSED

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	103,030			
2. Payroll Taxes & Assessments	17,515			
3. Fringe Benefits	12,796			
<b>TOTAL PERSONNEL COST</b>	<b>133,341</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island	5,000			
2. Insurance	1,500			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space	6,000			
5. Staff Training	2,000			
6. Supplies	1,159			
7. Telecommunication	1,000			
8. Utilities				
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11				
12				
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18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>16,659</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>150,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	150,000	Scott Fuji	808-521-7459	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested		Signature	Date	
(d) Total Private/Other Funds Requested		Authorized Official		
<b>TOTAL BUDGET</b>	<b>150,000</b>	Scott Fuji, Executive Director		
		Name and Title (Please type or print)		



**GOVERNMENT CONTRACTS AND / OR GRANTS**

Applicant: PHOCUSED

Contracts Total:

43,694

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	SNAP Outreach – To provide SNAP outreach and education services on the island of Oahu.	10/01/15-09/30/15	Department of Human Services	State	43,694
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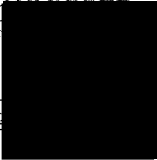
**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants 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 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, 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 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 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.

PHOCUSED	
(Type Individual or Organization)	
	01/21/2016
(Signature)	(Date)
SCOTT FUJI	EXECUTIVE DIRECTOR
(Typed Name)	(Title)

# Attachment A



## Curing social ills requires teamwork - Hawaii News - Honolulu Star-Advertiser

StarAdvertiser.com

### Curing social ills requires teamwork

POSTED: 01:30 a.m. HST, Jan 29, 2015

Hawaii's vibrant network of nonprofit social service agencies plays a huge role in improving the lives of the state's most vulnerable, disenfranchised people. When it comes to tackling complex social problems, these nonprofits can be most effective when they work in sync, targeting their individual resources and expertise toward common goals.

This logical approach — a philosophy known as collective impact — is not yet standard practice in the nonprofit realm or in the government sector, but it should be. Too much focus remains on interventions by individual organizations and agencies, known as isolated impact. The mindset is slowly shifting, though, in Hawaii and nationwide, as seemingly intractable problems persist in the absence of solutions that are well coordinated across the private and public sector.

With a new governor promising a tight hold on the purse strings and seeking greater efficiency, including through appropriate public-private partnerships, now is a good time to highlight the progress of fledgling collective impact initiatives here, and to urge that the federal, state and county governments, nonprofit organizations and the business community act in concert to further their good aims.

A coalition led by the nonprofit service providers Catholic Charities Hawai'i, Child & Family Service, Goodwill Industries of Hawaii Inc., Lanakila Pacific and Partners in Development Foundation helped galvanize the movement in Hawaii, as their leaders were inspired in part by research published in the Stanford Social Innovation Review.

While the ideas of collaboration and public-private partnerships are not new, successful collective impact initiatives are distinctly different, coalescing around five conditions "that together produce true alignment and lead to powerful results," according to the research. Those conditions:

- » A common agenda.
- » Shared measurement systems.
- » Mutually reinforcing activities.
- » Continuous communication.
- » Backbone support groups.

Hawaii's integrated approach to homelessness is a good example of the approach, embodied by the Hui Kupa'a initiative. Nearly 40 nonprofit providers and government agencies that help the homeless now use a common assessment form to gauge each individual's needs; city and state contracts for Housing First placements are aligned; and referrals are coordinated through

a single entry point.

Since March 1, of 2,100 homeless households on Oahu, 340 have been permanently housed, and nearly half (270) of the 590 homeless households identified as the most vulnerable and chronically homeless have been linked to a permanent supporting housing program and are in the process of being assessed or are searching for housing, according to PHOCUSED, the backbone support group.

As harsh as those numbers remain, they mark an improvement from the earlier era when many important players were not on the same page.

This is not rocket science. And yet there remain impediments to widespread adoption of this common-sense approach, which maximizes scarce resources, relies on consistent, comparable data to gauge outcomes and can "move the needle" on entrenched issues such as homelessness, child welfare, improving public education and protecting Hawaii's natural resources.

Funders, whether in the government or private sectors, tend to reinforce the silo of isolated impact by granting funds to single organizations. Grant-making individuals, foundations and institutions, including government agencies, should remove barriers to shared grants. Some nonprofits resist, content in their own easily controlled spheres. Working in isolation, though, pits nonprofits against each other in the funding scramble and drives up the overall cost of social services.

No single, simple solution exists for our most entrenched social ills. Achieving lasting, meaningful progress requires many different players to change their behavior. The idea of collective impact can spur the necessary paradigm shift.

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# Attachment B

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Fax 808.681.5280  
Email [cls@cfs-hawaii.org](mailto:cls@cfs-hawaii.org)  
[www.childandfamily-service.org](http://www.childandfamily-service.org)



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Carol Striph  
David Striph  
Rano Wainimull  
Joseph A. Young

January 22, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

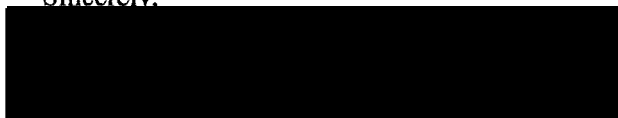
Child & Family Service (CFS) is pleased to offer our support for PHOCUSED in its application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that is involved in the early childhood sector, we support the Hui Kupa'a initiative and its efforts to improve service coordination and better data collection within our sector. I am also the co-chair of the Early Childhood Work Group for Hui Kupa'a. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' in our community.

Over the past year, PHOCUSED has made strides in working towards better data sharing and service coordination among early learning providers. With support from this Grant-in-Aid, PHOCUSED will be able to further this effort, and concentrate its efforts more specifically in the area of early childhood.

CFS strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts.

Sincerely,



Howard S. Garval, MSW  
President & Chief Executive Officer

ACCREDITATIONS

Council on Accreditation  
Better Business Bureau

AFFILIATIONS

Alliance for Strong Families and  
Communities  
Kauai United Way  
Maui United Way  
Hawaii Island United Way



Aloha United Way

We're here. No matter what.

Caring for Keiki • Empowering Youth • Honoring Kūpuna • Healing from Trauma



# PARTNERS IN CARE

## Oahu Continuum of Care

*Partners in Care is a coalition of Oahu's homeless service providers, government representatives and community stakeholders working together in partnership to end homelessness.*

January 21<sup>st</sup>, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Partners In Care is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As the Continuum of Care for Honolulu made up of service providers for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Partners In Care strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely,

Marc Gannon, PIC Chair  
Partners In Care



PACT PARENTS AND  
CHILDREN TOGETHER  
A FAMILY SERVICE AGENCY

January 20<sup>th</sup>, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

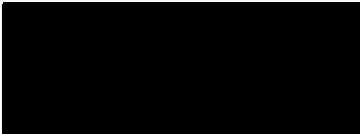
Parents And Children Together (PACT) is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that is involved in the early childhood sector, we support the Hui Kupa`a initiative and their efforts to improve service coordination and better data collection within our sector. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' in our community.

Over the past year, PHOCUSED has made strides in working towards better data sharing and service coordination among early learning providers. With support from this Grant-in-Aid PHOCUSED will be able to further this effort, and concentrate its efforts more specifically in the area of early childhood.

PACT strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts.

Sincerely,



Ryan Kusumoto  
President/CEO  
Parents And Children Together



# GREGORY HOUSE PROGRAMS

January 20<sup>th</sup>, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

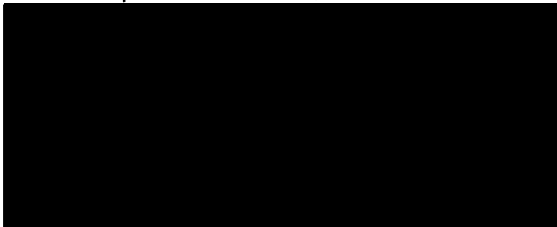
Gregory House Programs is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a nonprofit organization that provides services for the homeless, we recognize the increased level of service coordination and knowledge that our sector has gained as a result of the Hui Kupa`a Collective Impact initiative and PHOCUSED's involvement in this work.

PHOCUSED has been essential to streamlining the referral processes for our most vulnerable homeless individuals, and has helped to link them more quickly to Permanent Supportive Housing resources (i.e. Housing First or Shelter Plus Care). In addition, the data we have gained from the implementation of a common assessment tool has enabled us to better target our services to most effectively meet the needs of the population.

Gregory House Programs strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts related to homeless services.

Sincerely and with aloha,



Executive Director  
Gregory House Programs



Aloha United Way

January 20, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

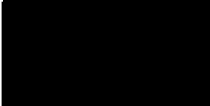
Aloha United Way is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

As a community funder in early education, we support PHOCUSED and the Hui Kupa`a initiative in their efforts to improve service coordination and better data collection within the early education sector. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' on an issue as complex as early education.

Over the past year, PHOCUSED has made strides in working towards better data sharing and service coordination amongst the early learning providers within our funded community screeners program. With support from this Grant-in-Aid, PHOCUSED will be able to further this work, and concentrate on expanding the evaluation of our vulnerable communities' service needs.

Aloha United Way strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts.

Sincerely,

  
Norm Baker  
COO





Building Independence for Challenged Lives

PRESIDENT & CEO  
Marian E. Tsuji

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January 20<sup>th</sup>, 2016

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

Re: Letter of Support for PHOCUSED Grant-in-Aid

Dear Senator Tokuda & Representative Luke:

Lanakila Pacific is pleased to offer our support for PHOCUSED in their application for a Grant-in-Aid (GIA) to implement the Collective Impact model for Human Services within our State.

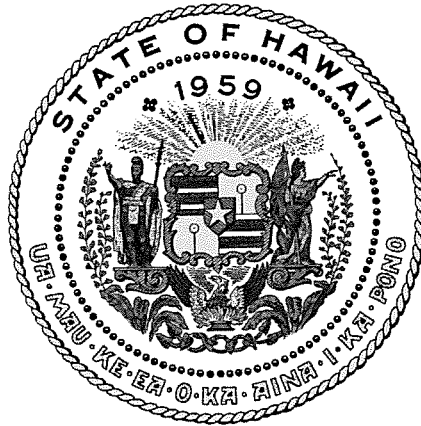
As a nonprofit organization that is involved in the early childhood sector, we support the Hui Kupa'a initiative and their efforts to improve service coordination and better data collection within our sector. We recognize that working together on social issues collectively as a community is an important step in creating solutions that will significantly 'move the needle' in our community.

Over the past year, PHOCUSED has proven to be an excellent backbone organization in the areas of homelessness, early childhood, at-risk youth, and the unemployed and working poor. Through their convening work and collaborative work they have brought together both private providers and public policymakers to streamline referral systems and increase data-sharing and quality.

Lanakila Pacific strongly supports PHOCUSED's request for Grant-in-Aid funds to continue and expand its Collective Impact efforts.



# Attachment C



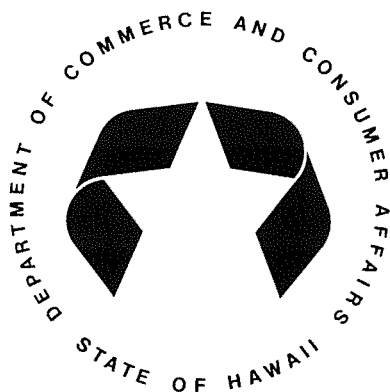
## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

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

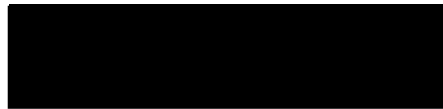
PHOCUSED

was incorporated under the laws of Hawaii on 01/04/2008 ; 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: September 18, 2015



Director of Commerce and Consumer Affairs