

House District(s): 36, 37, 45, 46, 47

Senate District(s): 18, 22, 23

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 LD. NO. (LEAVE BLANK IF UNKNOWN): _____

I. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:
ALEA Bridge

Dba:

Street Address: 1116 Whitmore Avenue
Wahiawa, HI 96786

Mailing Address: P.O. Box 893573
Mililani, HI 96789

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name: "PHIL" AUGUSTUS ACOSTA

Title: Executive Director

Phone #: (808) 391-3571

Fax #: (808) 744-6591

E-mail: pacosta@aleabridge.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:

OPERATING FUNDS FOR THE RESOURCE & NAVIGATION CENTER, A COMPONENT OF THE WAHAWA HŌM PROGRAM. FUNDS THROUGH THIS GIA WILL ALLOW FOR SKILLED STAFF, ONSITE AMENITIES, & DIRECT CLIENT SERVICES TO THE AT-RISK AND HOMELESS POPULATION OF CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES.

4. FEDERAL TAX ID #:

5. STATE TAX ID #:

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2019: \$300,000

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 \$ 1,090,000

FEDERAL \$

COUNTY \$ 1,016,500

PRIVATE/OTHER \$ 22,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

"PHIL" AUGUSTUS ACOSTA / EXECUTIVE DIRECTOR
NAME & TITLE

1/19/2018
DATE SIGNED

JAN 19 2018 *PA* 1:26 PM

Application for Grants

Please check the box when item/section has been completed. 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;

ALEA Bridge (AB) is a non-profit organization whose mission is to empower people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions. We serve as the bridge that connects those in need to the resources & assistance necessary to rebuild a life of Hope, Purpose, and Success. Founded in January 2016 as a direct response to the expressed concerns of the residents of Central Oahu & the North Shore, AB is committed to community outreach & engagement, developing comprehensive solutions to issues impacting these areas. ALEA Bridge started up as a family project that quickly evolved into a thriving organization, recognized as a community leader and valued resource throughout Central Oahu and the North Shore. The organization takes a grassroots approach to addressing these issues and coordinates services with partner agencies and community-based organizations, as well as identify solutions to close the gaps in service, to effectively assist the at-risk families, chronically homeless individuals, and those most vulnerable in the community.

Prior to receiving any funding, AB facilitated the formation of the Wahiawa Homeless Alliance (WHA), a collaboration of various community stakeholders that includes faith-based organizations, business owners, civic volunteer groups, law enforcement, local residents, and homeless campers in the area. Through the WHA, AB initiated several community-wide events, service projects, & took the lead in the 2017 Point-In-Time Count. This was a huge factor in fostering collaboration between the stakeholders, promoting a culture of understanding & mutually respectful working relationships. AB and its volunteers invested over 10,000 hours into the community, reaching approximately 350 unduplicated homeless and at-risk families, individuals, youths, seniors, and Veterans, within its first 15 months of operations. AB initially focused on outreach, and through intensive & assertive efforts, established a regional By-Name-List (BNL) accounting for nearly 80% of the known homeless in the area. As the organization gained more experience and funding, it quickly expanded into neighboring communities to provide services, shallow subsidies and financial assistance. Support services include assessing housing needs & developing an action plan to locate, secure, and maintain a housing unit. AB provided assistance and funds for security deposits, payment of rental arrears, cleaning fees, storage fees, moving costs, transportation, program document fees. In the last 6 months, with a modest budget of \$25,000, AB helped over 50 households (and counting) in improving their housing situation. AB has secured over \$2.2M in total program funding in its first year of eligibility, \$1.2M specifically to implement Homeless Prevention, Rapid ReHousing, and Tenant-Based Rental Assistance programs. The confidence that the funders have placed on this

emerging organization to deliver on its proposed solutions is a validation of its mission, vision, and values that are in alignment with the City, State, and HUD's priorities on addressing homelessness. This also highlights the critical needs of our most vulnerable citizens, and how the AB Leadership Team, its dedicated staff, and volunteers will fill a critical void in this severely under-served community.

With operating funds through this Grant-In-Aid, we are poised to help several hundred households achieve housing stability in the next 24 months.

2. The goals and objectives related to the request;

This phase of the Wahiawa Hale o Maluhia (HōM) Program will establish the Resource and Navigation Center (RNC), a community hub of comprehensive homeless services, onsite amenities, and emergency/bridge housing options. The RNC is a Capital Improvement Project, sponsored by Aloha United Way (AUW), approved by the Legislature in May 2017, and is on-track to open its doors in January 2019. This GIA request will fund a portion of the operating funds necessary for the RNC.

According to the Hawaiian dictionary, the word "maluhia" is described as "peace, quiet, security, tranquility, serenity, safety and stillness," a caring and safe place of refuge needed for the most vulnerable within our community. AB and its partners will follow a Housing First/Housing-Focused approach, in alignment with Partners in Care (PIC), Oahu's Continuum of Care (COC), and the State of Hawaii's priorities and strategic framework on homelessness. The RNC will provide a safe and stable environment with low barriers to entry, access to supportive services, and the goal of rapid placement into permanent housing within the facility or throughout the community. This approach is modeled after the US Interagency Council on Homelessness's innovative strategies on connecting people from rural encampments to housing¹. Resources through the Wahiawa HoM Project/RNC, will allow AB to assist individuals and households to quickly access Emergency and Interim/Bridge Housing, and provide rental assistance with placement into permanent housing. While housed onsite, wrap-around services will be provided to stabilize and promote self-sufficiency. These will include, but is not limited to Personal Service Plan (PSP) & goal setting, group Workshops & individual Counseling (financial literacy & consumer education, workforce development & readiness), establishing a Housing Plan and identification of appropriate housing options, Employer & Landlord Outreach/Engagement/Mediation, completion of employment/housing applications, provision of rental subsidies & other related costs, referral/placement into supportive services, and ongoing Case management. The overall focus is to facilitate the successful placement into permanent housing within a relatively short time frame. Appropriate general/financial assistance and supportive services will be provided directly or through referrals to promote readiness, self-improvement, housing stability & retention. Referrals will be received through the Coordinated Entry System (CES), AUW 211, HPD, other service providers, partner organizations in the community, and the general public. Complementary programs such as After-Hours Outreach, Cash-Match Savings Plan, Community Cleanup & Beautification, Community Outreach & Engagement, Food Pantry & Resource Fair, Housing & Hospitality Ministry, Volunteer

¹ <https://www.usich.gov/tools-for-action/ending-homelessness-for-people-in-encampments>

Training, Tenant-Based Rental Assistance, and Workforce Development will provide additional services and strengthen the community.

3. The public purpose and need to be served;

AB & the WHA conducted a community assessment/survey between Oct– Dec 2016. The purpose was to gather input regarding the issues of homelessness, directly from the residents and homeless throughout the community. Surveys were taken at various times, location, including online. Results were considered in developing the agency's strategic plan and project proposal for appropriate services, resources, and facilities, addressing the needs and concerns of the community. A total of 275 responses were collected from the community, including the homeless.

The overall results revealed the following:

- *92% indicated a problem of homelessness that needs to be addressed*
- *76% indicated there are not enough services for the at-risk and homeless*
- *86% would support the creation of a Resource & Navigation Center (RNC)*
- *76% of the respondents live or work in Central Oahu*
- *61% of surveyed homeless would utilize the services of the RNC*

The top 3 areas that were noted as critical in addressing the homelessness issues were:

- *Affordable housing options*
- *Physical & mental health services*
- *Substance abuse treatment & prevention*

School Administrators in the Mililani-Leilehua-Waiialua Complex Area (w/ a total student population of 17,057) report approximately 3% of the households claim to be homeless. This is a significant number as most are the “hidden homeless,” living in farms, vehicles, camping on the beach, couch surfing, multiple households crowded into small apartments meant as single-family dwellings. Homelessness continue to be a hot topic at all the Neighborhood Board meetings. There is an expressed concern, sense of urgency, and strong support² from residents, business owners, and elected officials for increased efforts and improved services to address the growing homeless issues impacting the community.

The Central Oahu and North Shore communities have experienced one of the largest increase in the unsheltered homeless population in the State of Hawaii...quadrupling since 2013!

ALEA Bridge took the lead role in the latest Point-In-Time (PIT) Count (see Appendix C), and revealed the following:

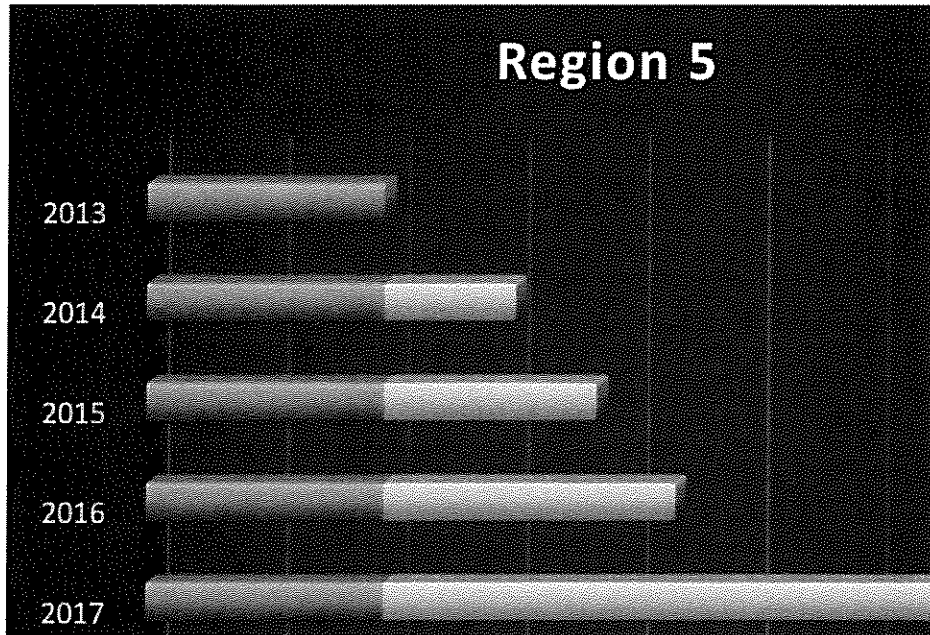
- *PIT 2013: 99 Individuals; PIT 2017: 383 individuals, families, & youth*
Note: does NOT include 36 individuals who refused to participate in the survey and 40+ known homeless campers who were not encountered during Count Week.
- *Projected Unsheltered Homeless Population: 460+*
- *Large “hidden homeless” population on the North Shore (living in farms, couch surfing), many of whom are transient (living in vehicles, camping on the beach)*
- *“Local homeless”, with family, friends, and ties to the community, including a growing runaway and homeless youth subpopulation currently unserved*

The region now has one of the largest concentration of chronically homeless people in the

² Appendix A – Letters of Support

State. Major factors in this trend are the lack of consistent & dedicated services, accessible facilities, and direct funding for these affected communities. This project aims to change these conditions, in order to Break the Cycle and Reverse the Trend of Homelessness in Central Oahu, North Shore and the surrounding communities.

5-year Trend of Unsheltered Homeless in Region 5 (Mililani, Wahiawa, North Shore)



2013 (99 individuals) → baseline
2014 (154 individuals) → 55.6% increase
2015 (188 individuals) → 22.1% increase
2016 (221 individuals) → 17.6% increase
2017 (385 individuals) → 74.2% increase

AB will once again take the lead role for the 2018 Point-In-Time Count for Region 5. Preliminary data may be provided as an addendum to the original grant application.

4. Describe the target population to be served; and

Wahiawa is a small rural community located in the middle of Central Oahu, with a rich and proud history in agriculture, and was once the focal point of the vibrant pineapple industry on Oahu. With the demise of the sugar & pineapple plantations, the community has suffered economically. The estimated median household income is \$65,000, which is well below the average on O’ahu. There are specific neighborhoods within Wahiawa that are severely impoverished, with household incomes below \$35,000, 39% living below the poverty level, & an unemployment rate of 7.5%. In the past few years, the Wahiawa community has experienced one of the largest increase of homeless population in Hawaii.

Mililani Town was once voted as one of the Top Cities in America, and Mililani Mauka is a sought-after neighborhood for affluent families with a very active Neighborhood Board. Although Mililani currently has a fairly small homeless population (less than 30), the area does

have a high percentage of homeless that are young adults and young families. There is a growing population that frequent the City parks, transit stations, and shopping centers. A significant amount have “local” ties to friends and families. Many were born and raised nearby, and have expressed their desire to remain in the community.

The North Shore community has traditionally been difficult to service due to the large geographic area. Many of the homeless are transient and move throughout various encampments. A significant amount are very mobile; they work and engage in various activities throughout the day, then park and sleep in their cars in the evenings. Many families are hidden and unaccounted for since they are “camped” on private properties which are not easily accessible; they live in makeshift structures, particularly in the Waialua and Sunset Beach areas. A growing concern for the community is the Runaway & Homeless Youth (RHY) population. We are continually working with our partner service providers and homeless liaisons to identify this developing at-risk population.

Altogether, there are over 62,000 residents in these neighborhoods, with a demographic breakdown as follows:

- *Racial and Ethnic Diversity. The racial/ethnic groups report themselves as White (43.5%), Asian (34%), Two or More races (19%), Hispanic (17%), Black or African American (11%), and Native Hawaiian and Other Pacific Islander (9%). (US Census Bureau, 2015). In recent years, there has also been an increase of limited English proficient Micronesian immigrants to the area.*
- *Population and Age. Minors (18 and under) in the region make up 24.1% and seniors (65 and older) make up over 17% of the population (US Census Bureau), 2015.*
- *Poverty. A total of 44% of Wahiawa's population are at or below 200% of poverty (U.S. Census Bureaus, 2010).*

More than half of all public schools in the Mililani-Leilehua-Waialua Complexes are designated as Title I Schools, where a majority of the student population qualify for free or reduced lunch and other forms of government assistance. School Administrators in the Complex Area (total student population – 17,057) report approximately 3% of the households claim to be homeless.

5. Describe the geographic coverage.

The Wahiawa HoM Program will provide services to the at-risk and homeless populations throughout the island of Oahu, with a concentration on the areas that include Senate Districts 18, 22 & 23, House District 36, 37, 45, 46 & 47, and City Council District 2 & 9. Specifically, this comprises of the neighborhoods in Mililani, Mililani Mauka, Waikalani, Launani Valley, Wheeler Airfield and Schofield Barracks, Wahiawa, Whitmore Village, Poamoho, Helemano, Mokuleia, Waialua, Haleiwa, Pupukea, and Sunset Beach. For the purposes of this application, this geographic area will be referred to as Central Oahu and North Shore or Region 5. The physical location of the RNC, will be in Wahiawa town.

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;

The overall objective of this project is to address the economic & homeless issues impacting Region 5 and neighboring communities, through successful placement into housing for the homeless, and maintaining a stable home for those at-risk of homelessness. All within a relatively short timeframe. We will engage the community to provide an effective response to the homeless crisis impacting these areas. Services will include Intake & Assessment, obtaining required documents, personal goal setting, establishing a Housing Plan, Counseling & Education, Client/Landlord Outreach & Engagement, identification of appropriate housing options, completion of housing/rental applications, provision of rental assistance & other related costs. Appropriate supportive services will be explored to promote readiness, housing stability and retention.

Specific objectives when housing our families & neighbors include:

Identifying the most vulnerable → targeted outreach & assertive engagement
Early intervention → respond quickly to shorten their experience with homelessness
Flexible implementation → based on needs of the families & housing/rental inventory
Care for the social & emotional well-being → provide compassionate care and respect the right to privacy
Achieve Self-sufficiency → maintain a housing-focused approach, follow up with intensive/ongoing case management, provide opportunities for advancement & self-improvement

Specific program objectives include:

Targeted outreach to approximately 120 households (approximately 180-240 individual participants).
60 households (approximately 90-120 individual participants) will eventually be enrolled in this program and receive benefits (housing assistance, case management, etc.)
45 of the households enrolled will be unsheltered and/or chronically homeless
15 of the households enrolled will be at-risk or imminent risk of homelessness.
We anticipate that approximately 80% of the participants will retain their housing, six months after exit from the program

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

This project will follow a 12-month implementation, with preliminary planning outside of the scope of the project plans, included in the overall effort and budget, but not funded through this

GIA request. Anticipated start date is July 1, 2018 (pending review & recommendation from the appointed State agency, approval by Budget & Finance, and the Governor of Hawaii).

| Description | Start Date | End Date | Duration |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|----------|
| <Project Start> | Jan 2018 | --- | --- |
| <i>*Activities below are unfunded</i> | --- | --- | --- |
| Project Planning | Jan 2018 | Jun 2018 | 24 weeks |
| Community Assessment | Feb 2018 | Apr 2018 | 12 weeks |
| Secure Partnerships | Jan 2018 | Mar 2018 | 12 weeks |
| Secure Staffing | May 2018 | Jun 2018 | 8 weeks |
| <Year 1> | Jul 2018 | Jun 2019 | 24 weeks |
| <i>*Activities below will be funded through State GIA2018 (Operations)</i> | | | |
| Project Kickoff w/ POCs from all agencies involved; finalize MOAs* | Jul 2018 | --- | --- |
| Phase 1 Operations | Jul 2018 | Dec 2018 | 24 weeks |
| Initiate Client Engagement, Intake, & Assessment, Implement Personal Service Plan First 30 days: cross-training of existing staff, on-boarding of new staff Develop/Review/Finalize SOPs for Outreach, Intake, Screening, Assessment, implement communication plan Within 60 days: ramp-up outreach efforts, process at least 8 referrals (AUW 211, CES, Community, HPD, Partner agencies) Within 90 days: process additional 4 households, exit up to 4 households to permanent housing Process & progress evaluation Q1 Report Within 120 days: process additional 6 referrals Within 150 days: process additional 6 referrals, exit up to 8 households to permanent housing After 180 days: project evaluation, adjust processes to ensure that project is on track to meet desired outcomes, and successful/timely draw-down of funds Q2 Report | --- | -- | -- |

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|
| Phase 2 Operations | Jan 2019 | Jun 2019 | 48 weeks |
| <p>Within 30 days: process at least 6 referrals</p> <p>Within 60 days: ramp-up outreach efforts, process at least 8 referrals (AUW 211, CES, Community, HPD, Partner agencies)</p> <p>Within 90 days: process additional 4 households, exit up to 4 households to permanent housing</p> <p>Process & progress evaluation</p> <p>Q3 Report</p> <p>Within 120 days: process additional 6 referrals</p> <p>Within 150 days: process additional 6 referrals, exit up to 8 households to permanent housing</p> <p>After 180 days: project evaluation on processes. Did the project stay on track to meet desired outcomes, and successful/timely draw-down of funds?</p> <p>Q4 Report</p> | --- | --- | --- |
| <Project Closeout> | Jun 2019 | --- | --- |
| <p>Data Gathering & Reporting</p> <p>Lessons Learned</p> <p>Process Improvement Plan</p> <p>Analyze results from Phase 1 & 2, implement adjustments</p> <p>Planning for Year 2, Phase 1</p> | --- | --- | --- |
| <Phase II> - separate project plans and funding application | Jul 2019 | Jun 2020 | 48 weeks |

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

Quality Assurance and Evaluation

Communications & Progress Monitoring:

Daily supervision & mentoring by Program Director & Licensed Clinical staff & volunteers

Weekly status meeting with Operations staff to monitor progress, address issues, recommend & changes.

Weekly data check & reporting of program outcomes; deduplicate records, monitor data quality reports

Bi-monthly internal case conference to discuss, prioritize high priority cases. Formulate care plan, housing plan, personal improvement plans & propose new course of action as needed.

Schedule monthly in-service or professional development opportunities (effective case management, motivational interviewing, leadership training, program development, HMIS/CES processes, policies & procedures, self care, etc.)

Quarterly internal audit/process evaluation to ensure compliance, quality outcomes, and facilitate process improvement.

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.

Specific program outputs that we will track include:

of Encounters/Screening/Intake - 20/month, 240/annual

of program enrollment - 5/month, 60/annual

of training/professional development sessions - 4/annual

of training/professional development hours - 64/annual

Specific program outcomes and objectives that we will monitor include:

75% (or more) will be unsheltered & chronically homeless, 25% may be at-risk or imminent risk of homelessness

100% of those encountered will be offered appropriate housing, employment, & supportive services

90% of housed participants will complete a Personal Improvement Plan and/or Housing Plan

80% of the housed participants will retain their housing, up to six months after exit from the program

In addition, we will also track the following metrics:

of completed housing, employment & supportive service applications

of placements/connection with housing, employment, & supportive services

of diversions from citation, arrest, ER

Transition from emergency to long-term housing

Housing retention rate for participants (up to 180 days)

Project participant feedback. We will conduct surveys to evaluate and document the process and results throughout the program period to monitor progress, measure the success and satisfaction rate from all participants and sponsors, for continuous program improvement. The deliverables and metrics below may also be used to document the progress and success of

the program and participants:

Case notes & documentation

Completed Personal Improvement Plan

Completed Employment/Housing Goals & Objectives

Access to other services & benefits (medical, SNAP, TANF, etc.)

III. Financial

Budget

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2019.

| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total Grant |
|-----------|-----------|-----------|-----------|-------------|
| \$125,000 | \$75,000 | \$50,000 | \$50,000 | \$300,000 |

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2019.

See attached Program Funding

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.

NA

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2019 for program funding.

See attached Program Funding

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2017.

See attached Financial Statements

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2018 to June 30, 2019

Applicant: ALEA Bridge

| BUDGET CATEGORIES | Total State Funds Requested (a) | Total County Funds Secured (ESG-RRH, HOME) | Total County Funds Requested (ESG-HPRP) | Total Private/Other Funds Requested (A&B, HCF, Kokua, LJMF) |
|---------------------------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------------------|
| A. PERSONNEL COST | | | | |
| 1. Salaries | 140,000 | 57,000 | 90,000 | 0 |
| 2. Payroll Taxes & Assessments | 22,848 | 9,302 | 14,688 | |
| 3. Fringe Benefits | 21,000 | 2,327 | 7,812 | |
| TOTAL PERSONNEL COST | 183,848 | 68,629 | 112,500 | |
| B. OTHER CURRENT EXPENSES | | | | |
| 1. Airfare, Inter-Island | | | | |
| 2. Insurance | 4,200 | | | |
| 3. Lease/Rental of Equipment | 2,400 | | | |
| 4. Lease/Rental of Space | | | | |
| 5. Staff Training | | | 2,400 | |
| 6. Supplies | | | 3,000 | 6,000 |
| 7. Telecommunication & IT | | | 3,600 | |
| 8. Utilities | 15,000 | | | |
| 9. Client Stipends/Direct Client Assistance | | 813,368 | 87,500 | 28,000 |
| 10. Professional services | 12,000 | 2,400 | | |
| 11. Subcontract for support services | | | | 6,000 |
| 12. Program Supplies | | | | 10,000 |
| 13. Transportation, Mileage & Parking | 4,800 | | 4,800 | |
| 14. Communications and Marketing | | | 2,400 | |
| 15. R&M | 5,752 | | | |
| 16. Other equipment | | | | |
| 17. Landlord Mitigation Fund | 12,000 | | | |
| 18. Security & Facilities Maintenance | | | | |
| 19. Indirect Costs | | 7,103 | 12,870 | 25,000 |
| 20 | | | | |
| TOTAL OTHER CURRENT EXPENSES | 56,152 | 822,871 | 116,570 | 75,000 |
| C. EQUIPMENT PURCHASES | | | | |
| D. MOTOR VEHICLE PURCHASES | 60,000 | | | |
| E. CAPITAL | | | | |
| TOTAL (A+B+C+D+E) | 300,000 | 891,500 | 229,070 | 75,000 |
| SOURCES OF FUNDING | | Budget Prepared By: | | |
| (a) Total State Funds Requested | 300,000 | <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>"PHIL" AUGUSTUS ACCOSTA</p> <p>Name (Please type or print)</p> <p></p> <p>EXECUTIVE DIRECTOR</p> <p>Name and Title (Please type or print)</p> </div> <div style="width: 35%;"> <p>391-3571</p> <p>Phone</p> <p>1/19/18</p> <p>Date</p> </div> </div> | | |
| (b) Total County Funds Secured | 891,500 | | | |
| (c) Total County Funds Requested | 229,070 | | | |
| (d) Total Private/Other Funds Req | 75,000 | | | |
| TOTAL BUDGET | 1,495,570 | | | |

BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2018 to June 30, 2019

Applicant: ALEA Bridge

| POSITION TITLE | FULL TIME EQUIVALENT | ANNUAL SALARY A | % OF TIME ALLOCATED TO GRANT REQUEST B | TOTAL STATE FUNDS REQUESTED (A x B) |
|-------------------------------------------------------------------------------------|----------------------|--------------------|-------------------------------------------|----------------------------------------|
| Case Manager | 1 | \$40,000.00 | 100.00% | \$ 40,000.00 |
| Housing & Employment Coordinator | 1 | \$40,000.00 | 100.00% | \$ 40,000.00 |
| Outreach Specialist | 1 | \$30,000.00 | 100.00% | \$ 30,000.00 |
| Program Director | 1 | \$60,000.00 | 50.00% | \$ 30,000.00 |
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| TOTAL: | | | | 140,000.00 |
| JUSTIFICATION/COMMENTS: | | | | |
| Essential positions to implement the various projects under the Wahiawa HoM Program | | | | |

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2018 to June 30, 2019

Applicant: ALEA Bridge

| DESCRIPTION EQUIPMENT | NO. OF ITEMS | COST PER ITEM | TOTAL COST | TOTAL BUDGETED |
|--------------------------|-----------------|------------------|---------------|-------------------|
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| TOTAL: | | | | |

JUSTIFICATION/COMMENTS:

| DESCRIPTION OF MOTOR VEHICLE | NO. OF VEHICLES | COST PER VEHICLE | TOTAL COST | TOTAL BUDGETED |
|---------------------------------|--------------------|---------------------|---------------------|-------------------|
| Passenger Transport & Cargo Van | 1.00 | \$60,000.00 | \$ 60,000.00 | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| | | | \$ - | |
| TOTAL: | 1 | | \$ 60,000.00 | |

JUSTIFICATION/COMMENTS:

Transport of clients, move-in assistance, food pantry pickup/distribution, mobile outreach center

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2018 to June 30, 2019

Applicant: ALEA Bridge

| FUNDING AMOUNT REQUESTED | | | | | | |
|-------------------------------------------------------|----------------------------------------------|---------------|-----------------------|--------------------|--------------------------------------|--------------|
| TOTAL PROJECT COST | ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS | | STATE FUNDS REQUESTED | OF FUNDS REQUESTED | FUNDING REQUIRED IN SUCCEEDING YEARS | |
| | FY: 2016-2017 | FY: 2017-2018 | FY:2018-2019 | FY:2018-2019 | FY:2019-2020 | FY:2020-2021 |
| PLANS | | | | | | |
| LAND ACQUISITION | | | | | | |
| DESIGN | | | | | | |
| CONSTRUCTION | | | | | | |
| EQUIPMENT | | | | | | |
| TOTAL: | | | | | | |
| JUSTIFICATION/COMMENTS: NA - Not applicable | | | | | | |

The Wahiawa HōM Program

A community-based program by ALEA Bridge, serving the needs of the homeless populations of Central Oahu, North Shore, and neighboring communities

Program Funding

| Program | Funding | Source | Term | Resources | Notes |
|--------------------------------|-------------|-----------------------------------------------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Homeless Outreach | \$90,000 | State Homeless Programs Office/Subcontract through USVets | 15 months (start date Apr 15, 2017) | 1.5 FTE Operating costs | Awarded - renewable up to 4.5 years |
| Volunteer Training Program | \$25,000 | Atherton Family Foundation | 12 months (start date Aug 1, 2017) | 1 FTE (VISTA) Direct client assistance Training | Awarded |
| Community Outreach Program | \$125,000 | City Grant-In-Aid (GIA-Operations) | 12 months (start date Oct 1, 2017) | (2) 0.5 FTE Direct client assistance Community Engagement Events Training/Professional Services Operating costs | Awarded |
| Unrestricted/Operating Funds | \$10,000 | Pyramid Foundation | --- | Unrestricted funds to be used at agency's discretion | Oct 2017 |
| Unrestricted/Operating Funds | \$10,000 | Weinberg Foundation | --- | Unrestricted funds to be used at agency's discretion | Nov 2017 |
| Rapid ReHousing | \$138,132 | City Emergency Solutions Grant (ESG) | 12 months | (2) 0.5 FTE Direct client assistance Training Operating costs | Awarded - anticipated start date Feb 2018 |
| Tenant-Based Rental Assistance | \$753,368 | City/HUD HOME Funds | 24 months | Direct client assistance (long-term rental subsidy) | Awarded - anticipated start date April 2018 |
| Resource & Navigation Center | \$1,000,000 | State Grant-In-Aid (GIA-CIP) | Up to 36 months | Acquisition, planning, design, construction | Awarded - released Dec 1, 2017; projected draw-down date March 2018 Purchase Sale Agreement submitted Financing secured through AUV |
| Hybrid TH-PSH/RRH | \$545,999 | HUD-NOFA-2017--Partners-in-Care (PIC) Funding | 12 months (start date Oct 2018) | 1.5 FTE Office lease Direct client assistance Operating costs | Approved by COC (Oct 2017), not funded by HUD (Jan 2018) |
| Workforce Development | \$25,000 | Laura J. Musser Fund | 12 months (anticipated start date Mar 1, 2018) | Program-related costs Client stipends | Application submitted Anticipated award date Feb 2018 |

| | | | | | |
|------------------------------------------|--------------------|-------------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| After-Hours Outreach Program | \$125,000 | City Grant-In-Aid (GIA-Operations) | 12 months (start date Oct 1, 2018) | 1.25 FTE Direct client assistance Operating costs | Application submitted Anticipated award date April 2018 |
| Homeless Prevention | \$229,070 | City Emergency Solutions Grant (ESG) | 12 months | (2) 0.5 FTE Direct client assistance Operating costs | Application due Jan 24, 2018 |
| Food Pantry & Resource Fair | \$10,000 | Monsanto | -- | Program-related costs | Letter of Intent to apply due Jan 26, 2018 |
| School In-Reach | \$10,000 | A&B Kokua Giving | 12 months (anticipated start date Jul 1, 2018) | Program-related costs Client stipends | A proposed collaboration with the HIDOE Central District Complex Area Application due Jan 31, 2018 |
| Housing & Hospitality Ministry | \$15,000 | Friends of Hawaii Charity | 12 months (anticipated start date Aug 1, 2018) | Program-related costs Client stipends | Joint effort with Wahiawa Interfaith Network Application due Feb 1, 2018 |
| Social & Economic Development Strategies | \$400,000 | Administration for Native Americans (ANA) | 12 months (anticipated start date Oct 1, 2018) | Staff salary & professional development Program-related costs Client stipends | Application due April 2018 Renewable up to 3 years |
| Unrestricted/Operating Funds | \$20,000 | Hawaii Community Foundation (HCF) | --- | Unrestricted funds to be used at agency's discretion | Application due May 2018 |
| | \$2,026,500 | | | | TOTAL (secured to-date) |
| | \$2,860,570 | | | | TOTAL (projected) |

ALEA Bridge
Statement of Activity
For the year ending December 31, 2017

| | | 2017 |
|------------------------------------------|--------------|--------------------|
| Revenues | | |
| Contributed | | |
| Restricted | | |
| Grant Revenue | | \$ 37,462.00 |
| Unrestricted | | |
| Rev: Contributions -Monetary | \$ 26,449.48 | |
| Rev: Contributions in kind - Furn./Equip | \$ - | |
| Rev: Contributions in kind-goods | \$ 8,700.00 | |
| Rev: Contributions in kind- services | \$ 821.40 | |
| Contributed Donations | | \$ 35,970.88 |
| Earned | | |
| Revenue for Services | \$ 51,085.16 | |
| Fundraiser Income | \$ 1,884.49 | |
| Merchandise sales | \$ 10.00 | |
| Interest income | \$ - | |
| Earned Operating Revenue | | \$ 52,979.65 |
| Total Operating Revenue | | \$ 126,412.53 |
| Operating Expenses | | |
| Program Expenses | | |
| Outreach Event Expenses | \$ 8,148.18 | |
| Client services expense | \$ 15,528.14 | |
| Volunteer expenses | \$ 2,650.41 | |
| Exp- Donations in kind- Goods | \$ 8,750.00 | |
| Exp- Donations in kind-services | \$ - | |
| Salary expenses | \$ 63,812.82 | |
| Total Program Expenses | | \$ 98,889.55 |
| Fundraiser Expenses | | \$ 4,486.57 |
| Administrative Expenses | | |
| Marketing expense | \$ 187.25 | |
| Office expense | \$ 72.68 | |
| Software expense | \$ 183.78 | |
| Insurance expense | \$ 623.40 | |
| Tax expense | \$ 9,952.28 | |
| Interest expense | \$ - | |
| Business expenses | \$ 4,167.94 | |
| Meeting expenses | \$ 2,096.58 | |
| Grant writing expense | \$ 51.93 | |
| Business Registration expense | \$ 7.50 | |
| Exp- Donations in kind - Furn/equip | \$ - | |
| Shipping Expenses | \$ 199.95 | |
| Rent Expense | \$ 1,900.00 | |
| Utility Expense | \$ 571.78 | |
| Bank Fees Expense | \$ 46.06 | |
| Total Administrative Expenses | | \$ 20,061.13 |
| Total Operating Expenses | | \$ 123,437.25 |
| Increase in Total Net Assets | | \$ 2,975.28 |

ALEA Bridge
Statement of Cash Flows
For the year ending December 31, 2017

Cash Flows from Operating Activities:

| | |
|------------------------------------------|--------------------|
| Change in Net Assets | \$ 2,975.28 |
| Adjustments | |
| Increase in A/R | - |
| Increase in office supplies | \$ (782.86) |
| Inventory | \$ (81.42) |
| Volunteer Supplies | \$ (842.76) |
| Office Furniture & Equipment | \$ (1,933.86) |
| Net Cash Flows from Operating Activities | <u>\$ (665.62)</u> |

Cash Flows from Investing Activities:

| | |
|-------------------------------------------|-------------|
| Purchases of investments | \$ - |
| Purchases of fixed assets | \$ - |
| Proceeds from sale of fixed assets | \$ - |
| Proceeds from sale of investments | \$ - |
| | <u>\$ -</u> |
| Net Cash Flows from Investing Activities: | <u>\$ -</u> |

Cash Flows from Financing Activities:

| | |
|-------------------------------------------|--------------------|
| Cash Received From: | |
| Loans from Directors | \$ 15,337.24 |
| Interest received | |
| Long Term Loan Proceeds: | \$ - |
| Cash Paid For: | |
| Payments to Loans from Directors | \$(12,449.61) |
| Interest paid | \$ - |
| Long term loan payments | \$ - |
| Net Cash Flows from Financing Activities: | <u>\$ 2,887.63</u> |
| Net Increase in Cash | \$ 2,222.01 |
| Beginning Cash Balance | \$ 1,077.26 |
| Ending Cash Balance | <u>\$ 3,299.27</u> |

ALEA Bridge
Statement of Financial Position
December 31, 2017

Assets

| Current Assets | 2017 |
|------------------------------|---------------------|
| Cash | \$ 5,940.02 |
| Petty Cash | \$ 37.34 |
| Accts Receivable | \$ 682.00 |
| office supplies | \$ 812.17 |
| Inventory for Distribution | \$ 4,101.42 |
| Volunteer Supplies | \$ 842.76 |
| Total Current Assets | \$ 12,415.71 |
| Restricted Cash | \$ (2,851.09) |
| Fixed Assets | |
| Software | \$ 173.00 |
| Office Furniture & Equipment | \$ 3,468.75 |
| Vehicles | \$ - |
| Property & Plant | \$ - |
| Total Fixed Assets | \$ 3,641.75 |
| Total Assets | \$ 13,206.37 |

Liabilities

| | |
|-----------------------|--------------------|
| Short term Debt | |
| Loans from Directors | \$ 6,889.50 |
| Other short term debt | \$ - |
| Long term Debt | \$ - |
| Total Liabilities | \$ 6,889.50 |

Net Assets

| | |
|-------------------------------------------|---------------------|
| Unrestricted Net assets | |
| Fund Balance beg. Year | \$ 3,341.59 |
| Change in Net Assets | \$ 2,975.28 |
| Less restricted assets | \$ 37,462.00 |
| Total unrestricted Net Assets | \$ (31,145.13) |
| Restricted Net Assets | |
| Fund Balance beg. Year | \$ - |
| Change in Net Assets | \$ 37,462.00 |
| Total Restricted Net Assets | \$ 37,462.00 |
| Total Net Assets | \$ 6,316.87 |
| Total Liabilities & Net Assets | \$ 13,206.37 |

IV. Experience and Capability

1. 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.

AB was initially focused on street/community outreach, and secured a subcontract to provide targeted outreach in Region 5 (Central Oahu, North Shore). As the organization gained more experience and built relationships with clients and landlords, AB expanded its reach to neighboring communities, while providing housing services (referral/placement) and financial assistance to clients, as it relates to homeless prevention and rapid rehousing:

- Assessment of housing needs/preferences, developing an action plan for locating/securing housing, housing search (walk-through, inspection, etc.), outreach and communication with homeowners/landlords, assistance with rental applications, moving/storage, tenant counseling, and placement into unit.
- Financial assistance to include security deposit, payment of rental arrears, cleaning fees, moving and other related costs, fees for vital statistics and other required documentation, records, certificates, identification.
- Other related services include case management, obtaining required documentation (BC, ID, SS Card), mediation between clients and landlords, transportation (bus pass & transport to/from appointments), assistance in obtaining general/public assistance (SNAP, TANF, WIC, Medicare/Medicaid), provision of meals, clothing, blankets, toiletries, furniture donations & delivery, employment assistance, navigation to community resources (e.g. food banks, service fairs), referral to other supportive services (e.g. emergency/transitional shelter, clean and sober housing, substance use program)

The Leadership team and program staff are trained in the implementation of Housing First, with key principles firmly integrated into the program design, guidelines & procedures to include:

Assertive client and community engagement strategies – intensive and targeted outreach (joint outreach directly in the encampments, community engagement events to include families, businesses, employers, homeowners, and landlords) in this underserved region, with a focus on the most vulnerable subpopulations

Quick access and clear path to housing – offering immediate bridge housing options (onsite), tiered level of financial assistance based on need (RRH, TBRA), and multiple housing options integrated throughout the community (offsite)

Low barrier, high expectations – a culture of care that is open & inclusive, collaborative care planning that is driven by personal goal setting (Personal Service Plan), a commitment to self-improvement

Robust community support system to promote self-sufficiency – offer training to build skills (workforce development, financial literacy, consumer education), access to

supportive services to promote long-term success, reward positive behaviors (cash-match savings plan), and reduce reliance on general assistance over time

AB is a contributing member of PIC and key CoC committees such as the Planning Committee (which includes the CES Workgroup) and the Statewide Data Committee. AB inputs data into HMIS, participates in the ongoing Case Conferences (Singles, Family, Veterans/Mayor's Challenge) by providing/accepting referrals, and assistance with challenging cases. AB Leadership is also active in the development of the CES P&Ps, and participates in the ongoing trainings, workshops, while maintaining dialogue and collaboration with Program Leads. Appropriate CES referrals will be serviced by this project.

To date, AB has been awarded over \$2.1M in total program funding in its first year of eligibility (\$1M Capital funds, \$1.1M Operations - see attached Program Funding for more details), and tracking to reach over \$3M at the close of FY2019. To ensure continued success, the organization has secured the services of volunteers from professional organizations experienced with Federal grants for contract/grants management and finance/accounting systems. This will enable the project team to focus on delivering exceptional, personalized services, and meeting/exceeding the project's target outcomes and objectives. The organization has also secured a sponsorship agreement with Aloha United Way to provide administrative, project management, and financial oversight and support for its major service contracts and capital improvement projects.

2. 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.

AB currently operates out of its Administrative office in Whitmore Village:

1116 Whitmore Avenue
Wahiawa, HI 96786
Office: 808-379-ALEA (2532)
Fax: 808-744-6591

This location has accommodations for the following:

- ✓ Staff workspaces
- ✓ Secure cabinets and filing system to store and access client files
- ✓ Access to phone, fax, computer, printer, Internet, HMIS database
- ✓ Conference room for staff meetings, small and for larger group trainings, community presentations
- ✓ Administrative space for monthly Board meetings, strategic planning and events coordination
- ✓ Restrooms, kitchenette, ample parking
- ✓ Mini food pantry & storage

AB is also working to secure a permanent project site for its Resource & Navigation Center at the following address:

123 Mango Street
Wahiawa, HI 96786

This would allow AB to consolidate its Administrative staff, Program operations, and community resources in a central location. And this would facilitate the co-location of various partner agencies and their complementary services to create a “Navigation Hub.” This location would offer various onsite resources and amenities to include:

- ✓ Reception & Processing Area
- ✓ Exam rooms/Private Counseling
- ✓ Multi-purpose Room for small/large meetings & training sessions (w/ access to computers and the Internet)
- ✓ 16 SRO (Single Room Occupancy) units (both emergency and bridge housing)
- ✓ Hygiene Facility (sinks, toilets, showers, indoor plumbing, clean, fresh water, hot running water)
- ✓ Laundry Facility (washer, dryer, supplies & equipment)
- ✓ Mailbox Services (essential for receiving and processing personal documents, enrollment to critical medical and general assistance programs)
- ✓ Dining & meal prep areas
- ✓ Personal Storage Space
- ✓ Transportation Services

This project is being funded in part by the CIP (Capital Improvement Project) Grant-In-Aid awarded by the Hawaii State Legislature on May 2017, and approved for release by Governor David Ige on December 2017. An agreement in principle has been reached between AB (Buyer) and John McGill/ECH Corporation (Seller). A Purchase Sale Agreement has been drafted and signed. The scheduled closing date is February 20, 2018. Please refer to the attached conceptual plans and designs for the Resource and Navigation Center for more details.³

³ Appendix B – Resource & Navigation Center – Conceptual Designs

V. Personnel: Project Organization and Staffing

1. 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.

This project is truly a comprehensive approach, embracing cross-sector collaboration. We aim to leverage existing and emerging community resources by establishing the following roles and partnerships:

ALEA Bridge – Community Outreach, Project Management, Case Management, Program Operations

Wahiawa Center for Community Health – a Federally Qualified Health Center (FQHC) – Designation as a Health Care Provider for the Homeless and Underserved populations, Primary Care, Behavioral Health services

Aloha United Way – Administrative Support, Program & Grants Management, leverage Community Assistance Initiatives (AUW 211, Safety Net, Poverty Prevention)

The current program capacity, dedicated to achieving the proposed outcomes of this project and other supplementary AB programs, is as follows:

4 - Outreach, Housing & Resource Navigation Services (Outreach Coordinator, Outreach Specialists)

4 – Program Administration (Programs Director, Office Manager, Volunteer Coordinator, Board Treasurer)

3 - Clinical staff (Professional volunteers to facilitate capacity building & improve capabilities of program staff - MSW, LMSW, CSAC)

1 – Psychology Intern from 2018

1 - Data Specialist to design and implement a data collection & evaluation process that improves program outcomes, maintain compliance, and support the overall efforts to identify and address areas of growth and improvement.

Pending hires (within 30-60 days):

1- Case Manager

1 – Housing & Employment Specialist

1 - Project Coordinator to design a Volunteer Training Program, organize and implement the training in support of the Wahiawa HoM Project and supplementary programs, with a specific focus of recruiting, developing, and retaining quality volunteers, thereby building capacity for the organization and community.

AB is also continually developing its Advisory Council, consisting of professionals within their respective fields (active and retired) to provide guidance, training, and oversight:

Strategic Advisory Group (4 - person team, including the Executive Director)

Behavioral Health, Mental Illness, Veteran Relations (2)

Community Engagement & Business Relations (2)

Program Management, Engineering & Systems Design (2)

Peer Specialist (1)
Youth & Education Programs (1)
Medical Outreach (1)
Special Projects Consultants (2)

Specifically, the key positions assigned to the program will include:

- “Phil” Augustus Acosta, MBA, PMP - Executive Director/Interim Programs Director
Extensive experience in IT & Program Management (US Department of Defense, State of Hawaii Department of Human Services, Department of Education), managing multiple multi-million & multi-year, enterprise-wide projects. Specifically, he will provide leadership in Program Development and Management, Strategic Planning and Implementation, Community Engagement, and facilitate the growth and advancement of the organization and its programs.
- Joseph I. Acosta - Director of Operations & Outreach Services
With 11 years in the military, and 16 years with HPD, Joe has the requisite experience working with the at-risk, low income, mentally ill, substance abusers, victims of domestic violence, at-risk/runaway/homeless youth, and the homeless. His intimate knowledge of the communities in Mililani, Wahiawa, North Shore, areas of concentration, and target population provides ALEA Bridge a unique advantage from other service providers. Joe will provide direct supervision of the Outreach Team, Volunteers, and program participants. In addition, he will take the lead in our homeless prevention & diversion initiatives for the at-risk population.
- Lauren McKinney - MSW, LMFT, CSAC – Case Management Consultant
Ms. McKinney holds a Master’s degree in Marriage and Family Therapy and has experience in wrap-around services and case management, working with substance abusers and domestic violence victims in intensive outpatient and residential treatment programs. Currently, she works at Kaiser Permanente providing individual and group therapy counseling services.

2. 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.

See attached Organization Chart⁴

3. 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.

⁴ Appendix C – ALEA Bridge Leadership Team

Joseph Acosta – Director of Operations, Outreach Coordinator
\$40,000/annual

Cora Rada – Outreach Specialist
\$22,500/annual (Part-time)

“Phil” Augustus Acosta – Executive Director, Programs Director
\$25,000/annual (Part-time)

***Note:** AB started up as an unfunded, all-volunteer organization. Payroll started on April 15, 2017 when the organization secured it’s first subcontract. Therefore, we do not yet have an entire year’s record of salaries paid.

VI. Other

1. **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.

NA

2. **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.

Executive Director – MBA, PMP

Case Management Consultant – MSW, LMFT, CSAC

President - CRNA

Vice-President – RN, MSN, MHA

Treasurer – Licensed Realtor, BBA

3. **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.

NA

4. **Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2018-19 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2018-19, but

To sustain and/or expand activities beyond the grant period, AB has plans for the following:

- Pursue several sources of funding from the City, Federal, State, and various Private Foundations
- Launch a Fundraising Campaign, to increase access to unrestricted/alternative sources, thus allowing the organization to utilize funds towards creative ideas that produce lasting results
- Expand its partnership with the AmeriCorps VISTA program as a resource for capacity building and source of talent
- Extend/expand existing Department of Human Services (DHS), Homeless Program Office (HPO) outreach subcontract through USVets (Year 1, Apr 2017 – Jun 2018, renewable up to 48 months)
- Pursue partnerships/sub-contracts with partner agencies through Department of Health, Adult Mental Health Division (AMHD), expanding outreach services to adults with Severe Mental Illness (pending start date April 2018, renewable up to 72 months)
- Increase integration and collaboration of efforts into other Community Projects for District 22 that are currently funded (i.e. Wahiawa Freshwater Park, First Responders Tech Campus, Whitmore Project) with community partners (Wahiawa Community & Business Association, Wahiawa Community Based Development Association aka “Wahiawa Fresh”, Whitmore Economic Development Group, Leilehua Alumni & Community Association) & the Office of State Senator Donovan Dela Cruz
- Expand collaboration efforts with Wahiawa Center for Community Health aka “Wahiawa Health” and Wahiawa General Hospital to improve access to health care while reducing costs
- Expand volunteerism opportunities through the Wahiawa Homeless Alliance to create a robust community support system. Improved services for clients, and increased capacity for AB
- Implement Training & Professional Development Plan for AB Staff & Leadership Team to include clinical training & service delivery, back office administrative functions, grant management & compliance, grant writing & fundraising

- (b) Not received by the applicant thereafter.

AB will implement a Social Enterprise Framework (SEF)/Sustainability Plan⁵, based on the needs & growth areas within the community, as a means to offset its over-dependence

⁵ Appendix D – Social Enterprise Framework

on government and grant funding. A successful SEF has the potential to establish autonomy & generate revenue through service delivery while fulfilling AB's mission and providing a benefit to the program participants, partner agencies, & residents.

Opportunities could include the following:

- Agribusiness & Diversified Agriculture
- Apparel & Retail
- Community Recycling Program
- Facility Maintenance & Landscaping Services
- Food Service
- Moving & Transport Services

5. 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, 2017.

See attached Certificate of Good Standing

6. Declaration Statement

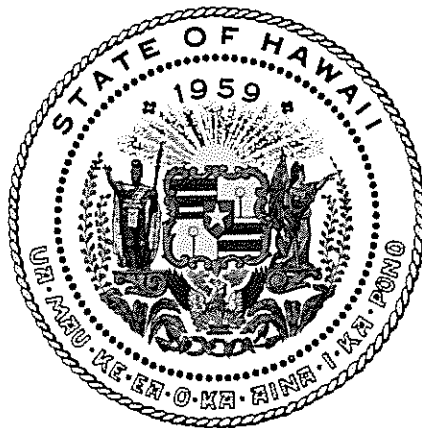
The applicant shall submit a declaration statement affirming its compliance with Section 42F-103, Hawaii Revised Statutes. ([Link](#))

See attached Declaration Page

7. Public Purpose

The applicant shall specify whether the grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. ([Link](#))

The Wahiawa HoM Program, and all projects and initiatives within the program, are created to serve the needs of the general public, with a focus on the very low-income, at-risk, chronically homeless individuals and families in the severely underserved communities of Central Oahu, North Shore, and neighboring areas.



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

ALEA BRIDGE

was incorporated under the laws of Hawaii on 01/20/2016 ; 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 19, 2018

Director of Commerce and Consumer Affairs



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

The undersigned authorized representative of the applicant certifies the following:

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

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

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

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

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

ALEA Bridge

(Typed Name of Individual or Organization)

(Signature)

1/19/18

(Date)

"Phil" Augustus Acosta

(Typed Name) "Phil" Augustus Acosta

Executive Director

(Title)

Appendix A:

Letters of Support



The Senate

STATE CAPITOL
HONOLULU, HAWAII 96813

SENATOR DONOVAN M. DELA CRUZ

October 30, 2017

Mr. "Phil" Augustus I. Acosta
ALEA Bridge - Executive Director
pacosta@aleabridge.org

Dear Mr. Acosta:

**RE: SUPPORT FOR THE WAHIAWA HŌM (Hale o Maluhia) PROJECT TO SERVE
CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES**

I am pleased to strongly support ALEA Bridge's initiative, the Wahiawa HŌM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities. Further, we advocate for the timely release of approved State Grant-In-Aid and City HOME funds, which are key pieces of funding to initiate the acquisition/planning/design/construction and provision of services within the proposed Resource & Navigation Center.

Central Oahu and North Shore communities have seen a significant increase in the homeless population since 2013 and now has the largest concentration of chronically homeless of any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HoM Project will address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wraparound supportive services.

We understand that ALEA Bridge and its partners, which includes Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, and a focus on accessing affordable housing options, connecting with appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing and promoting self-sufficiency.

State Senate, State Capitol
415 S. Beretania Street, Rm. 208
Honolulu, HI 96813
Phone: (808) 586-6090
Email: sendelacruz@capitol.hawaii.gov

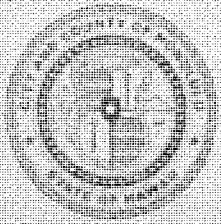
Mr. Acosta
October 30, 2017
Page 2

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waialua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. We agree that failure to support such an initiative would have enormous ramifications to the health, welfare, and economic development of these communities. This could also create generational impacts to the residents, thus exacerbating the homeless crisis statewide.

Therefore, it is my hope that ALEA Bridge receives the necessary funding and support in a timely manner to enable your program to initiate and/or continue programs which will help address homelessness and the problems they face.

Sincerely,


Senator Donovan M. Dela Cruz
District 22



CITY COUNCIL

CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET, ROOM 202
HONOLULU, HAWAII 96813-3085
TELEPHONE: (808) 768-5010 • FAX: (808) 768-5011

ERNEST Y. MARTIN
Chairman Emeritus
HONOLULU CITY COUNCIL
DISTRICT 2
TELEPHONE: (808) 768-5002
FAX: (808) 768-1222
EMAIL: emartin@honolulu.gov

November 20, 2017

RE: SUPPORT FOR THE WAHIAWA HoM (HALE O MALUHIA) PROJECT TO SERVE CENTRAL OAHU, NORTH SHORE AND NEIGHBORING COMMUNITIES

Dear Mr Acosta:

The purpose of this letter is to advocate for the timely release of approved State Grant In Aid and City HOME funds, which are key pieces of funding to initiate the acquisition, planning, design, construction and provision of services within the proposed Resource & Navigation Center. As the Councilmember representing the areas of focus which cover nearly one-third of the island geographically extending from Mililani to Wahiawa, Waialua, Haleiwa and Kahuku, I have serious concerns about the dramatic increase in the unsheltered homeless population, specifically in Wahiawa which has experienced the largest increase since 2013.

The establishment of ALEA Bridge's proposal for the Hale o Maluhia (HoM) project, a Resource and Navigation Center will greatly assist in providing critical homeless services to these areas which are lacking adequate resources to address the issue. Due to changing demographics and economic challenges, Wahiawa is now one of the most impoverished areas on the entire island of Oahu and was recently designated a Medically Underserved Population which highlights the challenges and the very real concern for not only identified homeless but also hidden homeless individuals living without the security of permanent housing solutions.

The HoM Resource and Navigation Center will offer intensive outreach, case management, and interim/bridge housing with critical wraparound supportive services onsite. It is my understanding that ALEA Bridge and its partners will follow a Housing First/Housing for Health approach. The program will also provide a safe and stable environment with low barriers to entry, with a focus on physical/behavioral health needs and substance abuse treatment, with the goal of rapid placement into permanent housing. The availability of these programs and resources will most surely have a positive impact in working to address the needs of the growing at-risk and homeless populations in this vast geographic area.

I look forward to continued discussions with ALEA Bridge and its partners in their efforts and again strongly advocate for the timely release of much needed funds. Thank you for your consideration. Should there be any further questions please feel free to contact me at 808-768-5002.



Ernest Y. Martin
Chairman Emeritus



Food Company Hawaii

1116 Whitmore Avenue Wahiawa, Hawaii 96786

October 27, 2017

Mr. Phil Acosta
Alea Bridge

Dear Mr. Acosta:

**RE: SUPPORT FOR THE WAHIAWA HōM (Hale o Maluhia) PROJECT TO
SERVE CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING
COMMUNITIES**

Dole Food Company Hawaii is pleased to offer strong support of ALEA Bridge's initiative, the Wahiawa HōM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities. Furthermore, we advocate for the timely release of approved State Grant In Aid and City HOME funds, which are key pieces of funding to initiate the acquisition/planning/design/construction and provision of services within the proposed Resource & Navigation Center.

The Central Oahu and North Shore communities have seen a significant increase in the unsheltered homeless population since 2013, and now has the largest concentration of chronically homeless in any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HoM Project will address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wraparound supportive services. We understand that ALEA Bridge and its partners, to include Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, with a focus on accessing affordable housing options, connecting with appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing and promoting self-sufficiency.

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waialua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. We agree that failure to support such an initiative would have enormous ramifications to the health, welfare, and economic development of these

communities. This could also create generational impacts to the residents, thus exacerbating the homeless crisis statewide.

Dole is affected by the homeless crisis on a daily basis. As a major land owner in Wahiawa and Waialua, we have first-hand experience dealing with illegal trespass by homeless campers on vacant Dole land. Our efforts to eliminate illegal trespass on our lands and remove these encampments have been futile as campers have no other place to relocate but to other vacant Dole property.

Alea Bridge has provided Dole Hawaii with assistance on numerous homeless sweeps by providing outreach and liaison services for the camp inhabitants. We look forward to a continued partnership toward resolving the homeless crisis on Oahu. Dole Food Company Hawaii fully supports Alea Bridge's Hale o Maluhia project and the timely release of approved funds. Improved services and facilities for the homeless population of Central Oahu, the North Shore and neighboring communities is long overdue.

Sincerely



Daniel X. Nellis
General Manger



CATHOLIC CHARITIES
HAWAII

Date: October 31, 2017

RE: SUPPORT FOR THE WAHIWA HōM (Hale o Maluhia) PROJECT TO SERVE CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES

Dear Mr. Acosta,

Catholic Charities Hawaii (CCH) is pleased to offer strong support of ALEA Bridge's initiative, the Wahiawa HōM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities. Furthermore, we advocate for the timely release of approved State Grant In Aid and City HOME funds, which are key pieces of funding to initiate the acquisition/planning/design/construction and provision of services within the proposed Resource & Navigation Center.

The Central Oahu and North Shore communities have seen a significant increase in the unsheltered homeless population since 2013, and now has the largest concentration of chronically homeless in any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HōM Project will address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wraparound supportive services. We understand that ALEA Bridge and its partners, to include Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, with a focus on accessing affordable housing options, placement into appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing.

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waialua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. We agree that failure to support such an initiative would have enormous ramifications to the health, welfare, and economic development of these communities. This could also create generational impacts to the residents, thus exacerbating the homeless crisis statewide.

Currently, CCH's Supportive Services for Veteran Families (SSVF) Program works in partnership with ALEA Bridge to provide services to the homeless. Since ALEA Bridge's inception, they have been our primary referral source for Central Oahu and North Shore areas. Prior to ALEA Bridge referrals, we rarely received referrals to our SSVF program from this geographical region on the island. ALEA Bridge has given us the opportunity to attend their monthly resource fairs which has also been helpful for us to engage with Veterans in need in the Central Oahu/North Shore area. Should ALEA Bridge receive additional funding for the HōM project, we would be a resource for the homeless persons they serve. CCH has numerous housing programs, senior services, counseling services, etc. to assist the homeless. All our housing programs are aimed at moving households into permanent housing and/or providing homeless prevention assistance. We could work in conjunction with ALEA Bridge to identify those in need, determine eligibility, and complete intake and enrollment into our housing programs. A collaboration would greatly assist the homeless families in this region to obtain permanent housing.

Very respectfully,

Jillian Okamoto

Division Administrator of Housing Assistance and Referral Programs, Catholic Charities Hawaii



Helping Hands Hawai'i

Date: 2 November 2017

RE: SUPPORT FOR THE WAHIAWA HŌM (Hale o Maluhia) PROJECT TO SERVE CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES

Dear Mr. Acosta,

Helping Hands Hawaii is pleased to offer strong support of ALEA Bridge's initiative, the Wahiawa HōM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities.

The Central Oahu and North Shore communities have seen a significant increase in the unsheltered homeless population since 2013, and now has the largest concentration of chronically homeless in any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HoM Project will address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wraparound supportive services. We understand that ALEA Bridge and its partners, to include Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, with a focus on accessing affordable housing options, placement into appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing and self-sufficiency.

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waialua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. Allowing the situation to continue without effective and creative solutions could result in future generations continuing to struggle.

Through partnership and intentional communication, Helping Hands Hawaii and Alea Bridge have been working together to not only create a relationship that supports the intensive needs of these consumers, but meet them where they are – in their area of choice. This aligns closely with both the City and State strategies to implement a Housing First approach in working towards a significant decrease in the Central Oahu unsheltered, but also connected these consumers with intensive wraparound services to connect them into their community. Through this intentional partnership and continued care, together we will continue to work to see a decrease in emergency utilization, decreased health care costs, and increase in community engagement through low barriers to entry into housing.

Sincerely,

HELPING HANDS HAWAII


Jan Herada, President and CEO



"SERVING THOSE WHO SERVED"

November 6, 2017

RE: SUPPORT FOR THE WAHIAWA HōM (Hale o Maluhia) PROJECT TO SERVE CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES

Dear Colleague,


U.S.VETS is pleased to offer strong support of ALEA Bridge's Initiative, the Wahiawa HōM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities.

The Central Oahu and North Shore communities have seen a significant increase in the unsheltered homeless population since 2013, and now has the largest concentration of chronically homeless in any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HōM Project seeks to address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wraparound supportive services. We understand that ALEA Bridge and its partners, to include Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, with a focus on accessing affordable housing options, connecting with appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing and promoting self-sufficiency.

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waiailua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. We agree that failure to support such an initiative would have enormous ramifications to the health, welfare, and economic development of these communities. This could also create generational impacts to the residents, thus exacerbating the homeless crisis statewide.

We currently partner with Alea Bridge for the State Outreach Program for Regions 3 and 5 and their dedication has been proven to enriching the lives of homeless at-risk individuals and families in our state. Thank you for allowing me to provide my words of support for Alea Bridge with wishes for more great work in our community!

Very Respectfully,


Kim Cook, Psy.D.
Executive Director
U.S.VETS – Barber's Point

**U.S.VETS
BARBER'S POINT - HAWAII**

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BARBER'S POINT - HAWAII**

P.O. Box 75329
Bldg. 27 Shangri-la St.
Kapolei, HI 96707
808.672.2977
www.usvetsinc.org



WAHIAWA

Community Based Development Organization (WCBDO)

PO Box 861191, Wahiawa HI 96786 info@wahiawaCBDO.org

October 30, 2017

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Director

RE: SUPPORT FOR THE WAHIAWA HōM (Hale o Maluhia) PROJECT TO SERVE CENTRAL OAHU, NORTH SHORE, AND NEIGHBORING COMMUNITIES

Dear Mr. Acosta,

Wahiawa Community Based Development Organization (WCBDO) is pleased to offer strong support of ALEA Bridge's initiative, the Wahiawa HōM Project, which will establish dedicated resources, accessible facilities, and improved services to benefit the homeless, at-risk, and low-income populations of Central Oahu, North Shore, and neighboring communities. Furthermore, we advocate for the timely release of approved State Grant In Aid and City HOME funds, which are key pieces of funding to initiate the acquisition/planning/design/construction and provision of services within the proposed Resource & Navigation Center.

The Central Oahu and North Shore communities have seen a significant increase in the unsheltered homeless population since 2013, and now has the largest concentration of chronically homeless in any single region. A major factor in this trend has been the lack of services, facilities, and direct funding. The Wahiawa HōM Project will address this by bringing the needed resources into the community, and offer intensive outreach, ongoing case management, and interim/bridge housing with critical wrap-around supportive services. We understand that ALEA Bridge and its partners, to include Aloha United Way, Wahiawa Center for Community Health, member agencies of the Wahiawa Homeless Alliance, and other service providers within Partners in Care, will follow a Housing First/Housing-Focused approach. This will provide a safe and stable environment with low barriers to entry, with a focus on accessing affordable housing options, connecting with appropriate substance use treatment/behavioral health programs, with the goal of rapid placement into permanent housing and promoting self-sufficiency.

This program addresses the concerns of the residents and the needs of the growing at-risk and homeless population in this vast geographic area extending from Mililani to Wahiawa, Waialua, Haleiwa, and Kahuku, encompassing nearly one-third of the entire Island of Oahu. We agree that failure to support such an initiative would have enormous ramifications to the health, welfare, and economic development of these communities. This could also create generational impacts to the residents, thus exacerbating the homeless crisis statewide.

As an economic development non-profit working to improve Wahiawa, the Wahiawa CBDO supports the work that ALEA Bridge is doing in our community. We have seen first hand their commitment to addressing the homelessness crisis in Central Oahu. We have partnered with them to do community cleanups and have served with them on the Wahiawa Homeless Alliance. ALEA Bridge's work to establish this Resource and Navigation Center is a crucial step and runs parallel to our own organization's neighborhood plan to improve the health, safety and economic outlook of Wahiawa. We urge the release of these funds to begin the development of Wahiawa Hale o Maluhia.

Very Respectfully,



Darin Uesugi,
Board President
Wahiawa Community Based
Development Organization



MILILANI/ WAIPIO/ MELEMANU NEIGHBORHOOD BOARD NO. 25

c/o NEIGHBORHOOD COMMISSION • 530 SOUTH KING STREET ROOM 406 • HONOLULU, HAWAII, 96813
PHONE (808) 768-3710 • FAX (808) 768-3711 • INTERNET: <http://www.honolulu.gov/nco>

**RESOLUTION IN SUPPORT OF THE RELEASE OF GRANT-IN-AID AND CITY/
HUD HOME FUNDS FOR ALEA BRIDGE TO ESTABLISH THE RESOURCE AND
NAVIGATION CENTER SERVING THE HOMELESS THROUGHOUT CENTRAL
OAHU AND NORTH SHORE COMMUNITIES**

WHEREAS, the homeless population of Central Oahu and the North Shore is increasing;
and

WHEREAS, services for the homeless in Region 5 (including Mililani) are woefully
inadequate; and

WHEREAS, ALEA Bridge is an organization promoting community outreach to the Central
Oahu and North Shore communities; and

WHEREAS, ALEA Bridge has taken the lead for the Point-in-Time activities in Region 5
(Central Oahu and North Shore) which provided a more comprehensive and accurate count
of the area homeless; and

WHEREAS, ALEA Bridge has been working diligently to establish “Hale O Maluhia,” a
Resource and Navigation Center, to provide services for the at risk and homeless populations
in Region 5; and

WHEREAS, ALEA Bridge has secured partners such as the Wahiawa Center for
Community Health, the Wahiawa Homeless Alliance, Aloha United Way, and Partners-in-
Care; and

WHEREAS, release of Grant-in-Aid Funds, approved by the 29th Hawaii State Legislature
to initiate work on the Resource and Navigation Center has been delayed for at least 6
months; and

WHEREAS, release of City/HUD HOME funds, approved by City Department of Budget
and Fiscal Services, has been delayed with no release date identified; and

WHEREAS, the release of these two key funding sources provide the financial support
needed, not only for the R&N Center, but also the Wahiawa HoM Project, benefiting
Mililani and all of Central Oahu and the North Shore to improve services, bring dedicated
resources, and establish accessible facilities to the Central Oahu and North Shore
Communities; and now therefore,

BE IT RESOLVED that Mililani/Waipio/Melemanu Neighborhood Board No. 25 strongly supports the release of State Grant-In-Aid and City/HUD HOME funds so services to the homeless can be provided on a timely basis; and

BE IT FURTHER RESOLVED that copies of this resolution be transmitted to the Governor and the Director of the Department of Budget and Finance, the Mayor and the Director of the Department of Budget and Fiscal Services, members of the Honolulu City Council, and the *Honolulu Star Advertiser*.

Adopted by Mililani-Waipio-Melemanu Neighborhood Board No. 25 at its regular meeting of October 25, 2017, by a vote of 19-1.



**RESOLUTION IN SUPPORT OF THE RELEASE OF GRANT-IN-AID AND CITY/
HUD HOME FUNDS FOR ALEA BRIDGE TO ESTABLISH THE RESOURCE AND
NAVIGATION CENTER SERVING THE HOMELESS THROUGHOUT CENTRAL
OAHU AND NORTH SHORE COMMUNITIES**

WHEREAS, the homeless population of Central Oahu and the North Shore is increasing;
and

WHEREAS, services for the homeless in Region 5 (including Wahiawa and Whitmore
Village) are woefully inadequate; and

WHEREAS, ALEA Bridge is an organization promoting community outreach to the Central
Oahu and North Shore communities; and

WHEREAS, ALEA Bridge has taken the lead for the Point-in-Time activities in Region 5
(Central Oahu and North Shore) which provided a more comprehensive and accurate count
of the area homeless; and

WHEREAS, ALEA Bridge has been working diligently to establish “Hale O Maluhia,” a
Resource and Navigation Center, to provide services for the at risk and homeless populations
in Region 5; and

WHEREAS, ALEA Bridge has secured partners such as the Wahiawa Center for
Community Health, the Wahiawa Homeless Alliance, Aloha United Way, and Partners-in-
Care; and

WHEREAS, release of Grant-in-Aid Funds, approved by the 29th Hawaii State Legislature
to initiate work on the Resource and Navigation Center has been delayed for at least 6
months; and

WHEREAS, release of City/HUD HOME funds, approved by City Department of Budget
and Fiscal Services, has been delayed with no release date identified; and

WHEREAS, the release of these two key funding sources provide the financial support
needed, not only for the R&N Center, but also the Wahiawa HoM Project, benefiting
Wahiawa and all of Central Oahu and the North Shore to improve services, bring dedicated
resources, and establish accessible facilities to the Central Oahu and North Shore
Communities; and now therefore,



WAHIAWA-WHITMORE VILLAGE NEIGHBORHOOD BOARD 26

c/o NEIGHBORHOOD COMMISSION • 530 SOUTH KING STREET ROOM 406 • HONOLULU, HAWAII, 96813
PHONE (808) 768-3710 • FAX (808) 768-3711 • INTERNET: <http://www.honolulu.gov/nco>

BE IT RESOLVED that Wahiawa-Whitmore Village Neighborhood Board No. 26 strongly supports the release of State Grant-In-Aid and City/HUD HOME funds so services to the homeless can be provided on a timely basis; and

BE IT FURTHER RESOLVED that copies of this resolution be transmitted to the Governor and the Director of the Department of Budget and Finance, the Mayor and the Director of the Department of Budget and Fiscal Services, members of the Honolulu City Council, and the *Honolulu Star Advertiser*.

Adopted by Wahiawa-Whitmore Village Neighborhood Board No. 26 at its regular meeting of November 20, 2017, by a vote of 7-0-2.



RESOLUTION IN SUPPORT OF THE RELEASE OF GRANT-IN-AID AND CITY/ HUD HOME FUNDS FOR ALEA BRIDGE TO ESTABLISH THE RESOURCE AND NAVIGATION CENTER SERVING THE HOMELESS THROUGHOUT CENTRAL OAHU AND NORTH SHORE COMMUNITIES

WHEREAS, the homeless population of Central Oahu and the North Shore is increasing; and

WHEREAS, services for the homeless in Region 5 (including North Shore) are woefully inadequate; and

WHEREAS, ALEA Bridge is an organization promoting community outreach to the Central Oahu and North Shore communities; and

WHEREAS, ALEA Bridge has taken the lead for the Point-in-Time activities in Region 5 (Central Oahu and North Shore) which provided a more comprehensive and accurate count of the area homeless; and

WHEREAS, ALEA Bridge has been working diligently to establish "Hale O Maluhia," a Resource and Navigation Center, to provide services for the at risk and homeless populations in Region 5; and

WHEREAS, ALEA Bridge has secured partners such as the Wahiawa Center for Community Health, the Wahiawa Homeless Alliance, Aloha United Way, and Partners-in-Care; and

WHEREAS, release of Grant-in-Aid Funds, approved by the 29th Hawaii State Legislature to initiate work on the Resource and Navigation Center has been delayed for at least 6 months; and

WHEREAS, release of City/HUD HOME funds, approved by City Department of Budget and Fiscal Services, has been delayed with no release date identified; and

WHEREAS, the release of these two key funding sources provide the financial support needed, not only for the R&N Center, but also the Wahiawa HoM Project, benefiting Mililani and all of Central Oahu and the North Shore to improve services, bring dedicated resources, and establish accessible facilities to the Central Oahu and North Shore Communities; and now therefore,

BE IT RESOLVED that North Shore Neighborhood Board No. 27 strongly supports the timely release of State Grant-In-Aid and City/HUD HOME funds so services to the homeless can be continued on a timely manner.

BE IT FURTHER RESOLVED that copies of this resolution be transmitted to all members of the State of Hawaii House and Senate, the House Finance and Senate Ways and Means committees, the Mayor and members of the Honolulu City Council, and the *Honolulu Star Advertiser*.

Adopted by North Shore Neighborhood Board No. 27 at its regular meeting of October 24, 2017, by a vote of 12-0-0; (AYE: Andrew Green, Henry Courtenay V., Kathleen Pahinui, Leif Andersen, Michael Lyons, Carol Philips, Racquel Achiu, SharLyn Foo, Blake McElheny. Bob Justice, Bob Leinau, Thomas Shirai NAY: None. ABSTAIN: None).

Appendix B:
Resource & Navigation
Center
Conceptual Designs



ALEA Bridge

Resource & Navigation Center

LiveWell Hawaii

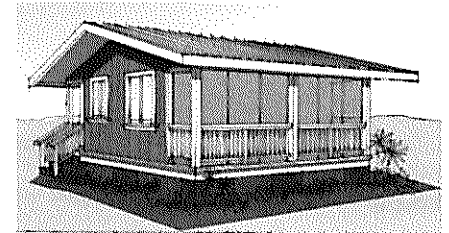
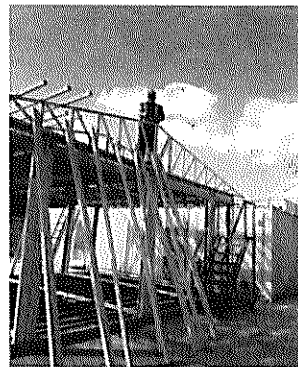
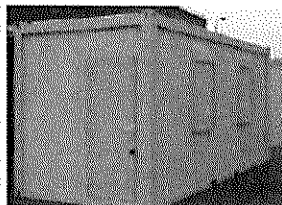
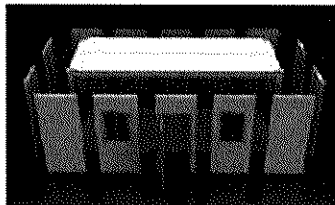
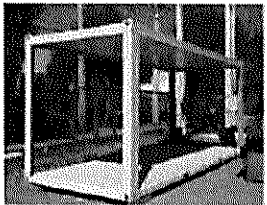
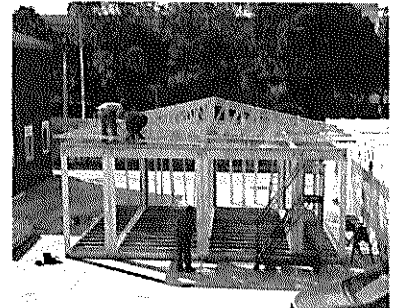
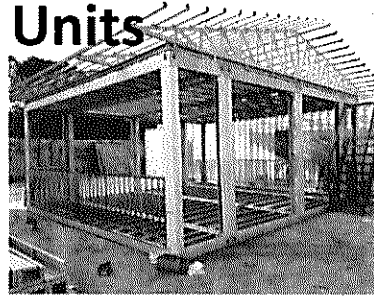
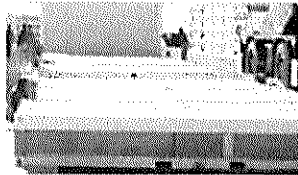
Chaminade Environmental + Interior Design

Break the Cycle! • Reverse the Trend!

LiveWell Hawaii



Building material of choice: Flat-Pack Units



**480 SQUARE FOOT
PEAK ROOF**

Break the Cycle! ♦ Reverse the Trend!

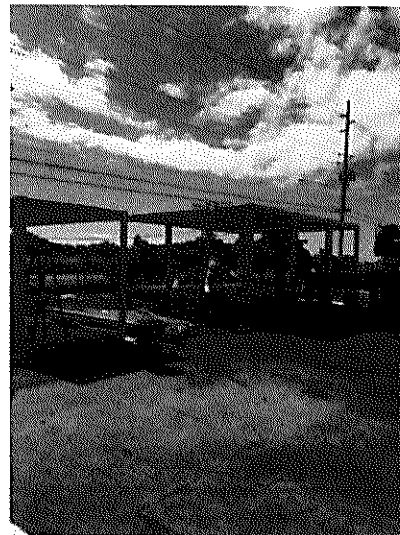
Kauai Build – Department of Hawaiian Homelands



Unloading and sorting the materials and parts shipped to us upon site. Container.



Using a winch crane to set the 2000 lb concrete board floating on the foundation.



Sub floor, wall, panel and beams of the 20' Container are put in place and ready to install.



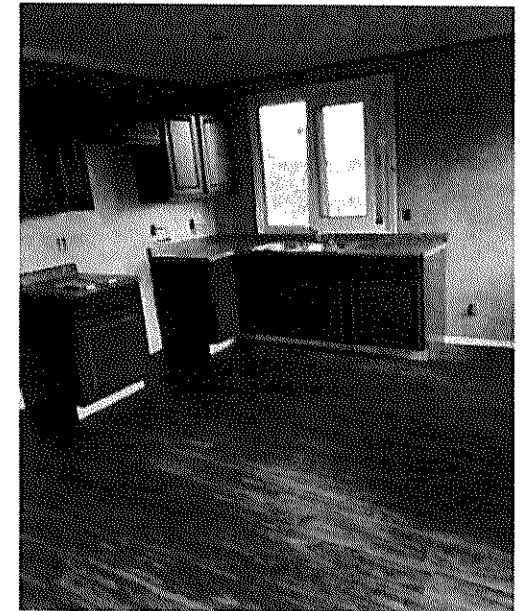
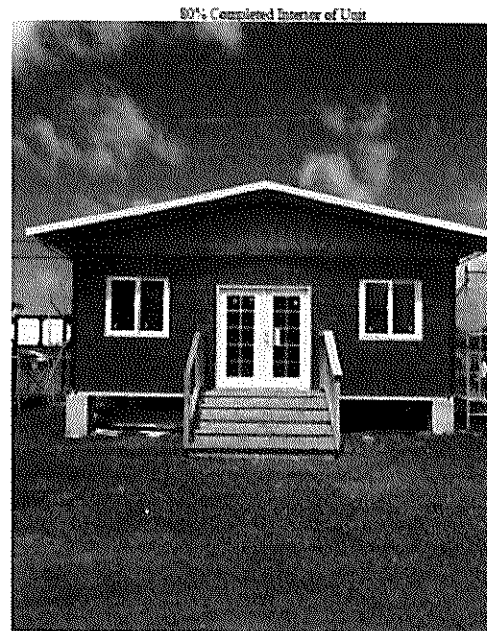
Installing the (optional) Insulated Panels (IP) to create the (optional) second story.

Break the Cycle! ♦ Reverse the Trend!

Kauai Build – Department of Hawaiian Homelands



Trusses and roofing is installed and walls are framed out ready for exterior paneling.



Break the Cycle! ♦ Reverse the Trend!

Chaminade E+ID



Accredited by the CIDA
Council for Interior Design Accreditation

E+ID

Environmental • Interior Design
Chaminade University of Honolulu

Optimizing the interaction between

Human + Nature + Built Environment

<http://www.chaminade.edu/design>

E+ID Environmental • Interior Design
Chaminade University of Honolulu
3190 Rosedale Ave
Honolulu, HI 96816-1578

SERVICE-LEARNING

- Partner with non-profit organizations
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- Real-world experience
- Marketing & Implementation
- Design impacts human experience

Design is a balance between the practical and feasible with the imaginative and abstract.

E+ID

Environmental • Interior Design
Chaminade University of Honolulu

CULTIVATES

- Creativity & Discipline
- Organizational & Interpersonal skills
- Artistic & Technical Drawing Skills
- Planning & Management Capabilities
- Collaborative Work Ethic

Break the Cycle! ♦ Reverse the Trend!

Chaminade E+ID

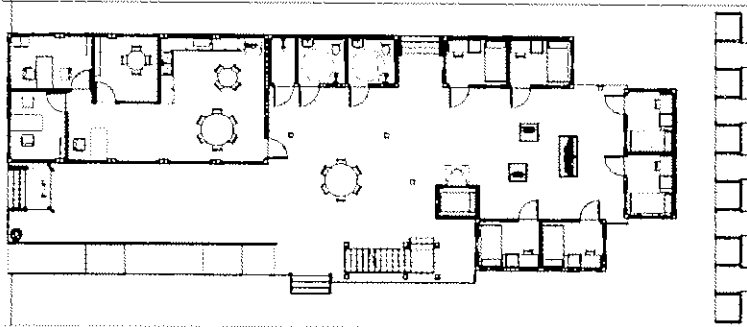


Utilize the Flat Pack Units on the Project Site – 123 Mango St.



Break the Cycle! ♦ Reverse the Trend!

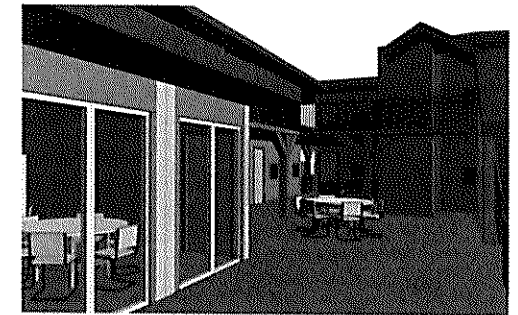
Chaminade E+ID (Designer: N. Soriano)



| | | | | |
|-------------------------|-----|-------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Client: Project Name | No. | Description | Date | First Floor Plan Project Name: _____ Project Number: A101 Date: _____ Drawn by: _____ Checked by: _____ Scale: 1/8" = 1'-0" |
|-------------------------|-----|-------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|



① Exterior Perspective

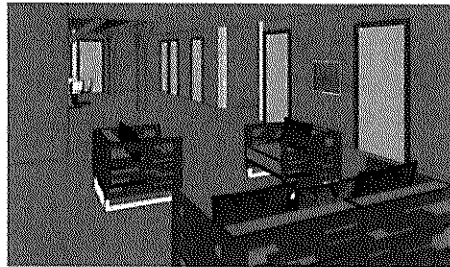


② Outside Perspective

| | | | | |
|------------------------|-----|-------------|------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner: Project Name | No. | Description | Date | Perspectives Project Name: _____ Project Number: A103 Date: _____ Drawn by: _____ Checked by: _____ Scale: _____ |
|------------------------|-----|-------------|------|--------------------------------------------------------------------------------------------------------------------------------------------------|

Break the Cycle! + Reverse the Trend!

Chaminade E+ID (Designer: N. Soriano)



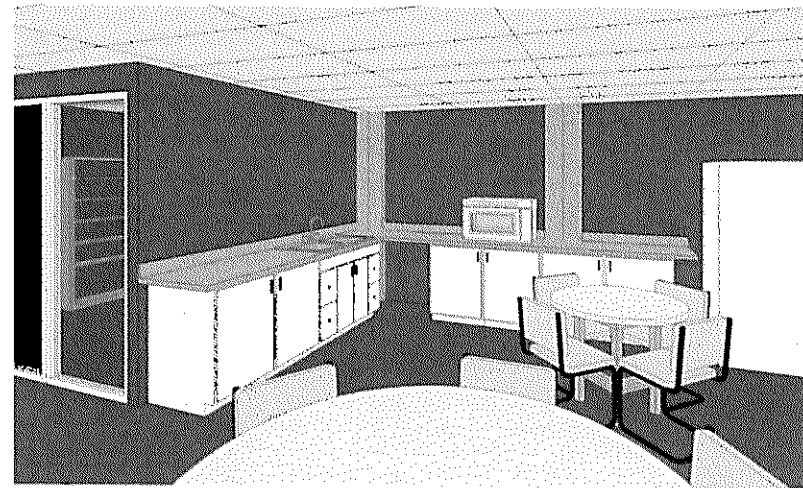
1 Communal Area Perspective

| | |
|--------------|--|
| Owner | |
| Project Name | |

| No. | Description | Date |
|-----|-------------|------|
| | | |
| | | |
| | | |
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Communal Area Perspective

| | | |
|----------------|--------------|------|
| Project Number | Project Name | A107 |
| Date | Issue Date | |
| Created by | Author | |
| Checked by | Checker | |



1 Kitchen Perspective

| | |
|--------------|--|
| Owner | |
| Project Name | |

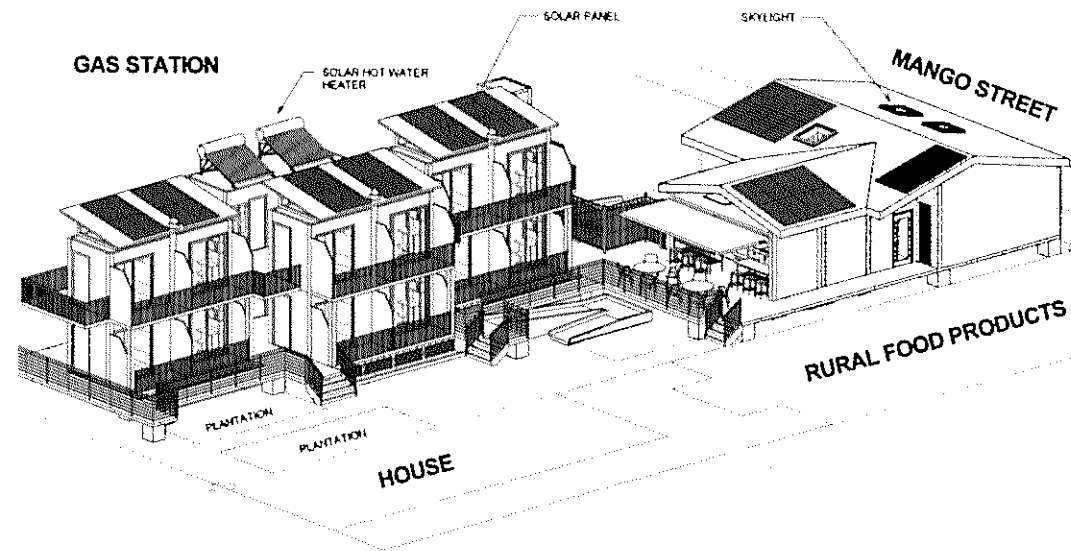
| No. | Description | Date |
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Kitchen Perspective

| | | |
|----------------|--------------|------|
| Project Number | Project Name | A104 |
| Date | Issue Date | |
| Created by | Author | |
| Checked by | Checker | |

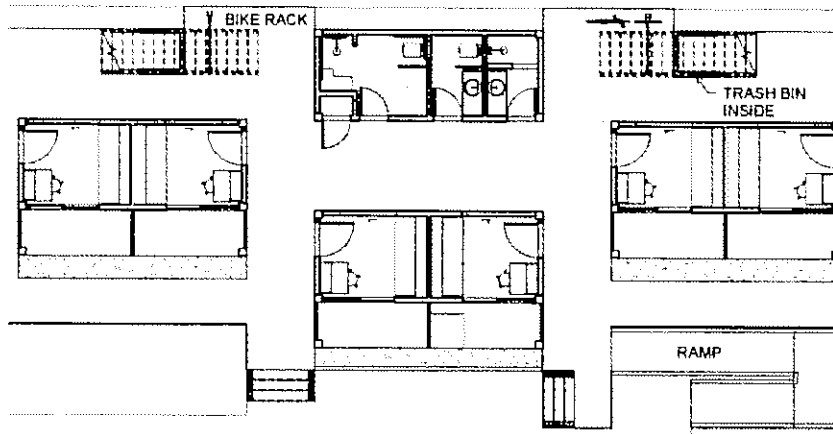
*Break the Cycle! * Reverse the Trend!*

Chaminade E+ID (Designer: R. Fan)

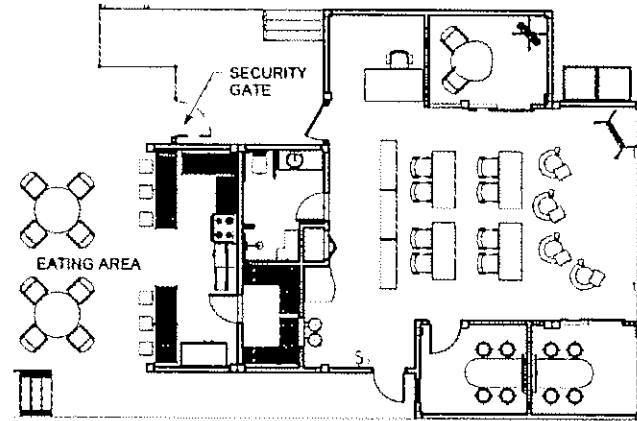


Break the Cycle! ♦ Reverse the Trend!

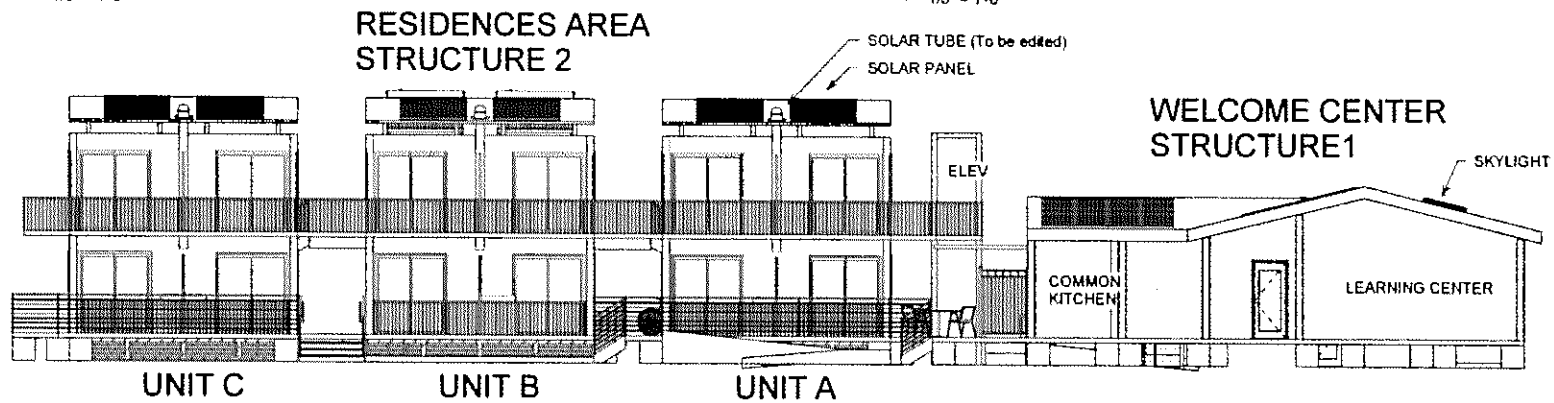
Chaminade E+ID (Designer: R. Fan)



Level 1 RESIDENCES AREA - FURNITURE
 ② PLAN
 1/8" = 1'-0"



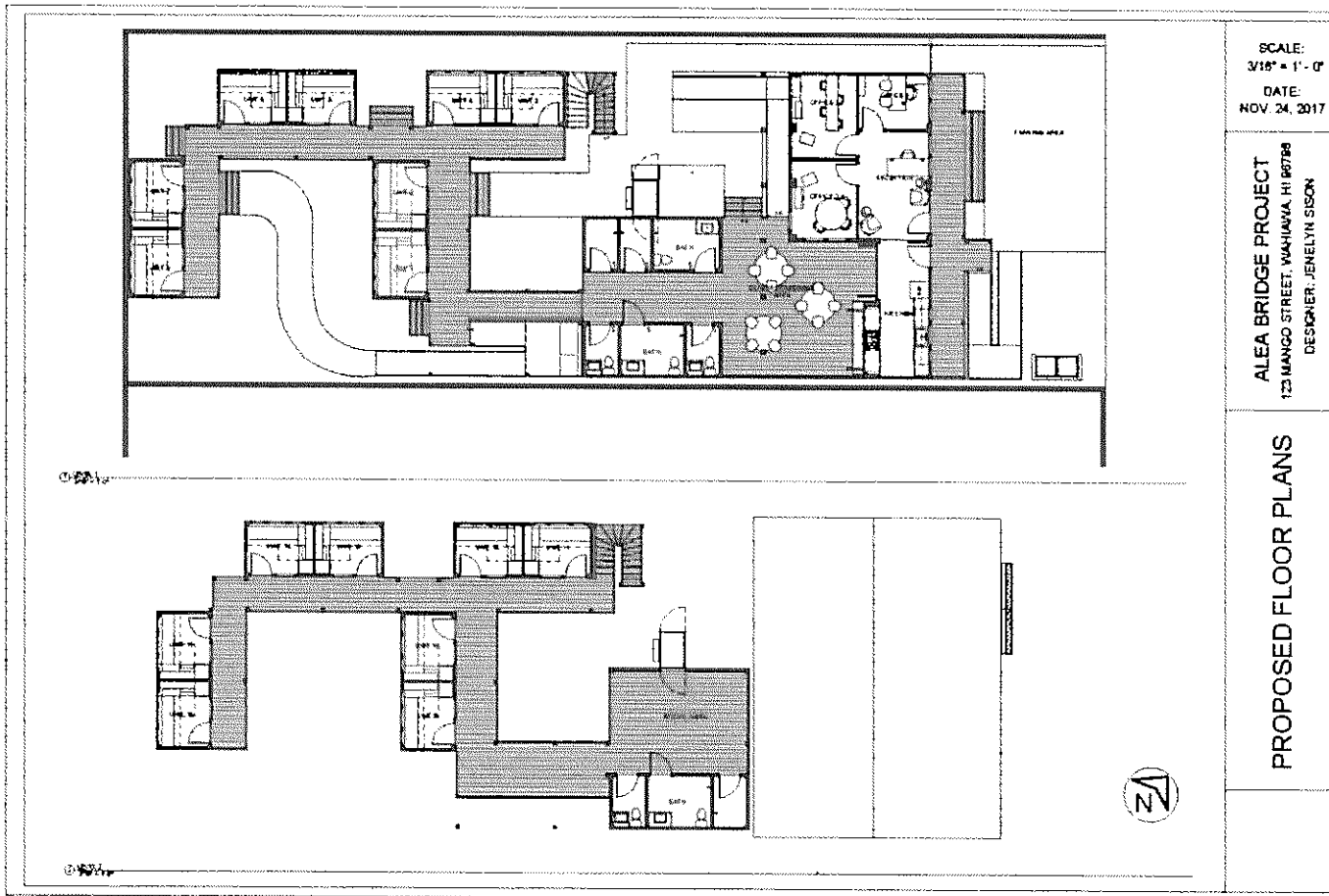
Level 1 WELCOME CENTER - FURNITURE
 ① PLAN
 1/8" = 1'-0"



③ South View
 1/8" = 1'-0"

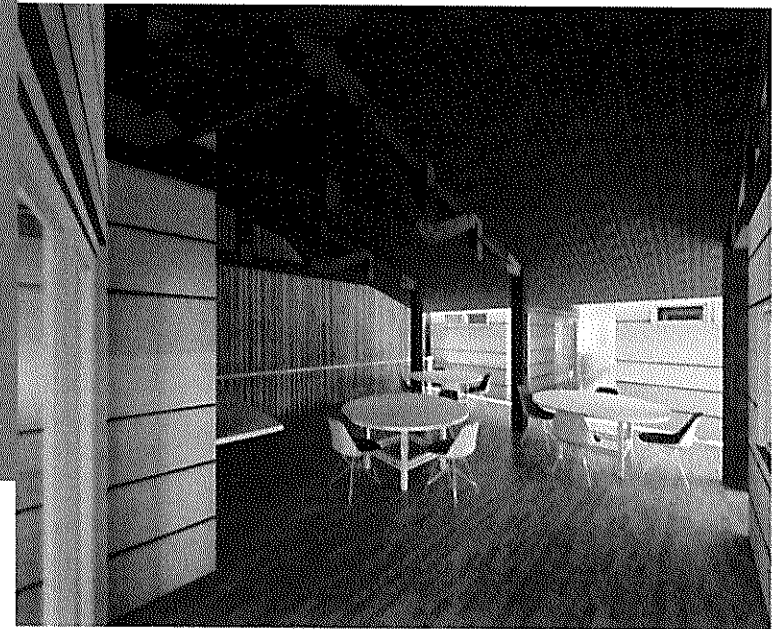
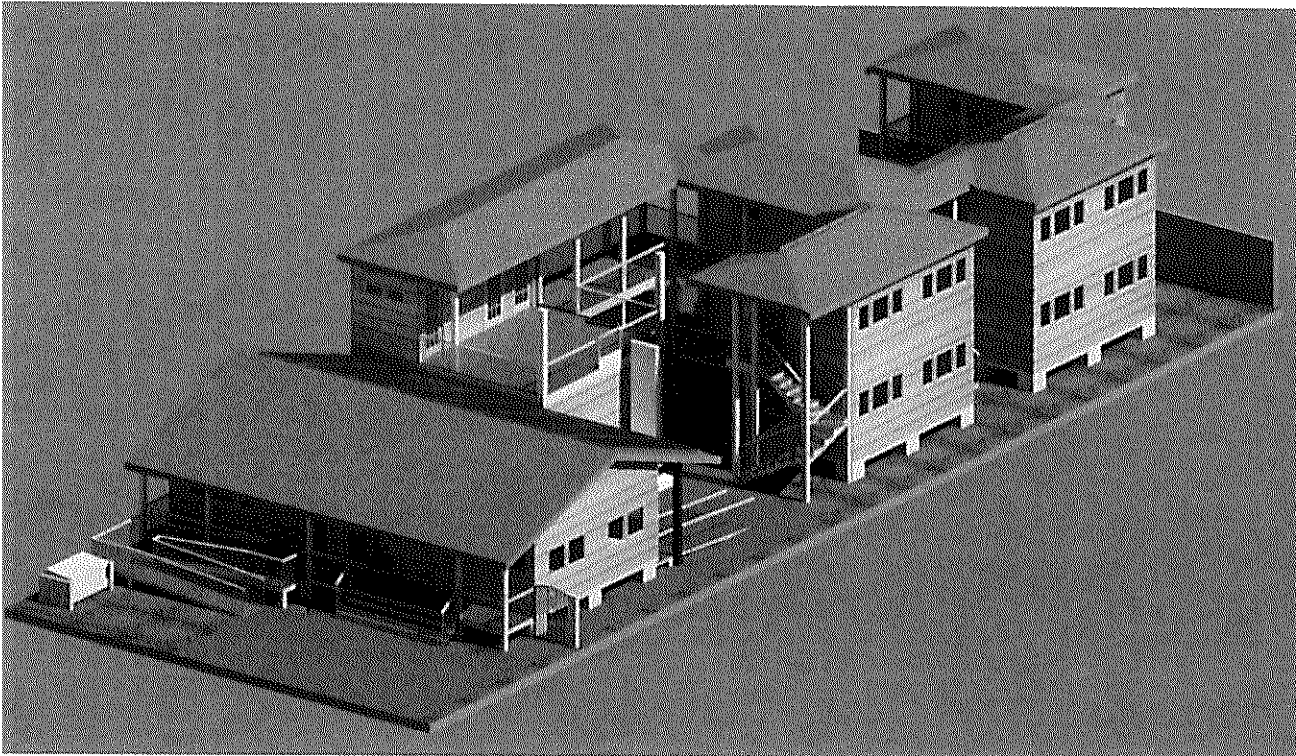
Break the Cycle! ♦ Reverse the Trend!

Chaminade E+ID (Designer: J. Sison)



Break the Cycle! † Reverse the Trend!

Chaminade E+ID (Designer: J. Sison)

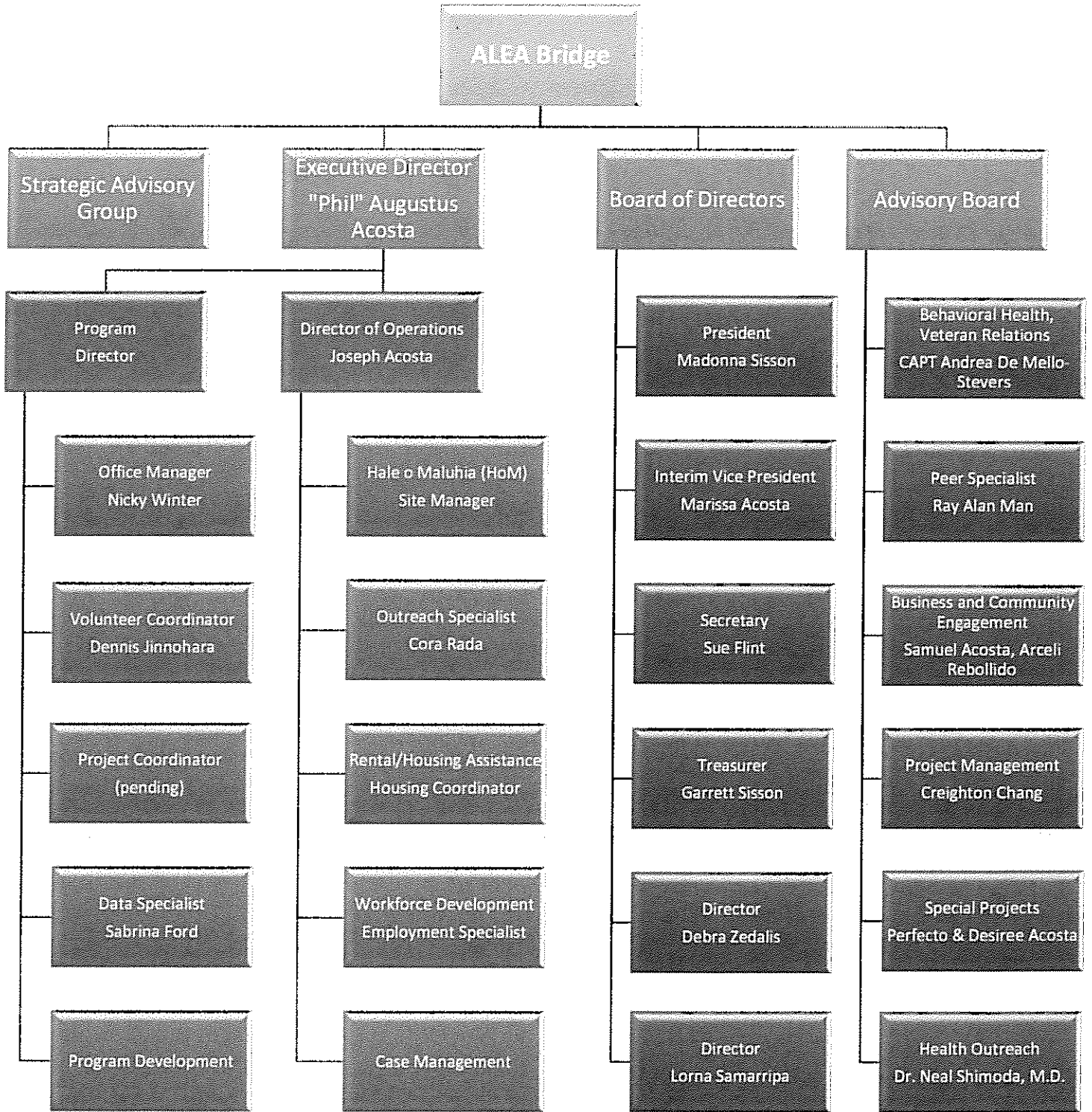


Break the Cycle! + Reverse the Trend!

Appendix C:

ALEA Bridge Leadership Team

Board of Directors, Officers, and Principals



Hope • Purpose • Success

Break the cycle...
and Reverse the trend of homelessness

Roles and Responsibilities

The Board of Directors is the governing body that has the ethical responsibilities to set policies and guidelines that facilitate the growth and sustainability of the organization. Provides general oversight of organization activities and operations to ensure prudent use of resources. Regularly attend scheduled Board meetings; participate and contribute in the discussions and decision-making process. Seeks other qualified and like-minded individuals to become Board of Director members. Actively engages the community in communicating the organization's mission, and advocates for support from key sponsors and stakeholders. Board members may also be assigned to various committees or to take part in a specific initiative, in support of the organization's mission. In addition, the following roles have these specific responsibilities:

President:

- Provide leadership to the Board of Directors
- Set the agenda and chairs the Board meetings
- Provide a lead role in the program development, external communications, and community engagement efforts
- Collaborate with the Executive Director and other Board members in establishing a strategic plan to achieve the organization's mission and objectives, and to facilitate its growth and advancement
- Assist in fundraising activities, financial planning, and reporting

Vice President:

- In the absence of the President, provide leadership to the Board of Directors; sets the agenda and chairs the Board meetings
- Develop and implement officer onboarding and transition plans
- Assist in program development, strategic planning, and external communications
- Assist in fundraising activities, financial planning, and reporting

Treasurer:

- In the absence of the President and Vice President, provide leadership to the Board of Directors
- Administer fiscal matters and develop financial reports for the organization
- Assist in program development and strategic planning
- Provide leadership in fundraising activities, financial planning, and reporting
- Provide a lead role in ensuring the organization is compliant with all Federal, State, and City regulations

Secretary:

- Maintain records of the Board activities and ensure effective management of the organization's forms and records
- Manage internal documentation and communications
- Record minutes of Board meetings and ensure timely distribution to members
- Assist in fundraising activities, financial planning, reporting, and regulatory compliance

Directors:

- Additional Director roles may be established to lead specific committees (e.g., Communications, Compliance, Finance, Fundraising, Marketing, Program Development, Quality Assurance), or assigned general oversight roles and responsibilities
- Assist in facilitating growth & advancement (fundraising, financial planning, marketing) and community engagement efforts

Interested individuals may be nominated by a member of the Leadership Team (BOD, Executive Officers, Senior Staff) or self-nominate and endorsed by a member of the Leadership Team, and approved by the active Board members. In the event there are multiple candidates for a Board position, The Board President or Executive Director may facilitate a vote among active BOD members that do not have a conflict of interest. All Board positions are for a minimum of 1-year term, renewable up to 4 years. Terms beyond 4 years must be approved by the active Board members.

Executive Director:

The Executive Director is responsible for overseeing the daily operations and activities of the organization, along with the recruitment and supervision of its staff and volunteers. The Executive Director also collaborates with the Board of Directors President in establishing a strategic plan to achieve the organization's mission and objectives, and take the necessary actions to execute on these plans. Other key duties include grants management, program development, external communications, stakeholder engagement, and community outreach. The Executive Director is a voting member on Board business & Executive matters. This position reports directly to the Board of Directors.

Advisory Board:

The Advisory Board is a critical part of the Leadership Team, providing advice, guidance and decision-making assistance on matters pertaining to their field of expertise. Members of the Advisory Board are encouraged to attend and contribute at the regularly scheduled Board of Directors meetings. Advisors may also participate in fundraising activities and community outreach engagements. The Advisory Board does not have any formal voting responsibilities or obligations.

Strategic Advisory Group:

A special sub-group of the Board of Directors and Advisory Board. Works directly with the Executive Director to provide guidance in establishing the multi-year strategic plan to ensure alignment with the organization's Mission, Vision, Values, and Code of Conduct. The Strategic Advisory Group does not have any formal voting responsibilities or obligations.

Core Staff and Leadership Team

A. Board of Directors

Madonna Sisson, CRNA (President, Co-Founder)

Madonna is a Certified Registered Nurse Anesthetist (CRNA), with over 16 years in the Medical field, and currently working with Kaiser Permanente Hospital and Kahi Mohala Behavioral Health. Her vast experience, attention to details, and deep commitment to the agency's mission makes her the ideal person to provide fiduciary oversight over ALEA Bridge.

Marissa Acosta, RN, MSN, MHA (Interim Vice President)

Marissa has significant past and present work experience at Helping Hands Hawaii, Kahi Mohala Behavioral Health, and the Department of Veterans Affairs, working with the homeless, those suffering from mental illness and substance abuse, and the low-income population. This includes both outpatient primary care and community based outreach.

Garrett Sisson (Treasurer, Co-Founder) Garrett has extensive background and training in Business, Finance, and Real Estate. He is also a successful Entrepreneur and Small Business Owner of Paradise Ice, LLC. With his knowledge and experience, he brings a necessary set of skills to the Board of Directors.

Sue Flint – Secretary

Lorna Samarraipa – Director

Debra Zedalis - Director

B. Executive Staff

"Phil" Augustus Acosta (Executive Director)

Phil has over 22 years of combined experience in Project Management, including the Hawaii State Government, particularly with the Department of Education and Department of Human Services. His experience in managing multiple projects of varying size and scope is important in implementing the programs and activities of ALEA Bridge. The rapport and working relationships that he has built with key stakeholders in the City and State, and leaders from partner agencies, will be instrumental as the organization works to secure resources, build its capacity, and implement project plans to address the issues in Central Oahu. Since May 2016, Phil has volunteered full-time and taken a lead role in developing and establishing a strategic plan to achieve the organization's mission and objectives, facilitating its growth and advancement. In the first year of funding eligibility, Phil has spearheaded the effort to secure over \$2.7M in funding for ALEA Bridge.

Joseph Acosta (Founder/Director of Operations)

Joseph has over 11 years of experience in the Military with deployments to the Middle East. He also served in the Honolulu Police Department for 16 years, with specialized training with the Narcotics and Vice Divisions, and assigned to the DEA Task Force. His knowledge and experience is a critical component to the Outreach activities, as many of the homeless are battling issues with substance abuse, and a significant portion are also Veterans. In the last few years with HPD, he was assigned to Division 2, which encompasses Mililani, Wahiawa, and the North Shore, where he gained a deep understanding of the issues in the community and built a strong working relationship with the

residents. Specifically, it was his experience in working directly with the at-risk (runaway youth, victims of domestic violence) and homeless population in the area, and genuine passion to help the less fortunate that served as the inspiration and motivation to form ALEA Bridge. Joseph resigned from HPD in March 2016 to devote his time and energy, on an unpaid, full-time basis, to make a significant impact in the homelessness issues affecting the Central Oahu communities by taking a lead role in the organization's outreach efforts.

Nicky Winter (Office Manager) Nicky is a small-business owner and resident of Wahiawa. She is one of the very first, most dedicated, and valuable volunteers for the organization. Her experience with various companies, organization skills, and attention to detail makes her a valuable asset for ALEA Bridge. She also brings a lot of energy and new ideas to the Leadership Team.

Volunteer Coordinator

Dennis Jinnohara (DoD HR Specialist, Ret.) – Dennis is a retired civil servant with over 30 years of wide ranging human resources experience. He has worked at the operational and staff positions in strategic planning, regulatory development, labor relations, project management, leadership development, career management program development, and employee development. Besides his involvement with ALEA Bridge, he currently actively volunteers with the Senior Medicare Patrol, the State Health Insurance Program, AARP, Mililani Aikido Club, and Mililani Uka Elementary School as a reading tutor.

C. Advisory Board

Psychiatric & Behavioral Health, Veterans Relations

CAPT Andrea De Mello-Stevens (RN, MSN, US Navy, Retired) - Andrea brings 34 years of Nursing Experience, 20 years of Mental Health Nursing, 23 years of Military Experience, and over 50+ years as a resident of Oahu, Hawaii experience to the Advisory Board. She is in current practice and serves as Academic Nursing Non-Compensated Adjunct Faculty at the University of Hawaii-Manoa.

Peer Specialist, Expert on Homelessness & Substance Abuse

Ray Alan Man (General Contractor, Formerly Homeless) - Ray brings to the organization a wealth of knowledge through his personal life experiences. As someone that is formerly homeless, and currently recovering with his past addictions, his insight is a critical part of our outreach efforts, contributing greatly to our success in connecting with our clients. In addition to his work with ALEA Bridge, Ray has started up a group with his family & friends focused on nighttime outreach and feeding the homeless in Metro Honolulu. It's his way to give back while remaining focused on his own path to recovery. ALEA Bridge contributes and participates in these activities on a regular basis.

Business & Program Development

Samuel Acosta (Past President, Hawaii Filipino Chamber of Commerce)

Arceli Rebolledo (Programs Director, Filipino Community Center)

Project Management

Creighton Chang

Special Projects Consultant

Perfecto and Desiree Acosta (Independent, licensed Contractors – Residential and Commercial construction)

Health Outreach

Dr. Neal Shimoda, M.D.

Youth Outreach

Angelita Iaea (Department of Education, Counselor) – Angie brings valuable insight through her personal life experiences, along with her deep faith and commitment to her Church and Community. Also, her passion for working with young adults is critical to the preventive aspect of our mission to help break the trend of homelessness. She is a welcome addition to our Advisory Board.

Position Descriptions

Case Manager/Outreach Supervisor

Position Summary

The Outreach Director is responsible for supervision of the street outreach staff and volunteers

1. Reaching out to individuals and families that are not being served or are underserved by existing community service delivery systems;
2. Build trusting relationships and developing a rapport among clients, staff and volunteers;
3. Engage the homeless as a first step to accepting care for immediate health and safety needs, using services and resources and taking steps to become integrated into the community;

Essential Functions

1. Manage & Supervise the Community Outreach program including program implementation, training, and recruitment of outreach volunteers. Conduct mobile outreach and create client service engagement opportunities for homeless individuals and families on the streets.
2. Use Assertive Engagement as strategies for outreach including the following elements:
 - a. Building trust, practicing sensitivity, engaging in a non-threatening, flexible, and persistent manner and building respect for the homeless person and his/her autonomy and confidentiality
 - b. Assessing the individual's safety, immediate needs, level of functioning, overall mental and physical health and strengths and capacities.
 - c. Collaborating with other homeless services providers and community resources to facilitate access to the continuum of community services including basic needs (including food, clothing, shelter, hygiene, and laundry), housing assistance, substance abuse education and treatment, legal assistance and health information.
3. Assist with screening of potential program participants for the Homelessness Prevention and Rapid Rehousing programs, emphasizing the engagement of homeless veterans.
4. Provide program materials and referral training sessions to community partners as needed
5. Provide Support and guidance to participants as they transition from street to shelter.
6. Participate in weekly case management meetings
7. Establish policies and procedures for the Community Outreach Program; implement and train staff on these policies and procedures.

Community Outreach & Crisis Specialist

Works under the direct supervision of the Case Manager/Outreach Supervisor.

Basic position description:

- Provide outreach support to homeless and at-risk individuals, families, and groups to identify physical, mental, and substance abuse issues.
- Provide direct client assistance to overcome homelessness.
- Services include client education, counseling, and making referrals for other services through several onsite encounters. May also provide care plan, case management, or interventions designed to promote health, and address barriers to access housing, healthcare, and other social services.

Other skills and qualifications:

- **Communication** – communicate effectively, speak clearly and listen actively
- **Empathy** – Able to demonstrate empathy and compassion, even in unusual situations.
- **Desire to Help Others** – Willing to work for the benefit of others
- **Trustworthy** – Establish trusting relationships with clients. Relied upon by their clients to protect their interests, keep their information confidential, and to act on their behalf in a professional manner
- **Friendliness** – being friendly and outgoing to build strong relationships and mutual trust with the individuals that need their help in unfamiliar environments
- **Organization** – keep track of the progress of clients, note taking, data entry, reporting

Statement of Qualifications (Key Staff)

“Phil” Augustus Acosta (Executive Director)

Phil has over 22 years of combined experience in Project Management, including the Hawaii State Government, particularly with the Department of Education and Department of Human Services. His experience in managing multiple projects of varying size and scope is important in implementing the programs and activities of ALEA Bridge. The rapport and working relationships that he has built with key stakeholders in the City and State, and leaders from partner agencies, will be instrumental as the organization works to secure resources, build its capacity, and implement project plans to address the issues in Central Oahu. Since May 2016, Phil has volunteered full-time and taken a lead role in developing and establishing a strategic plan to achieve the organization’s mission and objectives, facilitating its growth and advancement. In the first year of funding eligibility, Phil has spearheaded the effort to secure over \$2.7M in funding for ALEA Bridge.

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Rena Nalani Takushi, MSW, LCSW

Ms. Takushi holds a Masters degree in Social Work and has experience in wrap-around services, case management, program management, grant writing, policy, advocacy and research. She has worked on the West coast serving as a coordinator and community stakeholder in developing school-based health centers. In addition, Ms. Takushi is an Adjunct Instructor at UH Manoa, teaching Community and Organizations for graduate-level social work students. She will be coordinating the overall implementation of the grant and program activities.

Lauren McKinney, CSAC, LMFT

Ms. McKinney is a licensed substance abuse counselor and a practicing marriage and family therapist. She has several years working with the vulnerable population to include domestic violence survivors and the homeless. She will be coordinating staff training along with facilitating group therapy sessions.

Appendix D:

Social Enterprise Framework

ALEA Bridge – The Wahiawa HōM Project

Social Enterprise Framework

The goal of establishing a Social Enterprise Framework is to explore possibilities of sustaining the organization while reducing the reliance on government and philanthropic funding. This will allow ALEA Bridge to continue to offer services, expand its programs, while operating a legitimate business that fills a need in the community. It is a great opportunity to establish autonomy and generate revenues while fulfilling our mission. A natural outcome of implementing such a framework are the benefits it would have for the local community. A successful Social Enterprise can positively affect the following:

- Economic development
- Marketable work and training opportunities
- Improved community engagement
- Sense of value and purpose
- Develop and strengthen management and business capacities
- Increase overall program effectiveness

A good framework starts with a community and capabilities assessment, to define the needs of the Central Oahu and North Shore communities and identify growth opportunities for ALEA Bridge. Short-term goals that would allow the organization to leverage its existing assets & services could include the following:

| Existing Assets | Potential Resource | Additional Investments | Anticipated Revenues | Risks and Opportunities |
|---------------------------------|-------------------------------------------------|------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Washers and Dryers | Laundromat facility | High | \$2 per use/per machine | + Benefit for program participants, other homeless, nearby households Δ Increased sewage capacity, plumbing & electrical infrastructure |
| Kitchenette | Certified Kitchen Food truck | High High | 50 - \$100 per use Up to \$1k in sales per week | + Expand ability to provide meals for program participants and other homeless; Low-cost resource for other NPOs Δ Food costs, permit fees, taxes, insurance; market saturation |
| Trucks and Vans | Moving and Transport services | Med | 15 - \$20/hour | + Quick startup Δ Insurance and liability, maintenance costs |
| Yard work | Landscaping General Maintenance Contract | Med Med | 15 - \$20/hour Varies on scope of work | + Expand on current services; possibility of a separate business enterprise Δ General safety, Insurance and liability, maintenance & replacement costs of equipment |
| Urban Agriculture/ Peace Garden | Produce Vendor (local stores & | Med | Varies based on supply, demand, | + Reasonable startup fee; workforce development; income |

| | | | | |
|---------------------------|---------------------------------------------|-----|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| | restaurants, farmers market) | | and current market price | for program participants; great potential for expanded operations Δ General safety; increased supervision |
| Bathrooms and showers | Hygiene Facility | Med | 0.50 - \$1 per use | + Benefit for program participants & other homeless Δ Maintenance & operating costs; increased supervision |
| Shirts, bags | Retail sales of branded merchandise | Med | 5 - \$10 each | + Cost-effective marketing strategy; non-perishable goods Δ Upfront costs; inventory management |
| Human Resources | Community Volunteers | Low | \$0 | + Potential for community partnerships; increased volunteerism; income for program participants Δ Insurance and liability, transportation |
| | Concession (e.g. carnivals, arena, stadium) | Low | 5 - 10% of sales | |
| Training/Education Center | Community Center | Low | 50 - \$100 per use | + Little to no startup (utilize existing equipment & facilities) Δ Maintenance & operating costs |