

House District _____

Senate District _____

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): _____

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): _____

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
La'a kea Foundation

Dba: N/A

Street Address: 639 Baldwin Avenue, Paia, Hawaii

Mailing Address: PO Box 790994, Paia, Hawaii 96779

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name ANDREA HALL RODGERS

Title Executive Director

Phone # 808-281-3463

Fax # 808-579-8398

E-mail andrea@laakea.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:

EXPANDING THE 12-ACRE LA'A KEA COMMUNITY ON MAUI WITH DESPERATELY NEEDED AFFORDABLE HOUSING FOR LOW-INCOME AND INTELLECTUALLY/DEVELOPMENTALLY DISABLED ADULTS.

4. FEDERAL TAX ID #: _____

5. STATE TAX ID #: _____

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$987,000

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$0 _____
 FEDERAL \$0 _____
 COUNTY \$0 _____
 PRIVATE/OTHER \$134,000 _____

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

AUTHORIZED SIGNATURE

ANDREA HALL RODGERS, EXECUTIVE DIRECTOR
NAME & TITLE

JANUARY 19, 2017
DATE SIGNED



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Application for Grants: Expanding the Community for Low Income and Intellectually/Developmentally Disabled Adults on Maui

Submitted to the Twenty-Ninth Legislature, Hawai'i State Legislature
By the La'a kea Foundation, January 20, 2017

I. Background and Summary

1. A brief description of the applicants background:

In the year 2000, a board of concerned Maui residents and parents of disabled children came together with one goal in mind: to establish a residential and vocational community where autistic and intellectually/developmentally disabled (IDD) adults can live, work and thrive. These community members, professionals and parents recognized a pressing problem in Maui County: that adults with IDD (estimated at 3,500 in Maui County alone)—who are Hawai'i's most vulnerable, lowest-income citizens—are simply unable to afford Maui's exorbitant housing prices. Many end up homeless, drifting in the streets, without the services, care or community that helps them live optimal, meaningful lives.

The La'a kea Foundation, a 501(c)3 organization, has been working with the community, parents and other providers throughout the state to solve this problem. Our mission is to provide a residential community where youth and adults with disabilities can work, learn and live as part of a thriving 'ohana.

In 2010, the organization commenced services as the La'a kea Farm ("La'a kea"), a Department of Health licensed agency. With support from Maui County, the Hawai'i State Legislature, select private foundations, individual donors, and current IDD providers across Maui County, La'a kea has secured and operates the 12-acre farm, along with a farmer store, an indoor day program and a community building. Additionally, La'a kea Farm owns and operates one Department of Health licensed group home, manages three apartments supporting IDD clients where they live independently, and serves additional day program clients.

At La'a kea, special needs participants experience an inclusive 'life-sharing' setting where they engage in a healthy and productive lifestyle—learning, connecting and contributing to something greater than themselves. La'a kea has grown as a valued part of the larger Pai'a and Maui community, as many citizens visit the farm weekly for fresh-grown fruit, vegetables and meaningful interaction.

2. The goals and objectives related to the request:

With its sound business plan, active and engaged Board of Directors, and the support of the state and community, La'a kea has come far in providing a place where special needs citizens can work, learn and thrive. Yet there is still a major obstacle to overcome: there is no affordable housing on Maui that can accommodate and include these vulnerable citizens, who desperately

need an integrated, community-centered place to live.

To be able to begin accommodating autistic and IDD adults seeking a place to call home, **our goal is provide affordable living spaces in an inclusive community setting for low-income citizens (those with and without disabilities).**

To meet this goal, we will begin construction of an affordable housing community on La'a kea's 12-acre campus—land that Maui County donated to the La'a kea Foundation in 2006 for this exact purpose. The new community will integrate people with disabilities together with lower income citizens, and will include the following new construction:

- One 9-bedroom/4-bath home to be licensed as a DOM home
- One 2-bedroom/1-bath home that will qualify as HUD homes through the Section 8 voucher
- Three 1-bedroom/1-bath home that will qualify as HUD homes through the Section 8 voucher

By creating this community, La'a kea Foundation meets the following objectives, providing:

- Affordable housing and long-term care for some of the lowest-income citizens in the United States;
- An opportunity for adults with autism and intellectual/developmental disability to have a safe, inclusive community where they can live, work, and socialize among peers, while staying close to their families;
- Greater economic development in Maui County, as this is a capital improvement project;
- A thriving, self-sustainable community that relies on itself, rather than long-term government funding.

In order to meet these goals and objectives, **the La'a kea Foundation must secure \$2.4 million in its capital campaign: Expanding The Community, 2017-2019.** These funds will enable La'a kea to provide this safe and affordable housing for Maui's most vulnerable citizens.

3. The public purpose and need to be served:

The State of Hawai'i Department of Health Developmental Disabilities Division has identified social inclusion and affordable housing as top priorities for people with IDD. There is a clear need for viable options and La'a kea, as mentioned above, has a site that lends itself to this need.

Securing affordable housing is a serious challenge for Hawai'i's residents, who face the highest cost of shelter in the country—with the median house price in Maui at \$700,000 (Source: Maui News, January 16, 2017). Housing is considered "affordable" when a household spends less than 30 percent of their income on shelter and utilities. It is estimated that more than half of all renters do not live in affordable housing, while almost 80 percent of the state's extremely low-income households are paying more than half of their income in rent (Source: <http://bit.ly/1wkYzvC>).

Adults with IDD are Hawai'i's most vulnerable, lowest-income citizens. The special needs

population of Maui County is estimated at 3,500, according to the U.S. Census Bureau (Source: <http://quickfacts.census.gov>). Autism is growing in epidemic proportions and according to Hawai'i State health officials Hawai'i is on the high end of a national trend. According to the National study *Priced Out 2014* (Source: www.tacinc.org) Hawai'i has the number one worst housing crisis for disabled adults in the nation, with a cost of 173 percent of a Supplemental Security Income check required to rent a one-bedroom apartment.

The combination of limited incomes, the reduction of affordable housing units on Maui, and lack of employment opportunities for people with disabilities has made it virtually impossible for them to locate and obtain safe, affordable and decent housing within a community environment. These individuals need safe and affordable permanent housing, an opportunity to engage in meaningful work, and the availability of constant and ongoing care.

In September 2015, Andrea Hall Rodgers, La'a kea Executive Director met with John Rapacz, Administrator of the Maui County Zoning Administration and Enforcement Division, and William Spence, Director of the Maui County Planning Department, to identify any zoning restrictions on our 12-acre campus. Following this meeting, La'a kea received a letter from them with authorization to build up to eight homes that on the La'a kea campus with no zoning change. La'a kea is currently working with developers Chris Hart & Associates to plan and execute this vision.

La'a kea respectfully requests that the State of Hawai'i continue joining us in this mission: to use the La'a kea land to create this much needed affordable housing.

4. Describe the target population to be served:

These newly constructed homes will allow La'a kea to welcome special needs adults and their residential caregivers, along with other low-income residents who have no disabilities—providing affordable rental housing in an inclusive community for up to 20 adults. Consider these true-life examples from our community alone:

- Paul is an autistic young man who was raised in foster care since the age of two. Now at age 26, he lives independently with support from La'a kea. His autism causes him to get overly stimulated, rendering him unable to live in a typical group home environment. Paul has been renting a small apartment across from the La'a kea group home, within walking distance to La'a kea Farm, where he works and participates in the day program. In December 2016, his landlord informed Paul that his son will soon move back to Maui and cannot find an affordable place to rent. If the landlord's son doesn't find another affordable option, he will take over Paul's rental—leaving Paul homeless, with no place to go, no place he can afford.
- Lisa has been employed by La'a kea for three years. She is incredibly loyal to the organization, and a caring asset to the clients we serve. When her \$1,000/month lease for a studio apartment was up, her landlord raised the rent more than 30%, which priced her out of her rental home. She was forced to move back into her family home in Lahaina, and now is unable to work full-time at La'a kea because of the long commute.

The La'a kea Farm construction will give people like Paul and Lisa and other low-income citizens—those with and without special needs—a chance to live, work and grow in a safe and integrated community they can call home.

According to the Hawai'i Developmental Disabilities Assistance and Bill of Rights Act 2000, people with developmental disabilities have, among others, a right to:

- a residential program appropriate to the individual;
- live in least restrictive, individually appropriate residential alternative;
- live as close as possible to the person's home community in Hawai'i.

La'a kea is making these rights a reality for people with disabilities, and we need the State's support to continue doing so. Everyone deserves a place to live with dignity—particularly Maui's vulnerable special needs citizens. Let's keep Paul and many others like him off the streets by building this affordable inclusive community.

Active endorsements for this affordable housing project include: Alan Arakawa, Maui County Mayor, and Carol Reimann, Director of Housing and Human Concerns, as well as by colleague organizations serving the disabled, the Skill Village Neighborhood, and the town of Paia.

5: Describe the geographic coverage:

La'a kea Community will give priority to clients in Maui County, although it will consider residents from other geographic locations in Hawai'i as the community expands its infrastructure and program. The wider Maui County community will benefit by having this affordable housing option in a safe, supportive, inclusive community.

II. Service Summary and Outcomes

1. Describe the scope of work, tasks and responsibilities

This capital project will enable La'a kea to meet the immense need of affordable housing in a safe, secure integrated campus setting that includes developmentally disabled adults, in a way that would not otherwise be possible. There are no similar projects within the Hawaiian Islands.

Goals, objectives and tasks are as follows:

Goal:

- Meet the long-term residential needs of disabled (IDD) and low-income adults by providing affordable housing in a community setting, to include rental housing units accommodating up to 20 adults.

Objectives:

- Conduct and secure the physical planning, design, budgets and permits for the new construction at the La'a kea campus.
- Design and build home structures on 12 acres of land already acquired by Maui County, located on Baldwin Avenue in Paia to create additional housing solutions.

Methods:

Methods for reaching the above objectives follow (order may change based on needs):

- Complete environmental assessment by December 2017 (in process);
- Solicit bids from architect, landscape architect, structural engineer, civil engineer, mechanical engineer, electrical engineer, soil testing, traffic engineer, survey, planning consultant and archaeological consultant; conduct due diligence firms;
- Hire engineers, architects, developers and consultants;
- Review current information on the site plan for the community. Create gap and actions analysis for the required approvals, design and subsequent construction;
- Obtain required approvals, design and construction documents;
- Draft engineering and architecture plans for construction;
- Install a water system, including valves, fittings, and fire hydrants (current meter onsite 1.5");
- Install drainage, main drain lines, culverts, drain inlets;
- Install additional septic systems and leach fields;
- Construct buildings, which includes grading, building pads, finished grading;
- Install walkways, driveways, roads and parking lot;
- Install electric system;

- Conduct erosion control, dust control, and landscaping;
- Hire on-site and support staff, including a caretaker/watch person then property manager;
- Conduct yearly evaluations of operations, clients, staff and governing board to ensure quality, effectiveness and relevance of work.

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

The La'a kea Foundation has brought together the appropriate expertise to guide the physical planning, the design, budgets, permits and the phased build-out for the farm community. An estimated timeline follows:

Winter 2017:	Continued capacity building for Capital Campaign and implementation of campaign strategies
Spring 2017:	Working with Chris Hart & Associates, recruit and select engineers, architects, and consultants for the Environmental Assessment (EA) of the property
Fall 2017:	Complete work with Chris Hart & Associates on EA Continue capital campaign through 2019 Secure building permit and liability insurance
Winter 2018:	Begin onsite work, roads, utilities, water systems
Spring 2018:	Continue construction onsite Secure builder risk insurance, appraisal
Fall 2018:	Continue construction of priority structures Open doors for new residential housing
Winter 2019:	Finish construction; begin planning for additional housing units

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

The La'a kea Foundation will evaluate its initial success on its ability to expand our residential setting with additional affordable housing rental units for up to 20 disabled and low-income adults. To meet this benchmark, the La'a kea Foundation must:

- Meet its capital campaign goal of **\$2.4 million** by or before Fall 2019;
- Begin and end construction according to timeline, scheduled for 2019.

Executive Director Andrea Hall Rodgers and the Campaign Chairpersons Susan Graham and Andrew Pells are responsible for assessing and reporting the results of the campaign to the Board.

The La'a kea Board of Directors has hired outside consultants three times since 2007 to support the organization writing and executing a well-thought out strategic plan to guide its progress to date. The La'a kea Foundation will hire an outside evaluator to assess the community and its program as needed. The evaluator will meet with the Board, staff and residents/day program participants, to determine areas of success, weakness, opportunities and threats (according to the SWOT method). Other methods of qualitative and quantitative data collection and analysis may be used (such as the Logic Model), at the suggestion of the evaluation consultant and by agreement of the Board.

The La'a kea Foundation Board evaluates itself and the executive director at least once annually through member surveys. This is accomplished during an Annual Retreat, or at some other appropriate time during the year. The results of the assessments are shared with the executive director and Board, at which point members engage in planning to build on successes and refine areas for improvement. The January 2016 evaluation indicated a need for additional administrative support. The Board chose to fund this position and as a result there is now a new administrative assistant on site at the La'a kea campus full time. This organizational habit of evaluation maintains the integrity of the work and keeps Board and staff on track for best serving the needs of intellectually/developmentally disabled adults on Maui.

- 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.**

La'a kea Foundation measures its long-term effectiveness as an organization by how we provide for the residential and vocational needs of up to 35 adults with developmental disabilities in Maui County. Our goal is to provide affordable housing at an inclusive community farm setting that fully integrates people with and without disabilities.

The measures of effectiveness for fiscal year 2017-2018 include the following:

- The La'a kea Foundation will have conducted the physical planning, including obtaining the design, budgets, timelines and building permits for the new construction;
- The Design Team will have specific, detailed and sound plans for the structures to be built, in accordance with rules set forth by the ADA;

- The Design Team will have completed the environmental assessment that started summer 2016; obtained the required permits and approvals; hired and supervised all subcontractors; and have begun site architecture for new affordable housing units that will accommodate up to 20 adults.

III. Financial

Budget

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

The total budget for new construction is \$2,400,000.00. This amount is required for the following:

A. Expenses/Vertical Construction

- | | |
|---------------------------|--------------|
| • One two-bedroom Homes | \$221,500.00 |
| • One nine-bedroom Homes | \$709,500.00 |
| • Three one-bedroom Homes | \$482,000.00 |

Subtotal for construction: \$1,413,000.00

B. Planning and Design Expenses/Architect/Engineering

- | | |
|--------------------------|--------------|
| • Architectural Expenses | \$ 75,000.00 |
| • Structural Engineer | \$ 30,000.00 |
| • Civil Engineer | \$ 30,000.00 |
| • Mechanical Engineer | \$ 20,000.00 |
| • Electrical Engineer | \$ 30,000.00 |
| • Traffic Engineer | \$ 15,000.00 |
| • Survey | \$ 25,000.00 |
| • Planning Consultant | \$ 30,000.00 |
| • Archaeological | \$ 15,000.00 |

Subtotal for Expenses/Architect/Engineering: \$ 270,000.00

C. Site Readiness Expenses/Onsite and Offsite

- | | |
|------------------------|---------------|
| • Offsite Expenses | \$ 125,000.00 |
| • Site Work | \$ 300,000.00 |
| • MECO (Maui Electric) | \$ 15,000.00 |
| • Water | \$ 20,000.00 |
| • Septic Systems | \$ 52,000.00 |
| • Phone/Cable | \$ 3,000.00 |

Subtotal for Expenses/Onsite and Offsite \$ 515,000.00

D. Expenses/Insurance, Fees and Other

- Building permit \$10,000.00
- Builder Risk Insurance \$ 22,000.00
- General Liability Insurance \$ 33,000.00
- Appraisal \$ 5,000.00
- Legal \$ 50,000.00
- Contingency \$ 82,000.00

Subtotal for Expenses/Fees and Other \$ 202,000.00

TOTAL: \$ 2,400,000.00

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

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
987,000.00	471,000.00	471,000.00	471,000.00	2,400,000.00

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

La'a kea will submit a proposal to the County of Maui Affordable Housing Fund and Federal CDBG Community Block Grant. Funds from the State legislature, County Affordable Housing Fund and Federal CDBG Block Grant will enable La'a kea to seek funding from private foundations, some of which require at least 66% of capital funding already secured. To expand the housing units beyond what is requested in this proposal, La'a kea anticipates submitting applications for capital funding from Hawai'i based private foundations, such as Weinberg, Atherton, Cook, Strong and Castle. The feasibility study for the capital campaign outlined a strategy for fundraising that the Board of Directors has been following. La' kea has received favorable initial responses from every foundation they have met with to date, as affordable housing is a top priority in Hawai'i right now.

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.

N/A

- 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.**

Department of Health Developmental Disabilities Division (DOH-DDD) Medicaid Waiver funds our program.

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

Balance of unrestricted current assets as of December 31, 2016 is \$227,387.99. Please see attached.

IV. Experience and Capability

A. Necessary Skills and Experience

La'a kea Foundation has the necessary skills and expertise to manage this capital project and the new community it creates, with proper care, oversight and financial health.

With a Hawai'i Community Foundation Capacity Building Grant, in 2007 La'a kea developed its first strategic plan for the master build out of a farm community that includes and supports IDD adults. We modeled this community after Farm in the Dell of Montana, which has worked for nearly four decades to bring a new way of life for people with IDD—one in which residents are vital and productive members of the community (farminthedell.org). Founder Lowell Bartels, one of the La'a kea mentors, advised us to start small and to build a farm-inspired day program with one home, and demonstrate excellence in programming and services as a DOH licensed provider and to design an operating budget that is completely self-sufficient beyond fundraising, which we have done. He said once this is done it will be obvious to funders that La'a kea has the experience and capacity to replicate the model on a larger scale. Having followed this advise La'a kea is ready to expand into a larger community that meets the housing needs of more of Maui's most vulnerable citizens.

Despite the economic climate of the past years, La'a kea has created the infrastructure for the farm community: built a barn, a farm store, opened for business, purchased & paid in full then renovated a group home—all with no debt. La'a kea also completed its first year in 2015 where 100% of the operating budget sustained itself with no fundraising. All funding efforts at this time were used to develop the infrastructure toward expansion, rather than to operate the program.

Sound and Capable Board of Directors

The La'a kea Foundation maintains a board of committed, concerned parents and professionals. Expertise on La'a kea's board includes the following: LEED certified Master Planner, landscape architect, banker, realtor, marketing consultant, and special events planner. Three board members are parents or grandparents of special needs adults or children. Advisors and committee members include the following: CFO of a major construction company, and executive assistant for a Council member, attorney specializing in real estate and land use, architect, special education educator, professional fundraiser, former CEO, accountant, strategic planning consultant, fund developer, cultural consultant, small business owner and a physician's assistant. (Please see Section V.B Organizational Chart for a full list of board members and bios.)

The board has developed both internal and external documents to articulate and market our mission and goals, and strengthen its governance and operations. These include a Capital Campaign Case Statement, an Organizational Business Plan, a Strategic Plan for 2017–2019, a Press and Educational Kit, a Board Member Handbook, an Annual Operating Budget, and a Pro Forma Operating Budget for La'a kea Community.

Prudent Design Planning

In November 2015 the La'a kea Foundation formed a team of experts and board members to oversee the expansion plans. These experts have backgrounds in master planning, sustainable architecture, buildings for disabilities, alternative education, permaculture farming and Hawaiian culture.

To measure its proposed impact, this team hosted a three-day concentrated brainstorming *charrette* in November 2016. The event was open to all members of the Maui community, particularly adults with disabilities, their families and caregivers, and the organizations that serve them. The charrette generated a broad base of design ideas, and provided a forum for diverse perspectives and support for the expansion.

In 2016, with the guidance of Jim Radford at Holmes, Radford & Avalon, Inc. Consulting, the La'a kea Board drafted and approved a 2017–2019 Strategic Plan. This led to securing the services of Chris Hart & Partners to oversee the master construction planning, and to obtain the necessary approvals to proceed with an environmental assessment (EA) requirement. As part of the arrangement, Chris Hart & Partners will:

- Review current information on the existing zoning, entitlements, and site plan for the community. Create gap and actions analysis for the required approvals, design and subsequent construction;
- Recommend prioritized actions for obtaining required approvals, design and construction documents;
- Analyze the current available project management funds and identify probable gaps in ability to fund the site plan approval and new construction;
- Recommend final budgets and timeline for site plan approval and construction for board approval;
- Manage the selection and hiring of the consultant team needed to obtain master site plan approval and preparing construction documents;
- Report at each Board meeting the status of the approval and construction process, and any needed actions to maintain the project processes and approved timelines.

Self-Sustaining Program

La'a kea is a Department of Health licensed agency, as of 2010, through the State Medicaid Waiver program licensed to provide Personal Assistance/Habilitation, Adult Day Health and Respite Services. What this means is that La'a kea receives payment per each day program participant, based on his or her required level of care for personal assistance, adult day health, respite serves, etc. In 2015, 100% of our operating budget was paid by the Medicaid contract, and in 2016, approximately 93% of our operating budget came from the contract.

In addition to the Medicaid services to run the day program, La'a kea operates a State licensed group "DOM" residential home for clients, licensed through the Office of Health Care Assurances. La'a kea's group home was the first newly licensed DOM home on Maui since 1985, and is one of only three total on Maui.

To operate this home, La'a kea receives funding per each resident (\$1,335/month) to cover the support that resident will need: staff caregivers, insurance, food, recreation, transportation, house cleaning, etc. Owning this home allowed us to provide affordable housing for five of our clients/crew much faster than building new (and more affordable) homes. More importantly, managing this group home has given us the experience and expertise to successfully staff and operate a group home of this nature, and do it in a self-sustainable manner.

A quick story to highlight our distinct model, skill and capabilities in creating and maintaining this self-sustaining program:

- When the state residential hospital at Waimano closed its doors forever in 1999, there were a few newly opened group homes in Hawaii for IDD adults. When the administrators examined the financial reality to manage these homes they said there was no way they could sustain a group home with only the SSI checks and State subsidy they receive for clients (in 2017, \$1335 per resident). With the dire need for housing for the special needs adults exiting the hospital, the State approved a "DOM Subsidy," which is written into the state budget for this first organization's homes only and nearing 20 years later these early homes are still dependent on the "DOM Subsidy" to operate. La'a kea doesn't receive this DOM subsidy, and yet because of our successful life-sharing staffing model, our self-sustainable farm that provides much of our residents' food, and not having a mortgage we are able to operate our group DOM home financially free of debt—something that other agencies that provide DOM homes in the State of Hawaii struggle to do even with the additional subsidy they receive.

Please see Section V.A Proposed Staffing, Staff Qualifications, Supervision and Training and Section V.B Organizational Chart for a list and bios of key staff, board and contractors involved in this project.

B. Facilities

La'a kea successfully designed, built and currently maintains the following facilities (debt-free):

- 1280 square foot community building with kitchen
- full ADA-approved bathroom with shower
- computer/quiet/reading room
- large indoor gathering space for classes and community events
- two large lanais, one of which we use for eating meals
- 200 square foot administrative building
- 320 square foot barn

- 500 square foot operating country farm store
- 120 square foot tool shed
- 320 square foot indoor woodshop and covered work area
- a commercial kitchen, which is currently under construction

In addition, La'a kea purchased, renovated and operates (again, debt-free) an 8-bedroom group DOM home to provide residency for special needs clients. This group home is located in the Skill Village neighborhood of Paia, Maui, within walking distance to La'a kea Farm.

We are now requesting funds to plan, design, create infrastructure and build one 9-bedroom DOM home (to house adults with special needs), along with one 2-bedroom home, and three 1-bedroom homes (to house low-income residents, those with and without special needs).

Group homes are licensed as Domiciliary or Adult Foster Care Homes, while the other homes will qualify for HUD Section 8 housing vouchers. Salaries for La'a kea Community staff come from the State of Hawaii Department of Health as a provider IDD home and community based Medicaid waiver services (also known as the Title XIX waiver program). La'a kea matches Medicaid's eligibility requirements in that it provides support and services to MR/DD individuals that enable them to live as independently as possible in the least restrictive environment.

A team of consultants who specialize in building for low-income adults and adults with disabilities are designing and will construct the facilities. The community will be evaluated for its adherence to requirements set forth by the American Disabilities Act. La'a kea Community of Maui will be built according to appropriate safety standards and with aesthetic considerations, contributing to the quality of life for both residents and the larger Maui community. No houses will rise above the level of mature trees. The village will not affect the natural resources, limit the range of beneficial uses of the environment, nor affect air, water quality, or ambient noise levels. The property sits on a county road, and utilities are easily accessible. There will be vehicles at the village for transportation and safety. However, because it will be a residential farm community with few licensed drivers, there will be little impact on current traffic patterns.

To date, La'a kea has acquired the land (donated by Maui County in 2006), and has basic preliminary infrastructure needed to begin construction (e.g., water meter, electricity onsite, one septic system installed, basic roads). La'a kea has entered into contract with Chris Hart & Partners to manage the forthcoming permit and construction issues, including completing an environmental assessment. Once these permit and construction issues are complete in 2017, La'a kea will be ready to begin construction.

V. Personnel: Project Organization and Staffing

A. Proposed Staffing, Staff Qualifications, Supervision and Training

An active and committed Board of Directors governs La'a kea Foundation, overseeing the Executive Director, who manages a full time Office/HR Manager, a Service Supervisor, an Operations Manager, a vocational training coordinator at the retail store on Campus, a part time bookkeeper, two residential caregivers, and 15 direct support workers working directly with the clients. This expanding community employs 23 people and will continue to provide Maui County residents with growing opportunities for employment in a meaningful work setting. As part of its culture of respect and care, La'a kea aspires to match the staff to their expertise and interests—allowing the *entire* community to enjoy work that is meaningful to them.

Staff is offered competitive salaries and benefits packages. All caregivers are licensed practitioners, and receive competitive salaries and benefits packages, along with the rest of the staff. The funding for operations come directly from the DOH State licensed Home and Community Based Services (HBCS) Developmental Disabilities Medicaid Waiver Program. The Service Supervisor works directly with the Department of Health to ensure and maintain quality standards, and is evaluated according to the same.

As a community that includes people with developmental disabilities (as opposed to being a community 'for' them), La'a kea includes all community members in building projects where appropriate. There are as many as 16 youth and adults with special needs that have worked in some capacity in building projects at La'a kea Farm, along with the staff members who support them. Countless community volunteers have participated in activities such as laying the bamboo flooring, driving heavy equipment for the septic system, painting the barn and lanais, plumbing labor, installing kitchen cabinets and more. At La'a kea it really does "take a village." To see the look on Nathan, the 29-year old man with Down's syndrome, the first time he flushed a newly installed toilet and we said farewell to the port-a-potty on the property was priceless! Expanding and building is very exciting for the La'a kea crew and program participants.

Key Staff Bios

- Andrea Hall Rodgers is the Executive Director. She is a former senior sales executive for Marriott International with a background in communication and marketing and has outstanding leadership skills. She is the mother of a developmentally disabled son, and maintains a commitment to creating an adult life for him where he is safe, happy and making a contribution.
- Nina Ferrari is the mother of a 30-year-old son with Down's syndrome and the Store Manager and Vocational Training Coach at La'a kea. After owning and operating a retail store for several years she realized what an awesome opportunity it would be for adults with disabilities to run a retail store of their own. Her goal is to serve Maui with a store filled with fresh produce, gifts and farm items while providing the participants with disabilities learning experiences and on the job training with competitive wages.
- Will Sands works as the La'a kea Farm Operations Manager. Sand's has worked extensively in grant administration and project management and has overseen projects at The Maui Farm, Inc. and Hui No'eau Visual Arts Center. He also has experience in construction management, budgeting, personnel and small business startups.

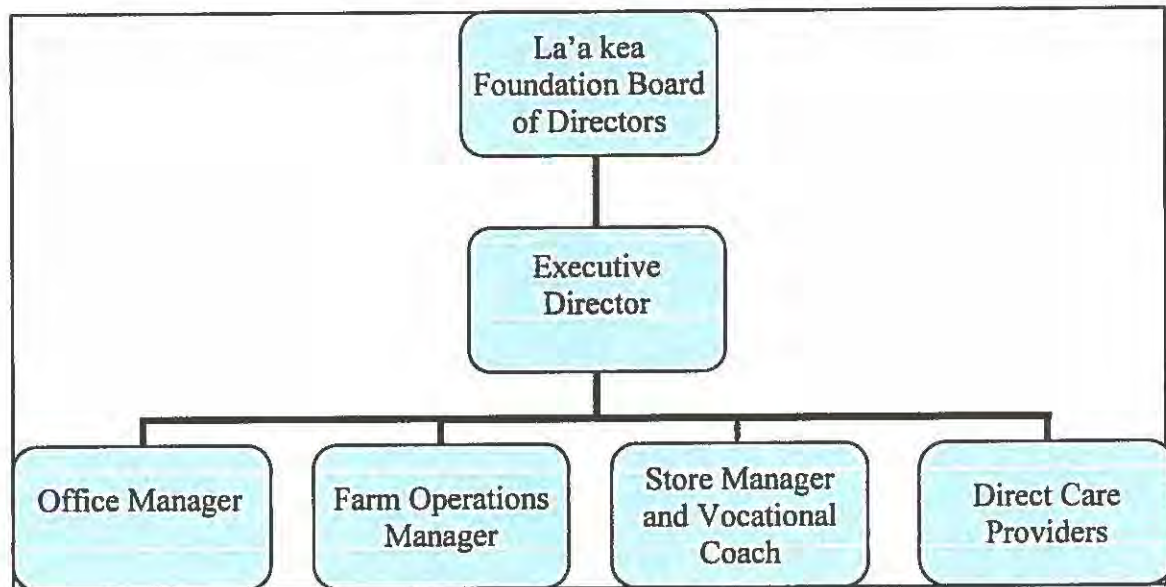
- Sarah Menzies is an Office Administrator and Human Resources Manager at La'a kea. She has a BA in Contemplative Education from Naropa University. As a Rotary Youth Exchange student in Mexico she learned to speak Spanish and the importance of multi-cultural experiences. Nature has played a large role in her upbringing and she has been a youth advisor for a wilderness school in Northern California since 1999.

Through the planning, permitting and construction phases of this project, La'a kea will engage and work with a number of experienced and skilled contractors. La'a kea fully vets contractors and requests proposals from more than one contractor in each role, ensuring proper due diligence and prudent decision-making. The Executive Director oversees contractors, with guidance from the Board. To date, we have engaged and/or are considering the following contractors to be part of this project:

- Chris Hart & Partners, Inc., (www.chpmaui.com) is a multi-disciplinary Landscape Architecture & City and Regional Planning firm and a member of the American Society of Landscape Architects (ASLA). CHP has over four decades of combined land use planning experience and over three decades of landscape architecture experience on Maui and throughout Hawaii. La'a kea is under current contract with Chris Hart & Partners for the Environmental Assessment, which is underway and will complete in 2017.
- Architect Dean Johnston, M.Arch., LEED AP (deanjohnstondesigns.com) holds a Master's degree from the School of Architecture at the University of Hawai'i at Manoa and is an award-winning architect with a passion for sustainability. Recipient of the prestigious A.I.A.S. National Research Award in 2002 for his work testing structural bamboo - that ultimately led to the acceptance of a bamboo species into the US building codes.
- Austin, Tsutsumi & Associates, Inc. (www.atahawaii.com) founded in 1934 provides engineering services that include Environmental, Public Works, Land Development, Traffic and Land Surveying.
- Stacy Otomo, M.S. of Civil Engineering and Principal of Otomo Engineering Inc., which has been in business in Hawaii since 1991. Ms. Otomo has worked on similar projects such as the Waikapu Affordable Housing Project, Kihei Master Drainage Plan and Improvements, and a number of residential and commercial projects throughout the state.
- Jordan Santos, Principal of J2 Santos Construction, Inc. in Haiku, holds a General Engineering, Masonry, General Building license (CT-26066) according to the Hawaii license board.
- Other contractors and firms we are considering as possibilities for our engineering and design team: Wayne Arakaki of Arakaki Engineering, LLC, based in Wailuku, for civil engineering; Joel Corpuz of JC Structural Engineering, LLC, based in Wailuku for structural engineering, Archaeology Services Hawaii for archeology/cultural consulting; and Scott Engineering (www.scott-engineering.com) for civil and structural engineering.

B. Organization Chart

The Organizational Chart for La'a kea is as follows:



The current board operates with a committee structure, which includes the following committees: Budget and Finance, Marketing and Development, Governance, Design/Construction and Program.

Board Member Bios

The current La'a kea Foundation Board of Directors includes the following individuals, three of whom are the parents or grandparents of special needs adults or children:

Officers:

President: Susan R. Graham has lived on Maui since 1973, and has actively volunteered for more than 30 years, serving on numerous boards including Maui Arts & Cultural Center, Seabury Hall & Montessori School of Maui. As winner of the Association of Fundraising Professionals (AFP) volunteer of the year award her areas of interest on boards are development and fundraising. She has a Special Needs grandson and is passionate about helping that part of Maui's population.

Vice President: Andrew Pells is a parent of a child with developmental disabilities, was the co-founder and Sr. Vice President of Hotels.com. He is on the Board of Directors for Ka'anapali Alii AOA, Beit Shalom of Maui and Seabury Hall.

Secretary: Dr. David Wittenberg, PsyD brings 20 years experience as a licensed clinical psychologist. He currently owns Behavioral Health Services, which manages the mental health services at Aloha House. He currently manages Adult and Youth Crisis Services for Maui, Case

Management Services, Maui Counseling Group, & has a small private practice

Secretary: Kristina Lyons Lambert is a community volunteer who has been involved with Maui's nonprofits for over 25 years. She has held positions as development director, membership coordinator and governance and strategic planning director in various nonprofit organizations, and currently serves on a number of boards including La'a kea Foundation, Pacific Cancer Foundation, Fred Baldwin Memorial Foundation, the HCF Maui Leadership Council and the Haleakala Ranch.

Treasurer: Howard Greenberg has a Masters in Education & is board certified as a behavior analyst. He founded & runs the Maui Autism Center. He is the past president of Autism Bridges Maui. Background is in finance as an investment advisor.

Past President: Donna Ting is a long-time Maui resident and the owner of Tri Isle Realty & Development Company Inc. since 1972. She is the past president of the American Cancer Society and currently a trustee of the Maui Historical Society.

Directors:

Betsy Bergevin has lived on Maui for 16 years and is dedicated to the mission and vision of La'a kea. With a Bachelors of Science in Environmental Studies and Policy from Western Washington University she has worked in the nonprofit sector in administration, development and fundraising for past seven years, including three years at an academy for special needs children. She is an office manager at Pacific Cancer Foundation.

Joshua Circle-Woodburn was born and raised on Maui, is a graduate of Cal Poly State University in San Louis Obispo College of Architecture and Environmental Design with a degree in Landscape Architecture. He is a licensed landscape architect and a LEED Accredited Professional, and has worked with both small and large landscape architecture, planning and development firms on Maui and the mainland.

Brian Kakihara was born & raised in Kahului, Maui with over 30 years of commercial banking experience on Maui with First Hawaiian Bank. He is a past President of IMUA Family Services & currently serves as one of IMUA's Vice Presidents & its Secretary. He is the Vice President of Finance for the Maui County Council of the Boy Scouts of America. Brian is the Building Committee Chairperson for the Maui Economic Development Board & is a member of the UH Maui Chancellor's Advisory Board.

C. Compensation

The three highest paid staff members receive the following compensation:

- Andrea Hall Rodgers, Executive Director - \$52,000
- Nina Ferrari, Retail Store Manager and Vocational Training Coach - \$48,000
- Sarah Menzies, Office Administrator and HR Manager - \$41,600

VI. Other

A. Litigation

The La'a kea Foundation is not party to any past or pending litigation.

B. Licensure or Accreditation

La'a kea has been licensed with State of Hawai'i Department of Health as a provider of IDD home and community based Medicaid waiver services (also known as the Title XIX waiver program) since 2010 operating day program services to IDD clients in Personal Assistance/Habilitation, Adult Day Health and Respite Service including providing in home services at three individual community apartments. La'a kea also staffs, manages and operates a State of Hawai'i Department of Health licensed group "DOM" home with five IDD residents. La'a kea Community matches Medicaid's eligibility requirements in that it provides support and services to IDD individuals that enables them to live as independently as possible in the least restrictive environment.

C. Private Educational Institutions

N/A

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.

La'a kea Farm is a self-sustainable operating day program and residential community that includes and supports adults with IDD. If State funds stop mid-way through this capital project, we will seek other sources of funding to continue construction in a timely way. La'a kea will look to Community Block grants, Maui County Affordable Housing Fund grants, and funds from private foundations and individuals to meet this goal. Funding from the State will go a long way in helping leverage other sources of funding, if needed, to continue expanding this affordable housing community.

La'a kea has a successful track record of raising capital funds when needed. For example:

- La'a kea wrote five grants for capitol last year and was funded for five grants totaling \$160,000 for the new office building (closing in and renovating our old farm stand), the new store, which is completed and the commercial kitchen, which is currently under construction. In addition, La'a kea raised private funding to finance some of the

construction of the new retail store.

The State of Hawai'i, the County of Maui, service providers and citizens of Maui support and endorse La'a kea's mission to build this community. Here are some of the ways this support has been demonstrated:

- Acknowledging the critical need to create a community for adults with disabilities—and the capability of the La'a kea Foundation to build it, the County of Maui donated more than 12 acres of land in Pai'a on the North Shore of Maui as the future site of La'a kea Community. As this piece of land is valued at \$3,000,000.00, this may well be the largest land donation on lease to a nonprofit in Maui County.
- Colleague organizations serving the disabled in Maui have shown their support and/or endorsement for La'a kea. These organizations include Easter Seals, the Special Olympics of Maui and Molokai, The Autism Center, Lokahi Pacific, Hale Mahaolu, the State Planning Council on Developmental Disabilities, as well as the Department of Housing and Human Concerns, the State of Hawaii Department of Health, and many more businesses and community member.
- La'a Kea Foundation has received active support from the neighboring Skill Village and the town of Pai'a. Residents at 41 homes signed a statement of support, and 22 Skill Village residents, along with the nearby Doris Todd School Principal and Paipala Church Pastor, wrote letters of endorsement.

La'a kea is confident that this project will move forward—and succeed—with the State's generous support, and that Maui's most vulnerable citizens will have the safe, affordable homes they so desperately need, in this beautiful and inclusive community setting.

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.



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

LA'A KEA FOUNDATION

was incorporated under the laws of Hawaii on 03/02/2000 ; 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 09, 2017

Director of Commerce and Consumer Affairs

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

App

La'a Kea Foundation

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				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES	90,000			
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	2,310,000			
TOTAL (A+B+C+D+E)	2,400,000			
SOURCES OF FUNDING	2,400,000	Budget Prepared By:		
(a) Total State Funds Requested		Will Sands 808-579-8398		
(b) Total Federal Funds Requested		Name (Please type or print) Phone		
(c) Total County Funds Requested		[Redacted] 1-19-17		
(d) Total Private/Other Funds Requested		Signature of Authorized Official Date		
TOTAL BUDGET	2,400,000	Andrea Hall Rodgers, Executive Director		
		Name and Title (Please type or print)		

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2017 to June 30, 2018

Applicant: La'a Kea Foundation

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	FT	\$52,000.00	20.00%	\$ -
Facilities/Farm Operations Manager	FT	\$41,600.00	50.00%	\$ -
Retail Store Manager and Vocational Coach	FT	\$48,000.00	0.00%	\$ -
Office Manager	FT	\$41,600.00	20.00%	\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
TOTAL:		N/A		

JUSTIFICATION/COMMENT: Staff salaries are fully funded through the State Medicaid Waiver program. Therefore we are not requesting salaries for this project from

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2017 to June 30, 2018

Applicant: La'a Kea Foundation

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
MECO (Maui Electric)		\$15,000.00	\$ 15,000.00	
Water		\$20,000.00	\$ 20,000.00	
Septic		\$52,000.00	\$ 52,000.00	
Phone/Cable		\$3,000.00	\$ 3,000.00	
			\$ -	
TOTAL:			\$ 90,000.00	

JUSTIFICATION/COMMENTS: All equipment is related to new construction of homes. Numbers are based directly on estimates we were given by qualified vendors.

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

JUSTIFICATION/COMMENTS:

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2017 to June 30, 2018

Applicant: La'a kea Foundation

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: 2015-2016	FY: 2016-2017	FY:2017-2018	FY:2017-2018	FY:2018-2019	FY:2019-2020
PLANS (Engineering, Planning, Archaeological Expenses, Survey)			185000			
LAND ACQUISITION						
DESIGN (Architectural Expenses)			85000			
CONSTRUCTION			627000		1413000	
EQUIPMENT			90000			
TOTAL:			987,000		1,413,000	

JUSTIFICATION/COMMENTS Please see line item budget in proposal narrative (page 8-9). Plans (as listed above) includes engineering, planning consultant, archaeology, survey. Design includes architectural fees for planning and design. Construction includes preliminary onsite and offsite work, and expenses/fees such as building permits, insurance, appraisal, legal and contingency fees. Equipment covers MECO, Water, Septic Systems and Phone/Cable Installation

GOVERNMENT CONTRACTS AND / OR GRANTS

La'a kea Foundation

Contracts Total: -

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Medicaid Waiver	August 2010-present	Department of Health - Developmental Disabilities Division	State of Hawaii	varies per number of clients and needs
2					
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30					

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
 - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
 - c) Agrees not to use state funds for entertainment or lobbying activities; and
 - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.

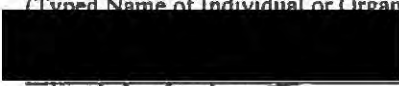
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is incorporated under the laws of the State; and
 - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.

- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

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

La'a kea Foundation _____
(Typed Name of Individual or Organization)



(Signature)

1-19-17

(Date)

Andrea Hall Rodgers, _____ Executive Director
(Typed Name) (Title)

1:33 PM
01/18/17
Accrual Basis

La'a Kea Foundation
Balance Sheet
As of December 31, 2016

Dec 31, 16

ASSETS	
Current Assets	
Checking/Savings	
0100 - Bank of Hawaii checking	101,407.94
0120 - BOH - House Expense checking	21.69
0180 - BOH Reserve Savings	2,000.15
0190 - BOH Grant Savings	109,281.67
0200 - Petty Cash - Farmstand	315.99
Total Checking/Savings	213,027.44
Accounts Receivable	
1200 - Accounts Receivable	14,620.80
Total Accounts Receivable	14,620.80
Other Current Assets	
1205 - Other Receivables	272.19
13700 - Payroll Service Customer Asset	-532.44
Total Other Current Assets	-260.25
Total Current Assets	227,387.99
Fixed Assets	
1400 - Fixed Assets	
1415 - Outdoor Fixtures	13,440.76
1420 - Buildings	474,988.74
1425 - Vehicles	11,279.99
1430 - Furniture & Fixtures	1,800.00
1440 - Computers & Equipment	1,041.49
1470 - Constr. in progress	133,911.13
1490 - Accumulated Depreciation	-26,654.00
1400 - Fixed Assets - Other	275.00
Total 1400 - Fixed Assets	610,683.11
Total Fixed Assets	610,683.11
TOTAL ASSETS	<u>837,471.10</u>
LIABILITIES & EQUITY	
Liabilities	3,922.90
Equity	
3000 - Opening Bal Equity	164.39
3200 - Unrestricted Net Assets	585,420.06
Net Income	247,963.75
Total Equity	833,548.20
TOTAL LIABILITIES & EQUITY	<u>837,471.10</u>