

House District 39  
Senate District 20

THE TWENTY-NINTH 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): DEPARTMENT OF LABOR & INDUSTRIAL RELATIONS  
STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): LRB903 - OFFICE OF COMMUNITY SERVICES

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual: **Hale Kipa, Inc.**

Dba: **Hale Kipa, Inc.**

Street Address: **615 Piikoi Street, Suite 203  
Honolulu, Hawaii 96814-3139**

Mailing Address: **615 Piikoi Street, Suite 203  
Honolulu, Hawaii 96814-3139**

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name **ERNEST "PUNKY" PLETAN-CROSS**

Title **Chief Executive Officer**

Phone # **(808) 589-1829 x100**

Fax # **(808) 589-2610**

E-mail **punky@halekipa.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:

**A NEW HOME FOR HALE KIPA: HALE KIPA SERVICES CENTER & TWO RESIDENTIAL SHELTERS (EWA, OAHU) – CONSTRUCTION FUNDING.**

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$ 1,000,000

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 \$2,298,000  
FEDERAL \$ \_\_\_\_\_  
COUNTY \$ \_\_\_\_\_  
PRIVATE/OTHER \$3,745,325

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED SIGNATURE]

LUKE W.T. YEH, CHAIR, BOARD OF DIRECTORS

JANUARY 17, 2017



RECEIVED  
1/20/17 [Signature]

## Application for Grants

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

### I. Background and Summary

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

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

The mission of Hale Kipa is to provide opportunities and environments that strengthen and encourage Hawaii's youth, their families and communities to achieve their potential. A new home for Hale Kipa is integral to the agency's mission, vision, strategic priorities and opportunities, and will enhance program services for the agency and improve the lives of at-risk youth in Hawaii.

Hale Kipa, Inc. has grown into one of Hawaii's largest youth/young adult services agencies. It has served Hawaii's communities continuously for more than 46 years, positively affecting the lives of more than 50,000 island youth and their families. Hale Kipa, Inc. opened as a single shelter, founded and recognized as exempt under Section 501(c)(3) of the Internal Revenue Code in a determination letter issued in June 1970. Since then, Hale Kipa has grown to meet the evolving needs and challenges of at-risk youth/young adults statewide with programs and services that strengthen the capacities of individuals and families.

Despite varying backgrounds and situations, youth/young adults 11-24 years old, have many needs in common. Hale Kipa helps all youth served (approx. 2,000 annually; 1,500 unduplicated) find opportunities to overcome their challenges and build stable, productive lives at no cost to the youth and/or family. Nearly all the youth served by Hale Kipa are below the Hawaii per capita median income (\$31,052) and/or the Hawaii median family income (\$79,187) (2015 data reported in the 2014 Hawaii State Data Book).

With an annual operating budget of \$8M and 150 staff, the agency continues to play a vital role in Hawaii's social welfare safety net. Youth and families who work with Hale Kipa do not pay for services and the agency depends upon government and private sources to fund its operations. With an array of residential and non-residential services for at-risk youth that spans an entire continuum of need, Hale Kipa remains committed to a community-based framework of support. Since so many of the young people and families we serve are trauma victims either directly or vicariously, our team is trained in Risking Connection, a trauma informed care approach. Hale Kipa practices a strength-based and person-centered approach. We see the potential of all of those we serve and we respect cultural backgrounds. Most importantly, we recognize our youth are neither their histories nor their behaviors and they are in fact bundles of potential.

The Board and CEO bring years of knowledge, experience, and expertise to this project and bear the responsibility of bringing it to fruition.

## **2. The goals and objectives related to the request;**

Hale Kipa, Inc. respectfully requests \$1,000,000 from the State of Hawai'i for FY2017-2018 as final funding to complete the construction of the Hale Kipa's new home in Ewa, Oahu.

Hale Kipa has known for many years that a consolidated campus in West Oahu would have programmatic, financial and organizational benefits. To achieve this vision, the agency engaged in multi-year planning, built broad support for the project, and secured public funding and land.

In 2007, Hale Kipa purchased a vacant 4.26-acre parcel on Old Fort Weaver Road in Ewa. This site is near two facilities owned and operated by Hale Kipa, in close proximity to partners, and situated among the communities where many youth served by the agency live.

This new home will enhance services to clients, provide an integrative and collaborative environment for staff/volunteers, include a training center for staff/foster families, and significantly reduce overhead relating to leases and maintenance. Consolidation of services will create economies of scale for the organization.

The site is large enough to accommodate the current plans for flexible, multi-purpose facilities and shelters, and pursue future expansion and growth opportunities. The agency has retained Hawaii-based architectural firm Next Design LLC, which completed a final facility design incorporating the following:

1. Two 2,715-square foot semi-private, dormitory shelter buildings, which together are capable of housing up to 16 resident youth.
2. A 7,070-square foot services center complex that consolidates program offerings and administration, and includes:
  - a) 3,000-square feet of multi-purpose, private counseling rooms for case work and services and flexible-space for training, education and programs
  - b) 2,400-square feet of administrative space
  - c) 1,170-square feet of mixed-use meeting space for staff, board, residents and partners
  - d) 500-square feet of electrical and mechanical rooms
  - e) Outdoor green space for recreation and educational activities
  - f) LEED-certified design including energy efficient spaces and photovoltaics

In 2008, Hale Kipa suspended its capital improvement project and campaign during the national and local economic downturn. In 2014, Hale Kipa reevaluated and determined that building the campus in Ewa remained a top priority for the agency. Now smaller, it engaged in strategic planning and redesign processes that scaled the project down with the intent that Hale Kipa would carry no debt on the project. Hale Kipa engaged in a rigorous business analysis to vet long-term strategic and financial benefits. In the end, the project budget was reduced from \$20 million to the current \$11.05 million – recognizing the current project benefits from the planning/design work previously funded and completed.

Hale Kipa relaunched its fundraising efforts for the project with a new Capital Campaign Cabinet in late-2015. The Campaign is chaired by Chris Benjamin, President & CEO of Alexander & Baldwin, Inc. Other Capital Campaign Committee members include Bill Mills, Mills Group; Phillip "Pip" White, Phillip White

Architects; Richard Reese, Richard Reese Designs; Charles Howland, Marts & Lundy; Luke Yeh, Bank of Hawaii (Board Chair); Scott Seu, Hawaiian Electric Company (Board Vice Chair); and Zachary McNish, Esq., RevoluSun (Board 2<sup>nd</sup> Vice Chair). In addition, Mr. Benjamin has enlisted the help of other well-known local developers in raising funds for this project.

Although Hale Kipa leadership has limited experience managing capital projects, Hale Kipa's Facilities Committee leads the team, containing an experienced developer and a professional engineer. Its CEO has 46+ years of experience in nonprofit management and organizational development. Its experienced Development Manager oversees the architect, engineers and Construction Manager. The Board is actively engaged in all stages.

Hale Kipa is collaborative in the youth service provider community working with the Hawaii Juvenile Justice system, Department of Health – Child and Adolescent Mental Health Division, Department of Human Services, and numerous youth service providers, health and human service nonprofits, homeless providers and communities statewide. For example, the Youth Outreach Program is a collaboration between the Waikiki Health Center and Hale Kipa. Hale Kipa is fully accredited by the Council on Accreditation, and its facilities are similarly licensed and accredited by the appropriate federal, state and professional agencies to ensure that its operations will continue to conform with high administrative, fiscal and program standards.

In early 2015, Hale Kipa reassembled a project team to lead the effort. The time is right for Hale Kipa to take the opportunity to build a home to match organizational needs and capacity, now and into the future.

### **3. The public purpose and need to be served;**

The planned campus on Old Fort Weaver Road – a new home for Hale Kipa – directly supports the mission and vision, enhances program services and presents a compelling strategic opportunity for the agency.

**Improved Services.** First, the project offers the opportunity for consolidated operations, which will improve Hale Kipa staff's ability to run effective, impactful programs. Administrative and program staff, currently scattered across offices on Oahu, will eliminate the need to travel between sites and hold virtual meetings. Staff will realize operational synergies by working more closely together and have the important experience of regularly interacting with the youth and families Hale Kipa serves.

The facility itself will also provide an enhanced environment for programs. The new site will be designed to be a safe, comfortable and open place where residents can live with dignity during their stay at Hale Kipa. The agency's existing leased and owned assets are aging and deteriorating and require a considerable amount of upkeep.

Designed for traditional residential use, existing facilities have limited lines of sight and have become ill suited for supervising today's at-risk adolescents. Built-to-suit shelter facilities will provide a much-improved environment for Hale Kipa's young, vulnerable residents. The new site also will provide the opportunity for residents, program participants and staff to spend time outside, and the location offers potential for new or expanded educational programs integrating agriculture and sustainable living.

**Sense of Place.** While providing a welcoming and vibrant environment for residents, a permanent home will provide a much-needed sense of place for the agency and reinforce its organizational identity. The best-in-class facilities and technology will support Hale Kipa's critical mission.

The Old Fort Weaver Road location provides geographic advantages that will enhance the agency's ability to work with key partners. The new home is located among the communities primarily served, and it is proximate to infrastructure and potential partners – Family Court & Detention Home in Kapolei, City Hall, the Kroc Center, and UH West Oahu, among others. The project envisions a highly flexible services center, which will maximize the ways that Hale Kipa can both interact with and welcome the community-at-large. The Hale Kipa campus is envisioned as a gathering place and center of excellence for human services in West Oahu.

The services center will support two adjacent shelter facilities, providing a complex that is more discreet, more functional, and less susceptible to the external pressures of facilities located in densely populated residential neighborhoods. Current operations are highly scrutinized by neighborhood boards that are concerned about Hale Kipa operating stand-alone shelter facilities in traditional residential areas. By consolidating its shelter operations at Old Fort Weaver Road, Hale Kipa will resolve this neighborhood friction and ensure the youth served no longer feel stigmatized, unwelcome and unappreciated by the surrounding communities. The youth served also will be situated geographically closer to the communities from which they have historically come, allowing an increased likelihood of positive, managed interaction with supportive family members.

**Long-term Financial Sustainability.** The new site is expected to consolidate Hale Kipa activities currently located in four sites: administrative offices in downtown Honolulu (Piikoi Street, 3,228 sf); administrative and program offices in Waipahu (Farrington, 1,811 sf); and two program and shelter facilities (Renton, 2,000 sf, and Makuahine, 2,280 sf). This will allow Hale Kipa to realize business efficiencies and eliminate duplicate facilities costs. For example, historic annual facility costs at these four locations total approximately \$350,000 per year, of which nearly \$180,000 is spent on lease rent and parking fees.

In addition to immediate savings on duplicate costs, free-and-clear ownership of the property and modern facilities will reduce the additional costs of maintaining and operating facilities, now deteriorating, and which were never intended for their current uses. Hale Kipa will avoid upkeep costs on the current deteriorating facilities, as well as the hidden costs of subpar services for youth and stress for staff working in poor conditions. In the first year of site consolidation, Hale Kipa is expected to realize about \$100,000 in annual savings, which includes both rent savings as well as savings in operations and maintenance. An additional financial advantage once the project is completed may be the opportunity to access new market tax credits to endow the agency.

**A Culture Built on Trust.** Relationships are at the core of Hale Kipa's mission and identity – relationships between staff and youth, among colleagues and with community partners. These relationships are both based on, and have created, the culture that characterizes Hale Kipa. Trust among staff gives them freedom to exercise their judgment and, in turn, develop trusting relationships with the youth they serve. A culture built on trust ensures the agency remains nimble and flexible, responsive to community needs and aligned with partners.

A new, integrated, consolidated home enhances this organizational culture. Co-locating more programs and people will have reciprocal benefits, giving program participants access to more mentors and support systems and ensuring staff members build connections with youth and see the impact of Hale Kipa's services. These interactions will be building blocks of an even stronger organizational culture and system of service delivery.

The trend in human services is migrating toward wrap-around services, or coordinated and collaborative programs offered from a diverse group of providers serving a single youth. This emerging model is beginning to break down silos. Both internally and with community partners, Hale Kipa is focusing on further integrating its continuum of services for adolescents and young adults with wide-ranging circumstances. In a new home, with an enhanced organizational identity and situated among critical partners in youth services, this culture of trust ensures Hale Kipa is poised to provide excellent services within a transformed youth services system.

Given the trend toward wrap-around services, and Hale Kipa's intent to consolidate services and administration, this planned facility at Old Fort Weaver Road is positioned to become a center of excellence for human services in Hawaii – a vital node in an ever-strengthening network of community-based service providers.

#### **4. Describe the target population to be served; and**

Despite varying backgrounds and situations, youth/young adults 11-24 years old, have many needs in common. Hale Kipa helps all youth served (approx. 2,000 annually; 1,500 unduplicated) find opportunities to overcome their challenges and build stable, productive lives. Within its continuum of services, Hale Kipa serves the following specific target populations:

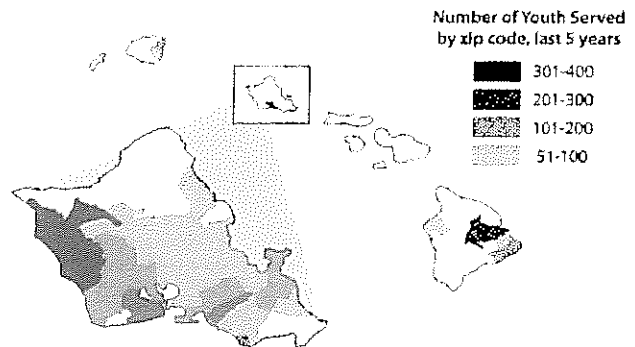
- **Foster youth:** More than 1,000 children are in foster care in Hawaii. Each year, a small but steady stream of young adults transition out of the foster care system into adulthood. These young adults struggle with increased responsibilities and economic pressures that most young people do not experience.
- **Youth in the juvenile justice system:** Each year, between 4,500 and 5,000 youth under the age of 18 are arrested in Hawaii. Youth in the juvenile justice system may be placed on probation. Involvement in family court significantly increases the risk of deeper involvement in the juvenile justice system.
- **Homeless and runaway youth:** Hawaii has the highest per capita homeless rate in the nation with a growing number of homeless children. Twenty-five percent of Hawaii's homeless are children, and homeless teens often lack access to basic needs and educational opportunities. They are particularly vulnerable to risky behaviors and contact with the juvenile justice system.
- **Teen parents:** Although teen pregnancy rates have been in decline, Hawaii still has the tenth highest rate in the nation. Young mothers often leave their education early and struggle to build job skills and provide for their children, many of whom grow up in poverty during critical developmental years.
- **“Opportunity Youth”:** The term “Opportunity Youth” refers to young people ages 16 to 24 who are neither enrolled in school nor employed. Also called “disconnected youth,” these young people make

up an estimated 9% to 10% of the total population. They have often fallen out of the traditional educational system, yet many are eager to further their education and gain work experience.

- **Native Hawaiians:** Native Hawaiian youth demonstrate greater risk for social pressures, and data indicate they have a higher prevalence of teen pregnancy and greater incidence of homelessness. Hale Kipa's client population is more than 48% Native Hawaiian. Community-based services and partners with relevant cultural support are critically important for serving this population.
- **Other At-Risk Youth:** Adolescents that don't fall into any of these specific categories still experience challenges, for many reasons. Many come from low-income families or have no positive adult role models in their lives. Some are referred to Hale Kipa by parents and schools because they show truant or drug-seeking behaviors. Hale Kipa works with a wide range of youth who show a need for positive guidance.

**5. Describe the geographic coverage.**

With a presence in all four Hawaii counties, Hale Kipa aims to serve youth within their communities as much as possible. The map below shows frequency by zip code of youth served over the past five years. (Geographic data are collected as youth report their most recent address upon entering Hale Kipa programs.)



Zip codes showing high rates of service utilization include Hilo and Pahoa on Hawaii Island, Kapaa on Kauai, and Kalihi/Palama, Waikiki and Kailua on Oahu. (Kailua frequency is likely overstated, since many youth entering Hale Kipa programs report the Hawaii Youth Correctional Facility in Kailua as their most recent address.)

In addition to these pockets, the highest demand for services is from West Oahu. Over the past 5 years, 46% of youth served on Oahu have come from Waianae, Nanakuli, Kapolei, Ewa and Central Oahu. The new home in West Oahu will enhance Hale Kipa's ability to serve youth populations near their homes and with the support of community resources.

**II. Service Summary and Outcomes**

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

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

Hale Kipa re-launched this project in late-2015 with the selection of a redesign architect and board approval of the design services proposal. The design process includes and is not limited to consultation, participation and oversight by Hale Kipa's Board of Directors, leadership, and stakeholders.

Professional services include the following design professions: architecture, civil, landscape architecture, and any other consultants deemed necessary for design (mechanical, electrical, structural, ADA, cost estimator, LEED, etc.). Design services tasks include:

**Phase 1:** Develop redesign concept plan and schematics (COMPLETED): Evaluate previous project plans and consultant work products, as applicable. Address all revised project requirements through iterative design and consultative review with Hale Kipa stakeholders. Develop preliminary architectural plan set (basic drawings only: site plan, elevation, etc.) and at least one concept rendering for use in capital formation and fundraising. Develop preliminary construction cost estimates and exploration of cost alternatives.

**Phase 2:** Design development & coordination with planning consultants (COMPLETED): Develop detailed architectural and engineering drawings with specifications for the project. All drawings are drafted to-scale to further define the site plan including floor plans and exterior elevations. These drawings will be used to refine construction cost estimates, as needed. Provide support to planning consultants, including direct assistance in completing land use, entitlements and permitting applications, as required.

**Phase 3:** Preparation of construction drawing set (COMPLETED): Based on approval of the design development drawings by Hale Kipa, prepare detailed construction drawings and specifications setting forth, in detail, the requirements for the construction of the project.

**Phase 4:** Bidding/permitting (July 2016 - March 2017): Assist with the distribution of the construction documents to the general contractors and provide information as required for the construction bidding process. Support all aspects of permit application process.

**Phase 5:** Construction administration (March 2017- January 2018): Provide office administration and field observation of the construction process during the duration and close out of construction. Review shop drawings, submittals, preparation of change orders, responses to contractor requests for information, etc. Support building commissioning, testing and transition to occupancy.

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

Hale Kipa purchased the vacant 4.26-acre parcel on Old Fort Weaver Road, Ewa, Oahu in 2007. A Conditional Use Permit was granted in 2010 and the modification was approved in 2016. Hale Kipa plans to move into its new home in early 2018, per the following schedule:

- Initial Private Funding: COMPLETED
- State Funds Raised: COMPLETED
- Schematic/Conceptual Design and Pricing: COMPLETED
- Design Development: 90% Completed. COMPLETED
- Additional Fundraising: May 2016 - April 2017
- Construction Document Preparation: COMPLETED
- Entitlement & Permitting: April 2016 - February 2017
- Construction (break ground): March 2017
- Commissioning: December 2017
- Move In: January 2018

All funding commitments must be in place for Hale Kipa to proceed with the project.



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

Hale Kipa's overall success and effectiveness is driven by the Board of Directors – Executive Committee, Quality Improvement Committee and agency leadership. Surveys and tracking success software are used to assess youth and family outcomes and satisfaction. However, program outcomes are mostly based on behavior, school attendance, etc. In addition, staff are held to an aggressive quality improvement process which includes program, staff and youth outcomes. Hale Kipa's Board of Directors participate annually completing a Board Evaluation Survey which includes board engagement, policies and agency practices to name a few.

Hale Kipa tracks numerous measurable program outcomes. Two notable are:

- 94% of young adults in the Imua Kakou program have safe, stable and affordable housing (young adults 18-24 who have transitioned out of foster care).
- 90% of youth in the Ka'i Like program have remained arrest-free six months post discharge (youth on probation).

The development process will be tracked on a weekly, monthly and quarterly basis, and at the completion of each designated phase of the contract. The Development Manager will be responsible for the Construction Manager with oversight of the all construction-related processes – which will include contract procurement, timelines, and cost and fiscal management – and will work with the architect and lender to ensure that the project will be completed in a timely manner and per prior specifications. The CEO will oversee the Development Manager. Any material deviations from specifications and schedules will be reported to and approved by the CEO, who is accountable to the Board of Directors. The funding process is managed by the Project Manager who reports to the CEO and Capital Campaign Committee.

Capital project outcomes include:

- The re-boot of the capital project began with strategic planning in 2014. Thus, the Board and leadership reaffirmed the need for this capital project to sustain the organization.
- Hale Kipa then hired consultant, Kina Mahi, to research and write the business case for the project; as a result, a new Capital Campaign Cabinet was formed and Hale Kipa began to receive foundation, corporate and individual donations/gifts.
- Hale Kipa's capital project development process itself is tracked on a weekly, monthly and quarterly basis, and at the completion of each designated phase of the timeline/scope of work.

4. **List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

Hale Kipa plans on breaking ground for the new facility by, or before, March 31, 2017, and will work closely with the expending agency Department of Labor and Industrial Relation – Office of Community Services to ensure the timely release of funds, which will keep the development of Hale Kipa's project on track.

### **III. Financial**

#### **Budget**

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

Budget forms have been completed and are attached to this application.

2. **The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2018.**

<b>Q1: July 1 – Sept 30, 2017</b>	<b>Q2: Oct 1 – Dec 31, 2017</b>	<b>Q3: Jan 1 – Mar 31, 2018</b>	<b>Q4: Apr 1 – June 30, 2018</b>	<b>TOTAL: FY 2017-2018</b>
<b>\$0</b>	<b>\$ 250,000</b>	<b>\$ 500,000</b>	<b>\$250,000</b>	<b>\$1,000,000</b>

3. **The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2018.**

Harry & Jeanette Weinberg Foundation - \$3,000,000  
 McInerney Foundation - \$400,000  
 Atherton Family Foundation - \$200,000  
 Cooke Family Foundation - \$75,000  
 Laurence H. Dorsey Hawaiian Foundation - \$200,000  
 William G. Irwin Foundation - \$250,000  
 Other Small Foundations and Individuals - \$250,000

- 4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.**

Not applicable. Hale Kipa is a 501(c)(3) not-for-profit organization, and as such, has not been granted any state and/or federal tax credits.

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

Please see attached Government Contracts and/or Grants. This includes program and CIP contracts.

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2016.**

Not Applicable. Hale Kipa is a not-for-profit organization, and as such, its assets are restricted.

#### **IV. Experience and Capability**

##### **A. Necessary Skills and Experience**

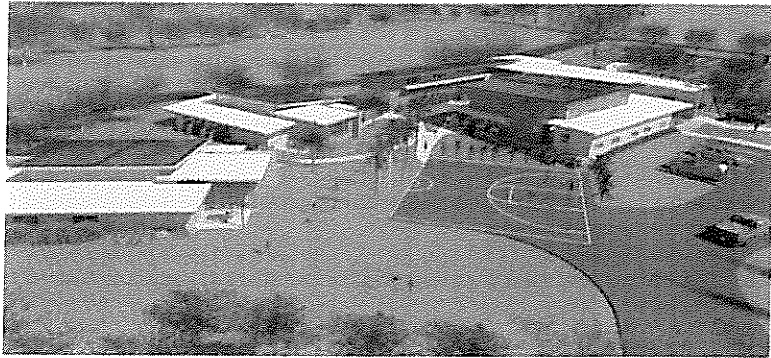
**The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of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

For over 45 years Hale Kipa has successfully met the needs of at-risk youth, with a solid reputation and track record for achievement. Hale Kipa's administration also brings years of knowledge and experience to the project. Please see "Section V – Personnel: Proposed Staffing and Organization" for further details on the individuals who will bear the responsibility for bringing the project to fruition.

## **B. Facilities**

**The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.**

In 2007, Hale Kipa acquired a vacant parcel on 4.26 acres adjacent to Old Fort Weaver Road in Ewa. The ADA-compliant Hale Kipa Services Center & Residential Shelters will be a multi-purpose facility, and will house conference rooms, training facilities, classrooms and file storage. Administrative and clerical staff are currently spread across Oahu in 15 different sites, two of which will be completely consolidated in the Services Center. The Services Center's conference rooms will be made available to the public for community meetings. Each ADA-compliant residential shelter will house youth needing emergency shelter services referred by the State of Hawaii, Department of Human Services, Family Court or be youth who are runaways or homeless.



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

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

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

The project team for Hale Kipa includes several critical groups/individuals, including:

- The Facilities Committee, which consists of among others, an experienced developer and a professional engineer. The Facilities Committee is a committee of the Board of Directors, which is actively engaged in all stages of the project.
- Ernest "Punky" Pletan-Cross, CEO, Hale Kipa, Inc.: has 46+ years of leadership experience in nonprofit management and organizational development.
- Serge Krivatsy, President, Niu Associates, LLC: an experienced third-party Development Manager who oversees the architect, engineers and Construction Manager.
- Dan Curran, Director, Avalon Development Company, LLC: a local proven Project and Construction Management company, duties will include, and not be limited to:
  - Oversight of project to its completion, which will include the coordination and direction of construction workers and subcontractors, and the project's compliance with all requisite and applicable safety and building regulations;

- Provision of an in-depth review prior to commencement of construction to ensure adherence to scheduled deliverables and stated estimates of costs, and to track inventory of tools and supplies;
  - Ensure quality construction standards and the use of proper construction techniques;
  - Daily review of the project's progress, including the provision of internal reports to the FVSAS Board and external reports to the community and / or relevant state and county agencies, as required, requested and / or determined.
  - Meeting all contractual conditions of performance, including the negotiation of agreements and draft contracts, and the obtention of all project licenses and permits; and
  - Proper risk mitigation to anticipate, prevent and resolve prospective problems; and resolve any emerging ones.
- Tracy Janowicz, President, Pacific Rim Community Innovations Corporation: an experienced Project Manager, who leads project management, grant-writing and oversight of public funding streams.
  - Capital Campaign Committee, which is chaired by Chris Benjamin, President & CEO of Alexander & Baldwin, Inc., and with members including Bill Mills, Phillip "Pip" White, Richard Reese, and three members from the board of directors - Luke Yeh, Scott Seu, and Zachary McNish. Mr. Benjamin has also enlisted the help of other well-known local developers in raising funds for this project.

Fiduciary oversight of all project activities is the purview of the Board of Directors and Chief Executive Officer.

## **B. Organization Chart**

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

Please see attached.

## **C. Compensation**

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

Ernest "Punky" Pletan-Cross, CEO – \$170,000  
Jaque Kelley-Uyeoka, Deputy CEO - \$110,000  
Dori Tyau, HR Director - \$76,000

## VI. Other

### A. Litigation

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

Hale Kipa has no pending litigation or outstanding judgments.

### B. Licensure or Accreditation

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

Hale Kipa is fully accredited by the Council of Accreditation (COA), and its facilities are similarly licensed and accredited by the appropriate federal, state and professional agencies to ensure that its operations will continue to conform to high administrative, fiscal and program standards.

### C. Private Educational Institutions

**The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see Article X, Section 1, of the State Constitution for the relevance of this question.**

Not applicable.

### D. Future Sustainability Plan

**The applicant shall provide a plan for sustaining after fiscal year 2017-18 the activity funded by the grant if the grant of this application is:**

- (1) Received by the applicant for fiscal year 2017-18, but**
- (2) Not received by the applicant thereafter.**

Not Applicable. Per the finding of the legislature, the planning, design and construction of the Hale Kipa project on Old Fort Weaver Road in Ewa, Hawaii qualifies as a capital project. No further funding will be necessary once it is completed.

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

**If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2016.**

Please see attached.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

Applicant: Hale Kipa, 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				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Land				1,200,000
10. Professional & Project Management				1,645,000
11. Building Construction	1,000,000			4,621,150
12. Furniture, Fixtures & Equipment				1,230,650
13. Financing & Contingency				1,353,200
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	1,000,000			10,050,000
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>1,000,000</b>			<b>10,050,000</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,000,000	Tracy Janowicz (808) 754-7864		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		1/18/17		
(d) Total Private/Other Funds Requested	10,050,000	Signature of Authorized Official Date		
<b>TOTAL BUDGET</b>	<b>11,050,000</b>	Cody Barretta, Controller Name and Title (Please type or print)		



## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2017 to June 30, 2018

Applicant: **Hale Kipa, Inc.**

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Not Applicable				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2017 to June 30, 2018

Applicant: Hale Kipa, Inc.

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
Not Applicable			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2016 to June 30, 2017

Applicant: Hale Kipa, Inc.

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2013-2014	FY: 2014-2015	FY:2016-2017	FY:2016-2017	FY:2017-2018	FY:2018-2019
PLANS	1,000					
LAND ACQUISITION						
DESIGN	1,000		100,000			
CONSTRUCTION	1,298,000	250,000	1,550,000	10,250,000		
EQUIPMENT						
<b>TOTAL:</b>	<b>1,300,000</b>		<b>1,650,000</b>	<b>10,250,000</b>		
<b>JUSTIFICATION/COMMENTS:</b>						

**GOVERNMENT CONTRACTS AND / OR GRANTS**

Applicant: Hale Kipa, Inc.

Contracts Total:

9,299,808

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	CAMHD – Intensive In Home	07/01/16	DOH	State	1,320,000
2	CAMHD – Therapeutic Family Homes	07/01/16	DOH	State	660,000
3	Emergency Shelter Program	07/01/16	Department of Human Services	U.S. / State	730,000
4	Independent Living Program	7/1/2016 - 12/31/16	Department of Human Services	U.S. / State	488,667
5	Independent Living Program	01/01/17 - 06/30/17	Department of Human Services	U.S. / State	489,334
6	Independent Living Program – Imua Kakou	7/1/2016 - 12/31/16	Department of Human Services	U.S. / State	245,000
7	Community Based Residential Services for Youth – Emergency Shelter	07/01/16	Office of Youth Services	State	50,050
8	Community Based Residential Services for Youth – Independent Living Program	07/01/16	Office of Youth Services	U.S.	92,340
9	Community Based Outreach Advocacy – Oahu	07/01/16	Office of Youth Services	State	200,000
10	Community Based Outreach Advocacy – Kauai	07/01/16	Office of Youth Services	State	60,000
11	Aftercare Monitoring Services for Youth	07/01/16	Office of Youth Services	State	550,000
12	Intensive Monitoring Program -Ka'i Like – Oahu	07/01/16	Office of Youth Services	State	400,000
13	Intensive Monitoring Program Ka'i Like – Hawaii	07/01/16	Office of Youth Services	State	200,000
14	Intensive Monitoring Program Ka'i Like – Kauai	10/01/16	Office of Youth Services	U.S.	150,000
	Kauai School Success	07/01/16	Office of Youth Services	U.S.	85,000
15	WRAP	07/01/16	Office of Youth Services	State	300,000
16	Outreach Services for Homeless Youth	01/01/17	Department of Human Services – BESSD	U.S.	100,000
17	Outreach Services for Homeless Youth	10/01/16	City and County of Honolulu	City and County of Honolulu	50,000
18	Transitional Living Program	05/01/16	Hawaii Youth Services Network	U.S.	108,079
19	Transitional Living Program	08/01/16	Homeless Programs Office	State	23,460
20	Basic Center Program - Emergency Shelter	09/30/16	Hawaii Youth Services Network	U.S.	46,953
21	Independent Living Program Training Apartments	07/01/16	The Judiciary	State	52,925
22	Emergency Shelter	07/01/16	The Judiciary	State	45,000
23	Emergency Shelter	12/1/2015 - 06/30/17	City and County of Honolulu	City and County of Honolulu	53,000

24	Hale Kipa Services Center & Residential Shelters (Ewa, Oahu) – Planning, Design and Construction	06/15/16	DLIR-OCS	State	1,300,000
25	Hale Kipa Services Center & Residential Shelters (Ewa, Oahu) – Planning, Design and Construction	02/13/12	DLIR-OCS	State	500,000
26	Hale Kipa Services Center & Residential Shelters (Ewa, Oahu) – Planning, Design and Construction	06/27/14	DLIR-OCS	State	1,000,000



*Hale Kipa's mission is to provide opportunities and environments that strengthen and encourage youth, their families and communities to actualize their potential and social responsibility.*

**Board of Directors**  
 Luke W. T. Yeh (Chairman of the Board), Scott W.H. Seu (Vice Chair), Zachary McNish (2<sup>nd</sup> Vice Chair), Greg J. Sitar (Treasurer), Susan Y. M. Utsugi (Secretary).  
**Members:** Heidi A. Cregor, Chris Deuchar, Galen Haneda, Michael Magaoay, Karen Miller, Richard J. Sakoda, Mabel "Jean" Odo (Kauai), Lanson Kupau  
**Neighbor Island Board Liaisons:** Zadoc W. Brown, Jr.

**Punky Pletan-Cross**  
 Chief Executive Officer  
 + 1 Administrative Assistant

**ADMINISTRATIVE SERVICES**

**Dori Tyau**  
 Director of Human Resources  
 + 2 HR Managers

**Cody Barretta**  
 Controller  
 + 1 Sr. Accountant  
 + 1 Accounting Clerk  
 + 1 Accounting Clerk – Payroll

**Laura Brucia Hamm**  
 Chief Operating Officer/Chief Privacy Officer  
 + 1 Communications Manager

**Paul Song**  
 IT Support/Help Desk Technician  
**Alika Stricker**  
 Assistant Help Desk Technician

**PROGRAM SERVICES**

**Oahu**

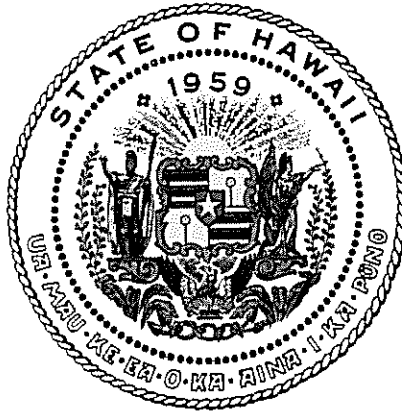
- Wraparound**  
Program Coordinator: Charlotte Kamauoha
- Community-Based Outreach and Advocacy Program/Ho'okala**  
Program Coordinator: Stacy Peiler
- Independent Living Program (Imua Kakou, Haloa, FUP-Step Up)**  
Program Coordinator: Michelle Kinimaka
- Hawai'i Advocate Program (HYCF In-Facility)**  
Program Coordinator: Lani Carrillo
- Ka'i Like Program**  
Program Coordinator: Lani Carrillo
- Intensive In-Home Services**  
Program Coordinator: Danielle Miller
- Youth Outreach (YO!)**  
Program Coordinator: Alika Campbell

**Jaque Kelley-Uyeoka**  
 Deputy CEO  
 + 1.5 Administrative Assistants

- Transitional Family Home Program**  
Program Coordinator: Danielle Miller
- Foster Parent Development Program**  
Program Coordinator: Kristen Benevides
- Emergency Shelter (Boys and Girls)**  
Program Coordinator: Stacy Peiler
- Transitional Living Program (TLP)**  
Program Coordinator: Alika Campbell
- Independent Living Program Training Apartments (ILPTA)**  
Program Coordinator: Lani Carrillo

**Kauai, Hawaii, Maui**

- East Hawaii**  
 Hawai'i Advocate Program (HAP)  
 Ka'i Like Program  
 Program Coordinator: Kamea Wong  
 Transitional Family Home Program  
 Intensive-In Home Program  
 Program Coordinator: Cynthia Totty-Hefley
- West Hawaii**  
 Hawai'i Advocate Program (HAP)  
 Ka'i Like Program  
 Program Coordinator: Kamea Wong  
 Intensive-In Home Program  
 Program Coordinator: Akoni Kanaele
- Maui/Molokai**  
 Hawai'i Advocate Program (HAP)  
 Program Coordinator: Jaque Kelley-Uyeoka
- Kauai**  
 Hawai'i Advocate Program (HAP)  
 Community-based Outreach and Advocacy/Ho'okala  
 Ka'i Like Program  
 School Success Program  
 Program Coordinator: Melinda Montgomery  
 Intensive-In Home Program  
 Program Coordinator: Nazo Shamal



## 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

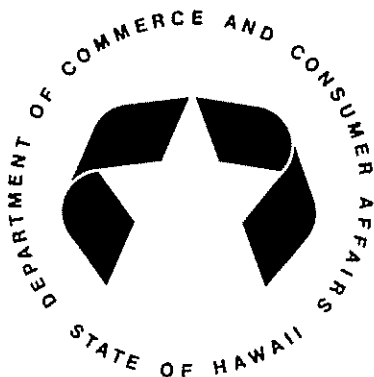
HALE KIPA, INC.

was incorporated under the laws of Hawaii on 01/26/1970 ; 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: January 16, 2017

Director of Commerce and Consumer Affairs



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

The undersigned authorized representative of the applicant certifies the following:

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

Hale Kipa, Inc.  
(Typed Name of Individual or Organization)

\_\_\_\_\_  
(Signature)

January 17, 2017  
(Date)

Luke W. T. Yeh  
(Typed Name)

Chair, Board of Directors  
(Title)