

# STATE of HAWAII GIA 2018

(Fiscal Year 2019)

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ADULT FRIENDS FOR YOUTH

## TABLE OF CONTENTS:

- Cover Sheet
- Narrative
- Attachments
  - Budget
  - Organizational Chart
  - Compensation
  - Certificate of Good Standing
  - Declaration Statement (Section 42F-103)
  - Public Purpose (Section 42F-102)

# COVER SHEET

House District(s)   30  

Senate District(s)   15  

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

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

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

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

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

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:

Adult Friends for Youth

Db:

Street Address: 3375 Koapaka Street, Suite B290,  
Honolulu, HI 96819

Mailing Address: 3375 Koapaka Street, Suite B290,  
Honolulu, HI 96819

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name SPENSER KUNISHIGE

Title Grant Coordinator

Phone # 808-833-8775

Fax # 808-833-6469

E-mail spenser@afyhawaii.com

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:

Mobile Assessment Command Center (MACC)

4. FEDERAL TAX ID #:                     

5. STATE TAX ID #:                     

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2019: \$466,491.00

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

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

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

STATE \$ \_\_\_\_\_

FEDERAL \$ \_\_\_\_\_

COUNTY \$ \_\_\_\_\_

PRIVATE/OTHER \$ \_\_\_\_\_

\_\_\_\_\_  
TATIVE:

DEBORAH L.K. SPENCER-CHUN, PRESIDENT & CEO

NAME & TITLE

1/17/18  
DATE SIGNED

JAN 13 2018 10:40AM

# NARRATIVE

## 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;

Adult Friends for Youth (AFY) is a non-profit, 501(c) (3) that provides pioneering programs and services aimed at keeping youth in school and out of prison. AFY's services strive to keep youth resistant to school failure, drugs, bullying, and violence. AFY has been providing therapeutic prevention and mental health programs to high-risk youth for 32 years. The mission of AFY is "Redirecting lives to stop violence in order to strengthen family and community safety, while promoting well-being for all youth so that they can reach their full potential." AFY is the only non-profit agency in the State of Hawaii that works with youth gangs/violent youth groups as whole entities and redirects them from lives of destruction, drugs, and crime to prosocial, law-abiding citizens.

AFY began as a result of a federal grant in 1985. AFY has built stronger communities and safer schools by providing customized services to individuals and families in need of support and services since 1986. AFY has received wide recognition from the community for its work with the highest-risk individuals – risk for drugs, unemployment, school dropout, and crime. Among its awards, AFY was recognized by the Mental Health America of Hawaii (MHA) in May 2008 as its Outstanding Community Mental Health Agency for its "pioneering therapeutic approach" in the field.

AFY's expertise is evidenced in the design and implementation of effective anti-violence and anti-crime services in Hawaii's communities, while forging collaborative partnerships with the public and private sectors. AFY is more than an anti-gang program though our agency has worked with more than 200 gangs since the inception of our organization. The AFY way is reaching out to troubled, high-risk, and vulnerable youth on their turf. We build professional relationships with prospective clients through our non-judgmental, compassionate approach by meeting youth where they are at. Helping youth is not telling them what to do. AFY's street smart and street wise approaches to outreach often finds youth and family members seeking out staff due to our reputation in the community.

AFY demonstrates strong, lasting relationships with schools in delivering anti-bullying, anti-crime, anti-drug, and school achievement strategies throughout Oahu. AFY has the ability to collaborate with schools, community entities, local businesses, and trade unions in developing

solid partnerships and programs for youth and families. Our services are evident in Farrington High School and Dole Middle School (Kalihi), Central Middle School (McKinley), Kapolei High School (Kapolei), Waipahu High School (Waipahu), and Leilehua High School (Wahiawa) as we have worked tirelessly to establish positive working relationships with teachers, counselors, principals, police, and community leaders in the best interest of the youth we serve. AFY's commitment to the youth of Hawaii ensures that all services, activities, and programming are meaningful and effective by taking the "whole" youth into consideration, which translates to responding and intervening in a developmentally appropriate, culturally relevant, age-specific, and gender correct manner.

AFY's experience and capabilities are evident in our existing contracts for violence, school failure, bullying, reducing homelessness, and high-risk behavior. AFY possesses the necessary experience to provide an effective Mobile Assessment Command Center (MACC) for status offenders as our current work extends into numerous communities. AFY is currently providing outreach and therapeutic intervention services to youth throughout Oahu. AFY's methods for helping youth heighten the potential for achieving individual as well as community goals, such as reducing extreme poverty, stopping crime, improving health, and accessing educational opportunities.

2.  The goals and objectives related to the request;

The current circumstances surrounding status offenders dictate timely responses to empower, teach, help, and support youth in our state. We believe that funding can change a community, give youth hope, and turn lives around. The goal of AFY's MACC is to pilot a project model, which curtails status offenders from reoffending and deters low-risk offenders from incarceration. The objectives of the proposal correspond with the goal, which are presented below:

AFY's objectives include:

- 1) Intervene in the cases of youth cited for status offense;
- 2) Deliver mobile assessment services in a timely manner from the time the civil citation is issued until successful program placement, if a need exists.
- 3) Advocate for status offenders based on assessments and individualized service plans;
- 4) Match youth to needed services, such as job training programs, culturally-based services, education, mental health services, and etc. based on their risk of reoffending;
- 5) Target issues of risk and need especially for moderate and high risk youth;
- 6) Address the disproportionate minority contact among overrepresented ethnic groups through culturally-relevant programming;
- 7) Offer and/or provide Redirectional Therapy (RT) counseling to the highest and moderate risk youth;
- 8) Use case planning to track, monitor, and advocate for youth involved in services;

- 9) Work closely with law enforcement and allied partners in the best interest of the youth;
- 10) Apply benchmarking to increase efficacy and effectiveness of services;
- 11) Evaluate the process of the project.

These objectives are integrated into the proposed services, which are briefly described as follows:

#### Mobile Assessment Command Center

MACC addresses civil citations for status offenders on Oahu by utilizing the tenants of effective intervention. The foundation that MACC stands upon is mobile community-based assessments and service placement to connect youth who were cited for status offenses (i.e. truancy, and runaway). Honolulu Police Department (HPD) is the agency responsible for apprehending youth, verifying their eligibility for MACC, contacting parents or guardians, and issuing the civil citation. MACC's responsibility is contacting youth, communicating with youth and families the detailed purpose of the intervention, obtaining consent for services and evaluation, engaging in assessment, developing action plans in partnership with participants, determining appropriate referrals to supportive programs or activities, and following up with youth and families on the progress on their action plan until the case is ready to be closed successfully or unsuccessfully.

AFY's team of executive staff and Redirectional Specialists (RS) will effectively implement the MACC in two phases.

Civil citations will be handled by attending to appropriate staff training and the preparation of proper execution of MACC in partnership with HPD, Hawaii State Department of Education, the City and County of Honolulu's DCS WorkHawaii Division, Queen Liliuokalani Trust, Kamehameha Schools Malama Center, Waianae Intermediate Truancy Court, and/ or Math Camp while MACC staff works closely with the designated Community Connector to incorporate a broad array of services with other allied partners to work toward the desired outcomes for status offenders. Initial preparation will begin in Phase I of MACC. In Phase II, MACC offers 24/7 mobile services consisting of assessments, case planning, intervention, and referrals to targeted youth in need. The intent is to service status offenders in the context of their risk and need.

Case management services, especially follow-up, reporting, documentation, and monitoring of youth will be instrumental to the success of each youth served. AFY's history and experiences has shown that without follow-up visits, youth are more likely to drop out of the program and not receive the services that they need. Project staff will also link the youth and family to critical services. Finally, community and school-based Redirectional Therapy (RT) counseling will be offered to high and moderate-risk youth in need of such services. The critical elements of MACC are articulated in Section II of this proposal and briefly discussed below:

#### Referrals

HPD officers at HPD District 8 will initiate requests for MACC services. There are two main stations for District 8: Kapolei Police Station and Waianae Substation. The decision to engage in MACC services will be based on eligibility, and made between AFY, the prospective client, and his/her guardian or parent. The process begins when youth are issued a civil citation by HPD.



AFY staff meets eligible youth within 24-48 hours of the violation at the respective precinct where they are informed of the project, screened, assessed, and invited to participate.

### Intake and Assessment

All clients enrolled in the Project will receive an intake assessment, which will be completed by designated Redirectional Specialist (RS) and reviewed by a supervisor. AFY will apply the Youth Assessment and Screening Instrument (YASI) on each youth referred for services. The YASI is a screening tool used to assess youth's risk, need, and protective factors (Orbis Partners, 2017).

### Service Planning

An individualized service plan is developed with the status offender. The service plan is developed using the client's own language through "talking story." The original is placed in the client's record. Upon request (and proper consent), a copy of the client's service plan is provided to the referring agency. As needs change and arise, client service plans are also modified at the MACC.

### Community Linkages

The MACC will connect status offenders to appropriate resources that reduce the likelihood that youth will reoffend. Community linkages will engender support for clients served and could range from culturally relevant programming to education as well as mental health to family services as it is relevant. MACC staff will also provide critical information about the laws, juvenile justice system, and community resources based on the case plan. AFY staff will work with status offenders in District 8 to seek out resources and advocate for new services when they are non-existent.

### Redirectional Therapy

AFY's therapeutic approach, Redirectional Therapy (RT), has helped some of the highest-risk youth on Oahu. RT is a unique--non-judgmental, non-threatening, replicable model, and has been field-tested and refined over 30 years to combat negative youth behaviors (e.g., violence, drugs, and no academic motivation). A core belief of RT is that people have the capacity to change. RT addresses the entire student, not by trying to separate an individual from the group, which is fruitless as peer groups serve as his/her supportive community.

## A. Project Evaluation

AFY will conduct an annual performance report by contracting with an experienced program evaluator. The report will address questions about the process and implementation of the proposed services.

### Assessment of Project Implementation

AFY will address the following questions through its evaluation design, which are stated as follows: "Did AFY implement its services as proposed and does the agency meet its objectives?" What types of changes were made to address disparity of access and service use across the population of targeted youth?" What effect did the project modifications, if any were

made, have on the planned interventions and goals? Who provided what services to whom, in what context, and at what cost?

AFY and the evaluation consultant will meet throughout the data collection and analysis phases to review the findings, modify the program if a need exists, and position the project for an outcome evaluation in the third year of implementation. The consultant will be required to develop a preliminary draft report that AFY and its partners will review. A final report will be published at the end of the grant period.

3.  The public purpose and need to be served;

In 2014, the Hawaii Juvenile Justice Working Group (HJJWG) was established to reduce the state's use of secure beds for low-risk juvenile offenders. The intent was to protect public safety; analyze Hawaii's data, policies, and practices; ensure positive outcomes for youth, families, and communities; and devise policies that would move Hawaii toward a more equitable and efficient juvenile justice system (Hawaii Juvenile Justice Working Group, 2013). The HJJWG Final Report reveals that considerable improvements in Hawaii's juvenile justice system have been made over the last decade with arrest rates falling 28 percent and admission rates to the Hawaii Youth Correctional Facility (HYCF) declining by 41 percent (Hawaii State Attorney General, 2011). The troubling news was that youth who were committed to HYCF stayed longer for misdemeanors, property crimes, drug and other non-violent offenses with no previous felony adjudications.

If effective alternatives were available, the State of Hawaii would save hundreds if not millions of dollars as three-quarters of youth who leave HYCF are re-adjudicated or reconvicted within three years at an annual cost of incarceration at \$199,320 per bed. Hence, the evidence strongly suggests that a community-based program is superior to a cost-effective means of rehabilitating juvenile offenders and assuring that they do not reoffend. Early access to services for high-risk youth along with effective service matching assists in more cost wise, cost conscious, and cost efficient approaches for Hawaii's Juvenile Justice System. Propelling youth for long-term abstinence and preventing future delinquencies require additional service components. Research indicates that secure detention and incarceration is an appropriate supervision option for youth with high-risk behavior of reoffending (Lowencamp & Latessa, 2005). Targeted investments will strengthen Hawaii's Juvenile Justice System and reduce recidivism, which corresponds with rededication of scarce resources as well as more optimizing service matching.

Enhancements and modifications to the existing Juvenile Justice System in Hawaii will accelerate implausible outcomes for youth, families, and communities in the State of Hawaii. Status offenders need to be diverted from incarceration to community-based programs that best meet their needs. According to Essoyan of the Star Advertiser, "Teens often start their path into the court system as runaway or truants. National research shows that early intervention and support is more effective than incarceration." The goal is to offer alternatives to the youth besides incarceration. The best way to prevent risky behavior is to help support youth and provide opportunities for them to achieve their full potential.

Civil citation presents youth early intervention services (community-based programs) rather than entry into the Juvenile Justice System and/or incarceration. Civil citations aim to identify, assess, and address the underlying issues causing the youth to act out as well as prevent future offenses. The youth at risk for reoffending will be connected to services that best meet their needs (i.e. mental health, counseling, and anger management). The intent of civil citation is to hold first time status offenders accountable for their actions without binding them with a juvenile criminal record.

The total number of arrests for status offenses in 2016 was 2,420. 458 civil citations were issued in 2015-2016. Hence, HPD reported the highest number of status offense arrest in 2016, in order from highest to lowest in the following districts:

1. District 8, Kapolei/ Waianae (757),
2. District 5, Kalihi (450),
3. District 7, East Honolulu (290),
4. District 2, Wahiawa (283),
5. District 4, Kaneohe/ Kailua/ Kahuku (245),
6. District 3, Waipahu (214),
7. District 1, Central Honolulu (103), and
8. District 6, Waikiki (44).

There is a compelling case to pilot services in District 8, Kapolei and Waianae, due to overwhelming statistics that show critical community need and the readiness of law enforcement in the district. District 8 accounts for 31% of total arrests. Further, assessment services for civil citation cases are currently available for District 5, and non-existent for District 8 and other communities. Hence, District 8 ranks in the top five for total arrest in all of the respective categories for Status Offenses as identified by HPD: Beyond Parental Control (First), Curfew Violations (Third), Injurious Behavior (Fifth), Protective Supervision (First), Runaway (First), and Truancy (Third).

Figure 1 provides information on the type and number of status offenses in District 8 during 2016, and is presented below:

Figure 1: Type and Number of Status Offenses in District 8

Beyond Parental Control	Curfew Violation	Injurious Behavior	Protective Supervision	Runaway	Truancy	Total
7	12	9	1	671	57	757

AFY’s Mobile Assessment Command Center (MACC) is also proposed to respond to Disproportionate Minority Contact (DMC) in Hawaii’s juvenile justice system. A disproportionately high representation of Native Hawaiian youth in Hawaii’s Juvenile Justice System is a reason for alarm (Umemoto et al., 2012). Native Hawaiian had the highest ethnic group arrested for status offenses in 2016. Six hundred ninety eight (698) Native Hawaiian

youth, 29%, were arrested for status offenses in 2016. Of those 698, three hundred twelve (312) Hawaiian youth, 47%, were arrested in District 8, the largest of any district.

According to Umemoto et al. (2012), “Native Hawaiians were found to be at slight disadvantage at each decision point in the system, receiving a more severe intervention by the court. Status offense cases reflected this tendency toward more severe outcomes for Hawaiian Youth.” There is an overrepresentation of Native Hawaiian and Samoan youth in Juvenile Justice System (Umemoto et al., 2012). A study by the Department of Attorney General on Hawaii Youth Correctional Facility Recidivism examined youth in fiscal years 2005-2007. The study showed that in the City and County of Honolulu, 51.3% of those incarcerated at HYCF were Hawaiian or Part Hawaiian. There are not enough services available for Native Hawaiian Youth.

The Native Hawaiian Justice Task Force Report stated, “Preventative measures and programs for at-risk youth continue to be inadequately funded.” More cultural practice interventions should be implemented for Native Hawaiian youth. Building upon Hawaiian cultural values that support health, reconciliation, recovery, restitution, and forgiveness provide a firm foundation to accomplish that (Umemoto et al., 2012). Native Hawaiian youth need to be deferred from incarcerations and referred to more community-based programs.

The creation of AFY’s MACC will have a lasting, meaningful, and tangible impact on the communities that it serves by creating safer communities, assisting youth to be connected to services that best meet their needs, while also reducing the disproportionate minority contact in Hawaii’s Juvenile Justice System. In recent years, the recurring community outcry for programming directed for Native Hawaiian youth to reduce the onset of incarceration or re-incarceration of youth and their families has been widespread. AFY’S mobile services build upon AFY’s success in delivering outreach and advocacy services for the past 32 years. The hallmark of the proposed services takes assessment, individualized planning, counseling, and appropriate referrals to the youth rather than having them come to where the services are provided. What we propose is a dedicated approach to curb status offenders from reoffending as well as deter low risk offenders from incarceration amongst good kids that just need help to become successful adults.

4.  Describe the target population to be served; and

AFY’s target population consists of youth, male and female, between the ages of 8-17, who has committed status offenses and cited in District 8, Kapolei/Waianae. The Office of Juvenile Justice and Delinquency Program (OJJDP) define a status offense as, “A noncriminal act that is considered a law violation only because of a youth’s status as a minor.” This includes but is not limited to truancy, runaway, curfew violation, and being beyond parental control (HPD Annual Report, 2016). Status offenders from other Police Districts will not be eligible for services under this proposal. Data on the Waianae, Kapolei and Campbell school areas, which are inclusive of HPD District 8, are taken verbatim from the Center on the Family (COTF) ([http://uhfamily.hawaii.edu/cof\\_data/profiles/communityProfiles.aspx](http://uhfamily.hawaii.edu/cof_data/profiles/communityProfiles.aspx)) and are presented below: The Waianae area consists of over 31,000 residents and includes the neighborhoods of Ma’ili, Makaha, Makua, Ka’ena, and Ulu Wehi. According to COTF:

- The proportion of young people from birth to age 18 is one of the highest in the state
- Ranks poorly on many measures of child and family well-being, including unemployment, per capita income, children in poverty, child abuse rates, and school safety
- 60% of adolescents responding in this community reported neighborhood fights, graffiti, drugs, and crime
- High percentage of youths ages 16-19 who are not in school or working

The Kapolei area consists of over 25,000 residents and includes the neighborhoods of Kalaeloa, Ko Olina, Makakilo, and Pa lehua.

- More than one third of the population is under 20 years of age
- 21% identify themselves as Hawaiian or Part-Hawaiian

The Campbell area consist of 44,000 residents and includes the neighborhoods of Ewa, East Kapolei, Honouliuli, Ocean Pointe, West Loch, and parts of Iroquois Point and Waipahu.

- Their per capita income is in the bottom third of the State
- Almost 17% of the population identifies itself as Hawaiian or Part-Hawaiian
- A lower percentage of high school seniors plan to go to college and the educational attainment of adults over age 25 is lower than in most communities.
- Almost 20% of the families in the Campbell area receive assistance through the Food Stamp Program.
- Teachers and eighth graders gave poor marks to their schools for safety
- Almost two-thirds of the adolescents respond to a State wide survey reported unsafe neighborhoods and almost half reported weak neighborhood and family ties.

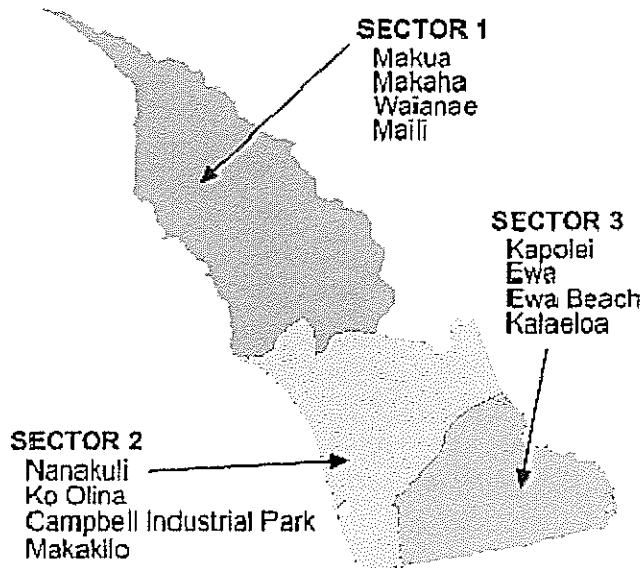
5.  Describe the geographic coverage.

The geographic coverage of service is District 8, which encompasses Kapolei and Waianae. According to the Honolulu Police Department, the area includes 128 square miles with approximately 38 miles of coastline and a resident population of 156,300. Figure 2 identifies three major sectors associated with District 8, which are outlined as follows:

1. Sector 1 - Makua, Maili, Waianae, and Makaha.
2. Sector 2 - Nanakuli, Ko Olina, Makakilo, and Campbell Industrial Park.
3. Sector 3 – Ewa, Ewa Beach, Kapolei, and Kalaeloa (Barber’s Point)

MACC will conduct outreach, intake and assessments, case planning, and community connection activities to youth status offenders. MACC will have the capabilities to reach out and meet the youth where they are apprehended. If a youth is identified as high-risk, AFY’s workers will provide extra counseling services to the youth if a need exists. Every attempt will be made to ensure that referral or service activity is age, gender, developmentally, and culturally relevant to the target population. A map of HPD District 8 – Kapolei/ Waianae from the HPD website is below:

Figure 2. Major Sectors of District 8



## 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;

AFY proposes a MACC for status offenders in HPD’s District 8, Kapolei/ Waianae. The heart of this proposal is to pilot a project model, which curtails status offenders from reoffending and deters low-risk offenders from incarceration. The objectives of MACC will: 1) intervene in the cases of youth cited for status offense; 2) deliver mobile assessment services in a timely manner from the time the citation is issued until successful program placement, if a need exists; 3) advocate for status offenders based on assessments and individualized service plans; 4) match youth to cost-effective and cost-conscious contracted services, such as job training programs, culturally-based services, alternative education, family services, mental health programming, and etc. based on the risk of reoffending; 5) target issues of risk and need especially for moderate and high risk youth; 6) address the disproportionate minority contact among overrepresented ethnic groups through culturally-relevant programming; 7) offer and/ or provide Redirectional Therapy (RT) counseling to the highest risk youth; 8) use case planning to track, monitor, and advocate for youth involved in services; 9) work closely with law enforcement and allied partners in the best interest of the youth; 10) increase the efficacy and effectiveness of services through reporting and documentation; and 11) evaluate the process of the project.

The aforementioned objectives are integrated into the MACC project design through its provision of service activities, which is articulated below:

### Referral

HPD officers at HPD District 8 will initiate requests for MACC services. There are two main stations for District 8: Kapolei Police Station and Waianae Substation. The decision to engage in MACC services will be based on eligibility, and made between police, AFY, the prospective client, and his/her guardian or parent. The process begins when youth are issued a civil citation by HPD. AFY personnel meet eligible youth within 24-48 hours of the violation at the respective precinct where they are informed of the program, assessed, and invited to participate.

### Intake and Assessment

MACC will serve 250-400 youth each year. Police officers from District 8 will make the initial contact with youth, ages 8 – 17, and determine his/her eligibility for MACC. The eligibility criteria for MACC are: 1) first-time misdemeanor or 2) any status offense regardless of prior offense history, and 3) parental/guardian consent is necessary to participate in MACC services. Eligible youth will be issued a civil citation and referred to MACC. AFY's mobile staff will be available, 24 hours a day, 7 days a week. AFY staff will meet the youth and the officer at their respective precinct or agreed location.

Prior to the assessment, all clients enrolled in the Project will receive a thorough intake, which will be completed by the designated Redirectional Specialist (RS). The approach used during the process will be warm, attentive, non-intrusive, and non-judgmental. The intake is the first step in the process to build trust and rapport as well as meet the youth where he or she is at. Redirectional Specialists will engender accountability and motivation during the intake by taking into consideration the individual's culture, age, gender, and emotional development. What lies ahead is the assessment.

An assessment will be completed after all the necessary intake forms are signed by the worker, youth, and parent/guardian. The Youth Assessment and Screening Instrument (YASI) will be completed on each client referred for same day services, meaning at the first contact with the youth. The YASI is a screening tool used to assess risk, need, and protective factors, which are briefly detailed below (Orbis Partners, 2017):

- Measures both risk and strengths in juvenile populations as well as other high-risk youth.
- Measures protective factors to help caseworkers build on the strengths of youth to buffer the negative impact of risk.
- Provides pre-screening functionality, critical for settings where triage based on risk principles is required.
- Includes a case-planning component designed to help case workers identify and monitor the priority targets for behavior change.
- Produces results quickly and efficiently through web-based software that also guides the user through case plan development.
- Provides an attractive visual method for presenting and sharing assessment results.

### Admission and Orientation

Orientation delivers the message that each client is treated with dignity and respect by trustworthy staff that will not abuse their power or authority. AFY staff uses motivational interviewing and enhancement strategies to help each student address their ambivalence to changing patterns of their behavior that get them into trouble. To explore ambivalence is to work at the heart of the problem. The aim is to enhance service readiness for students by focusing on increasing problem awareness, while advising change in a way that complements more extensive cognitive-behavioral interventions. At this time, the student and parent signs the following forms and waivers: Client Release of Information, Audio and Video Taping Releases, Client Profile, Consent to Participate in Services/ Waiver of Liability, and Agreement to Follow Up.

The assesment, case plans, forms, and waivers are appropriately filed in the client's chart.

### Service Planning

An individualized service plan is developed with the status offender. The service plan is developed using the client's own language through "talking story." The original is placed in the client's record. Upon request (and proper consent), a copy of the client's service plan is provided to the referring agency. As needs change and arise, client service plans are also modified at the MACC. Revisions to the service plans are made as needed, and review of client issues are documented with professionals involved in the client's plan. The client's service plan contains measurable goals, timelines, and objectives. It addresses supports, interventions, and outcomes that will assist the client in getting off the streets, succeed scholastically, and stop any form of violence.

Every attempt will be made to ensure that the service activity is age, gender, developmentally, and culturally relevant to the target population. Over the past 30 years, AFY's work with young women and men has taught us many lessons. Boys and girls think differently; they socialize in very different ways. Girl's acts of aggression tend to be covert. Girls and boys who use drugs are prone to stealing, fighting, and gang membership. They run away typically at the same rate. The age of onset of delinquent behavior is later for girls than for boys. Girls usually develop antisocial behavior mainly during adolescence rather than earlier. These elements are important in delivering MACC's services and activities.

### Case Work and Proper Documentation

MACC staff will continuously monitor and evaluate the progress of the client's plans with other public and private services providers through casework. Scheduled meetings with referral sources will assess the quality of community advocacy and outreach approaches as well as the identification of problems and interventions used to mitigate areas of concern. AFY's Redirectional Staff will document each client's progress from intake to discharge. All pertinent information will be stored in the Project's data management system as well as the client's file.

### Redirectional Therapy

AFY's therapeutic approach, Redirectional Therapy (RT), has helped some of the highest-risk youth on Oahu. RT is a unique, non-judgmental, non-threatening, replicable model, and has been



field-tested and refined over 30 years to combat negative youth behaviors (e.g., violence, drugs, and no academic motivation). A core belief of RT is that people have the capacity to change. RT addresses the entire student, not by trying to separate an individual from the group, which is fruitless as peer groups serve as his/her supportive community. The group therapy approach, RT, will be available to high-risk youth under MACC's care and may be offered to clients participating in partnering agency's programs (i.e. Waianae Intermediate School Truancy Court) depending on the peer relationship and the client's needs for successful youth growth.

Specialized RT groups will work toward reducing the client's risk for reoffending. Group topics range from addressing anti-social attitudes to peer companions as well as dysfunctional family issues to problematic behaviors. The RT groups' redirects anti-social attitudes, values and beliefs through social learning where new skills are learned, practiced, and rehearsed. Specialized RT groups are located in targeted schools and neighborhoods. The AFY way is to always meet the client on his or her own turf.

### Community Linkage

The MACC will connect status offenders to appropriate resources that reduce the likelihood that youth will reoffend. Community linkages will target status offenders with respective partnering agencies providing specialized services. AFY will subcontract services as needed and has identified other partners who are committed to collaboration to provide services at their own expense upon approval of the MACC proposal. Leveraging resources is important for sustainability of the MACC. The categories of service combined with the names of partnering agencies include but are not limited to the following presented below:

- Culture
  - Queen Liliuokalani Trust and their contracted partners (i.e. Kupu and The Institute for Native Pacific Education and Culture (INPEACE))
- Family
  - Queen Liliuokalani Trust and their contracted partners (i.e. Kupu and The Institute for Native Pacific Education and Culture (INPEACE))
  - City and County of Honolulu's DCS WorkHawaii Division contracted partners (i.e. The Family Tree Project)
- Community Partners
  - Adult Friends for Youth will retain the highest risk youth
  - Low risk youth will be referred to an agency TBD
- Mental Health
  - Adult Friends for Youth
  - City and County of Honolulu's DCS WorkHawaii Division contracted partners (i.e. The Family Tree Project)
- Education
  - City and County of Honolulu's DCS WorkHawaii Division
  - Waianae Intermediate School Truancy Court
  - Math Camp
  - Oceanit's Coding Classes

All referrals will be based on the outcome of the YASI and positioned youth for successful deterrence from the juvenile justice system. It must be stressed that service utilization will be made in the most judicious, cost-efficient, and cost-conscious manner.

MACC staff will also provide critical information about the laws, juvenile justice system, and community resources based on the case plan. AFY staff will work with status offenders in District 8 to seek out resources and advocate for new services when they are non-existent. MACC staff will advocate on behalf of the status offenders in order to secure the necessary resources to achieve the goals and objectives identified in the case plan. The proposed program establishes a strong collaborative and integrated approach to outreach and advocacy for youth.

AFY also proposes to meet with stakeholders from MACC's respective communities to support networking and understanding the needs of the targeted population. The way forward to work toward arrangements with allied partners and establish collaborative agreements amongst public and private entities, including but not limited to AFY staff, youth, school officials, law enforcement personnel, and representatives from Hawaii's business community. MACC will collaborate with other public and private entities that may impact or be impacted by services. What is needed is a seamless approach for building on and enhancing community resources to provide positive learning and development opportunities for status offenders. Meetings with appropriate collaborative agreements (i.e., Honolulu Police Department, Hawaii State Department of Education, the City and County of Honolulu's DCS WorkHawaii Division, Queen Liliuokalani Trust, Waianae Intermediate School Truancy Court, and other partners) will help ensure that the project is developmentally appropriate, gender specific and culturally responsive to meet the needs of targeted youth. A formalized agreement will be established between AFY and sub-contractors that provide support services.

#### Transportation

Transportation is not projected to be a problem for youth. Along with their MACC, AFY has three (insured) vans to help in transporting youth and their families to their initial referral meeting to contracted resources and other service providers if a need exists. MACC will work with youth (and their families) to identify the modes of transportation (bus, carpooling, etc.) to support ongoing participation in service activities. AFY will also assist to help youth apply for eligible programs that may provide bus passes and other modes of transportation.

#### Strengthening Families

AFY's outreach workers may also provide family strengthening (outreach, phoning and emailing parents/guardians, home visits, and language translations through the Project's RS) and tutoring activities if a need exists.

One of AFY's Philosophical Principles is, "Children are capable of influencing their families" The precept "a child will lead them" has therapeutic value. It implies that as children change they influence changes in their families and the world around them. As parents begin to see the child in a positive light (i.e. as capable and with admirable qualities), the child begins to see him/herself that way as well and performance improves accordingly. Parents and teachers,

subsequently, feel better about themselves, and are more likely to work harder on behalf of the child.

In-house and contracted family strengthening activities will result in engaging families through improved communication, wrap around family services, and parental involvement. Family services will be provided as needed. AFY staff will attempt to keep services in house but if they are unable to meet the families needs, a referral for additional services will be provided.

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

AFY's track record demonstrates that the infrastructure, capability, and experience are in place to move MACC forward in a realistic and timely manner. The timeline for the project is for a 12-month period. The timeline will start once State officials issue the NTP. The timeline links the desired outcomes with the action planning process. The action plan will be implemented in two phases. The first phase lasts for approximately two months. The second phase resumes for 10-12 months.

In Phase I and II, staff trainings (lead by AFY administrators) will be held at the AFY office in order to ensure consistency and unity of effort. It is critical that AFY staff have an understanding of program timelines and elements in order to achieve the desired outcomes. AFY staff will apply services to status offenders in HPD District 8. Phase I (Preparation Phase) is devoted to on-going staff training, subcontracting service providers, and meeting with stakeholders and other services providers including HPD. Phase I will last for approximately two months.

In Phase II (Action Phase), the benchmarks involve addressing the community's need through services that involve working with targeted youth; communicating with youth and families the detailed purpose of the intervention; obtaining consent for services and evaluation; engaging in assessment; developing action plans in partnership with youth; determining appropriate referrals to supportive programs or activities; and following up with youth and families on the progress on their action plan until the case is ready to be closed successfully or unsuccessfully. Phase II (11 months) meets ongoing reporting and evaluation requirements. Designated MACC staff also coordinates services with law enforcement officials and community organizations to ensure a flawless approach in meeting the client's needs.

The timeline, major tasks, and milestones for the project is outlined below:

Phase I: Months 1-2 (Preparation Phase)

- Training for staff providing MACC services
- Meet with HPD and other stakeholders to gain support of the project model and clearly articulate project requirements
- Meet with sub-contracting partner agencies as well as other service providers and clearly articulate project requirements

Major Tasks & Milestones for Phase I:

- Obtain support and commitment from HPD, stakeholders, sub-contracted partner agencies, and other service providers

Phase II: Months 3-12 (Action Phase)

- AFY will begin implementation of MACC services in District 8
- Conduct
- AFY will conduct evaluation of MACC.

Major Tasks & Milestones for Phase II:

- Serve 250-400 status offenders referred by HPD
- 100% of clients will receive the YASI Assessment
- 100% of clients will be provided with a comprehensive service plan
- 80% of clients and their families will successfully complete the program
- 65% of status offenders will not receive multiple citations or become incarcerated

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

AFY's Quality Assurance Plan (QAP) and Continuous Improvement Process (CIP) are designed to meet all requirements of quarterly and/or annual contract monitoring. The QAP is designed to ensure compliance with all administrative and fiscal aspects of the contract. AFY provides documentation of all QAP activities and client records for audits scheduled by the State of Hawaii oversight agencies such the Office of Youth Services (OYS).

AFY's Quality Assurance Plan and Process

Since AFY began, it has been involved in rigorous quality assurance activities. AFY developed a Quality Assurance Plan resulting in the implementation of a Continuous Improvement Activity Process. The Quality Assurance Plan evaluates the delivery of services, adherence to the company mission, staff implementation of evidence-based practices, utilization of services, service outcomes and numerous other areas to ensure the provision of quality care.

The Quality Assurance Plan identifies the processes of AFY's operations, which are subject to Continuous Improvement Activities and includes: 1) services, 2) record keeping, and 3) feedback mechanisms. Within each of these process areas, various domains have been identified as subject to Continuous Improvement. Objectives for each domain have been delineated and standards of quality established for each domain encompassing effectiveness, efficiency, productivity, and satisfaction. The plan identifies benchmarks for meeting these standards and delineates measures of the indicator, which include: 1) the timeline on which the domain is evaluated; 2) the scope of the evaluation (a full vs. partial representation of the area to be measured); 3) the instrument to be used in measuring compliance with the standard; and 4) the standard to be met by each domain.

AFY has implemented this plan through the creation of a Quality Assurance Committee comprised of the President/CEO, Vice President, Director of Redirectional Services, Director of Program Development and Grants, and the Director of Special Programs. They meet monthly to review, evaluate, and implement improvements in AFY's status offender services. The committee assigns responsibility for these activities to various staff and oversees the execution of QA activities. The activities may be described as monitoring of key indicators of quality as designated in the Quality Assurance Plan. Regular reports of these monitoring activities are presented to the committee for review. The review identifies areas for improvement, which results in corrective action in those areas. Corrective actions continue to be monitored through the ongoing process of Continuous Improvement Activities.

AFY tracks all Continuous Improvement Activities that is reviewed at each monthly Quality Assurance Committee meeting. Each activity results in a report that is presented to the Quality Assurance Committee.

**Record Review:** The Record Review Committee meets monthly to review a random sample of 10% of active clinical charts, utilizing established review criteria. Indicators reviewed include completeness of documentation, meeting of clinical standards, and presence of accurately filled out required documents. A report summarizing findings is generated, and deficiencies are communicated to staff for corrective actions.

**Satisfaction Surveys:** Satisfaction Surveys are an integral part of AFY's Quality Assurance process. Surveys are conducted of clients, stakeholders, and AFY staff. Surveys are conducted at a minimum of once a year. Results are reported to the Quality Assurance Committee. Analysis of results produces corrective actions, which are evaluated through subsequent surveys.

**Client Complaints, Grievances and Appeals:** All client complaints, appeals and grievances, are maintained in a complaint log book and presented monthly to the QA meeting. Responses to such complaints, appeals and grievances are submitted to the appropriate persons in writing within the required time frame. Results of actions taken are noted in the QA meeting minutes, and where warranted, studies of system improvement in response to actions taken are incorporated into the QA process.

**Program Assessment:** AFY agrees and is willing to undergo a program assessment and/or audit designed to assess the implementation of effective practices in working with high risk students. Based on the assessment report, AFY will develop in concert with the contracting agency, an action plan to address the areas that need improvement.

**Output and Outcome Measures and Performance Indicators:** AFY provides for regular (monthly and quarterly) measurement, reporting, and analysis of well-defined output, outcome measures, and performance indicators of its delivery system. AFY proposes to track a number of output and outcome measures and performance indicators, which are delineated below:

Monthly, Quarterly, Annually

- Number of youth cited annually for status offenses in District 8.
- Number of clients receiving civil citations and referred to MACC.
- Number clients admitted into the MACC.
- Status of clients in the project monthly, quarterly, and annually.
- Average time from being issued the civil citation to receiving initial assessment.
- Total youth referred to subcontracting service providers that month, quarterly, and annually.
- Total youth referred to other services providers that month, quarterly, and annually.
- Total number of unduplicated clients that month, quarter, and year.
- Problems occurring during the month, quarter, and year with corrective action taken.
- Project progress/measures of effectiveness.
- Major accomplishments during the month, quarter, and year toward meeting the Project's objectives.
- Proposed plans for the next quarter.
- Fiscal report for the month, quarter, and year.

Other Statistics:

- Client demographics.
- Client medical records (i.e. insurance)
- Client criminal history
- Number of clients who dropped out of the program.
- Number of clients who completed program services.

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.

AFY internally audits quality indicators in the areas of Program Effectiveness. AFY uses the results of these measurements for improvement of its programs and activities through the Quality Assurance Plan and through the Continuous Quality Improvement process. In order to facilitate the implementation of MACC, AFY will work closely with the State and Contractor in developing and refining outcomes, program targets, and milestones during the terms of the contract. An outline of this process is described below, but is not limited to the following:

Effectiveness

Primary Objective: Stop status offenders from reoffending and deter low-risk offenders from incarceration

Measure: Number of clients not receiving multiple citations or being incarcerated

Timeline: Monthly, quarterly, annually

Instrument: Arrest and re-arrest records

Obtained by: AFY Redirectional Specialist

Milestones: 80% of status offenders will successfully complete the program

65% of status offenders will not receive multiple citations or become incarcerated

**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](#))

Please see attached budget.

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
\$111,622.75	\$111,622.75	\$111,622.75	\$111,622.75	\$466,491

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

AFY is not aware of other sources of funding at this moment in time, which will be available for FY 2019.

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

Not applicable.

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.

AFY is receiving funding from the 2017 Community Development Block Grant (CDBG) for its Outreach and Advocacy Project to homeless youth residing in the Farrington and McKinley school complex districts. This contract is scheduled to end on June 30, 2018. Funding for the 2018 CDBG is currently pending.

AFY was awarded funding for the FY18 State Grant in Aid to provide a Back to School Project (BTSP) for homeless youth residing in the Farrington, McKinley, Aiea, Waipahu, and Leilehua school complex districts, a Promoting Peace Empathy Acceptance Respect and Love (PEARL) anti bullying convention, and a Homeless youth Design Thinking Convention. AFY previously received funding from the State in 2014 under contract DHS-15-OYS-546.

AFY is also receiving program funding from City and County contract CT-DCS-1800003 to redirect high-risk youth from dropping out of school or already dropped out and committing acts of violence due to homelessness. This contract is scheduled to end on September 31, 2018. AFY previously received funding from the City and County in 2014 under contract CT-DCS-1400084, 2015 under contract CT-DCS-1500349, and in 2016 under contract CT-DCS-1600841. Furthermore, AFY received contract MA-DCS-140083V.1-1 from the City and County Workforce Innovation and Opportunity Act (WIOA) from July 1, 2014 to December 27, 2016.

Additionally, AFY is under contract with the Honolulu Prosecutor's Office to provide funding to redirect violence, increase academic performance, and educate and inform elementary and middle school students about bullying.

The State Office of Youth Services is currently providing program funding for Outreach and Advocacy Project through contract DHS-16-OYS-605, Supplemental Contract No. 1. The contract is scheduled to end on June 30, 2018. This is the second year that AFY is receiving funding for their Outreach and Advocacy Project. The State Office of Youth Services is also providing program funding for Truancy Prevention Project through contract DHS-15-OYS-501, Supplemental Contract No.3. The contract is scheduled to end on June 30, 2018. This is the fourth year that AFY has received funding for their Truancy Prevention Program.

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

AFY's balance of unrestricted current assets is \$528,210.31.

#### **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.

The MACC is an extension of existing outreach and therapeutic services that AFY performs daily. AFY has developed expertise, skills, abilities, knowledge, and experience in the provision of outreach to high-risk youth on Oahu for over 30 years. The depth and strength of our experience has been published in two books on youth gangs, evidenced through training of community professionals, and applied as evidence-based practices in our service delivery system. AFY services more than 300 youth a week. Hence, the following results were achieved through 17 grants in FY 2016-2017:

1. 500 clients received RT intervention services. (250 students are receiving in school services and 250 are non-high school clients still receiving individual services)
2. 90% of high school/ middle school students who received weekly group counseling sessions reduced/terminated violent behavior.
3. 80% of non-high school seniors/ middle school students advanced to the next grade level.
4. 85% of high school seniors graduated from high school or an alternative education program.
5. 75% of graduates enrolled into college, received employment, and/or joined the military.
6. 71% of students graduated from AFY's C-Base.
7. 66 unsheltered students received services

AFY's organizational structure is equipped with features that ensure successful delivery of services to the target population. These features include a credentialed, highly-trained, diverse staff with experience in providing intervention services for high-risk youth and adults; ongoing training and supervision to foster staff retention and effective services; a strong quality assurance program; a client database management system; accountability ensured by conducting employment reference as well as criminal history and background checks to eliminate risk to youth; and policies and procedures covering selection of staff, salaries, benefits, hiring, and termination, etc.

AFY's experience and capabilities are evidenced in our existing contracts for truancy reduction, violence interruption, case management, counseling, alternative education, and outreach programming to vulnerable, high-risk, often homeless adults and juveniles. AFY has received funding from multiple sources, such as government entities, private donors, fundraising, and private foundations to enhance school and community safety over the past 30 years of service to the State of Hawaii. AFY possesses the necessary experience to provide an effective Mobile Assessment Command Center to status offenders as our current work extends into numerous communities (e.g., Kakaako, Downtown Honolulu, Kalihi, Waipahu, Kapolei, and Wahiawa). AFY's proven work is demonstrated through the Outreach & Advocacy Grant (O&A) (Contract DHS-16-OYS-605) from the State of Hawaii, Office of Youth Services (OYS) in 2016. O&A targeted 15 youth. All of the milestones were exceeded during the project period. Ninety three percent (93%) of students remained crime free, and also demonstrated improvements in their pro-social behavior and/ or social competence. Finally, 87% of students increased educational competence by advancing to the next grade level.

AFY also showed success through the 2016 City & County GIA (Contract #CT-DCS-1600241). The intention of the grant were to provide Redirectional Therapy to youth at four schools, redirecting 30 high-risk, high school students from dropping out of school and committing acts of violence. Ninety-three (93%) percent of targeted students reduced violence, while ninety percent (90%) graduated or advanced to the next grade level.

AFY continues to work in collaboration with the Institute for Human Services to provide outreach services for homeless youth in the Kakaako area. Under this collaborative effort, 10 clients are receiving services.

Community members are in full support of AFY's program model. Positive testimonies about AFY's service are available upon request, and a few examples are presented below:

Elden Esmeralda, Principal Kapolei High School: "I have relied on Adult Friends for Youth to assist in mediation and provide intervention for our troubled teens. Their ability to connect with the multi-array of students, as well as be available when crisis occurs, has been extremely beneficial. They provide a vital service which in turn helps to provide a safer campus for all students."

Ed Kubo, Judge of the Hawaii First Judicial Circuit Court, former Hawaii U.S. Attorney: "Adult Friends for Youth not only talks the talk, they walk the walk. AFY can be relied upon not only by law enforcement, not only by our community, but especially by schools and principals to do great work in turning lives around. They've saved lives in our community."

## 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.

AFY's corporate office is centrally located at 3375 Koapaka Street, Suite B290, Honolulu, HI, 96819. AFY will utilize a vehicle to deliver mobile services to targeted youth in HPD District 8. The vehicle will be parked at the corporate office when it is not in service. This office also hosts administrative as well as youth services. The facility has accessible parking for clients and is close to major bus lines providing maximum access for the majority of clients. The existing AFY services is offered in a clean, safe and secure environment and upholds all Federal and State laws pertinent to confidentiality and privacy. AFY's office is compliant with the American Disability Act (ADA). AFY employs a drug and smoke-free workplace policy with staff, volunteers, visitors, and clients.

Client charts are secured in a locked filing cabinet and in a locked office to maintain strict confidentiality of records. AFY's workplace is caring and welcoming, allowing both staff and youth of diverse backgrounds to feel safe and respected. AFY has developed a plan for making services accessible to those with hearing, speech, psychological, and other disabilities. Our plan involves a utility of resources such as Mental Health of America; Hawaii Speech, Language, Hearing Association; service directories, referral, and technical assistance.

AFY's proposed MACC will be implemented at the prospective client's own habitat. Transportation of clients to services may be provided through AFY's vans, which are fully insured. Services may be implemented at various sites and facilities, which meet the requirements as applicable to the client's safety, confidentiality, and well-being.

## **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.

The experience and capability of AFY staff positions the program services to impact clients in a profound, professional manner. AFY has the necessary capacity and resources to achieve the desired outcomes. AFY has provided group therapy, crisis intervention, alternative education, and case management services to high-risk individuals since 1986. In 1989, AFY took up the charge and began working fiercely with youth gangs as well as violent and aggressive individuals.

Staff retention is vital at AFY as high-risk youth need professional stability and maturity in their lives. President and Chief Executive Officer Deborah L.K. Spencer-Chun has been with AFY over 30 years (20 years in direct services). She received her B.S.W in 1990 and her M.S.W in 1993. She has taught graduate social group work classes at the Myron B. Thompson School of Social Work at the University of Hawaii, Manoa. Spencer-Chun is responsible for overall leadership, administration, and management of AFY. She also co-authored two books in regards to working with gangs. She maintains a strong relationship with AFY's Board of Directors, and provides direct services to clients and supervision to key staff as needed.

Director of Redirectional Services Malakai Maumalanga has been with AFY for 14 years. He attained his Bachelor's Degree in Social Work in 2006, and graduated with a Master's Degree in Social Work in 2007. He currently provides direct services to groups and individuals; mentors, shadows, and directly supervises Redirectional Specialists and practicum students; conducts intake on all new clients; and reports directly to the President and CEO.

Lisa Tamashiro attended the University of Hawaii, Manoa earning her bachelor's in Social Work in spring 2011. Lisa joined AFY in February 2010 and is Director of Operations and Special

Programs. Lisa is responsible for managing the day-to-day operations necessary to ensure that the organization achieves its objectives. She will be overseeing the project and will provide supervision to key staff.

The remaining clinical staff consists of 6 Redirectional Specialists who will provide direct clinical service to clients. Responsibilities include outreach services to meet the youth when they are apprehended; communicate with youth and families the detailed purpose of the intervention; obtain consent for services and evaluation; conduct assessments; develop action plans in partnership with participants; determine appropriate referrals to supportive programs or activities; and follow up with youth and families on the progress on their action plan until the case is ready to be closed successfully or unsuccessfully.

There will also be one Redirectional Specialist/ Community Connector for this project. The responsibilities of this position will range from advocacy to outreach for youth as well as brokerage of new services and liason work with the community.

Training meetings are conducted three times a month when staff can discuss specific issues and cases. Case discussion includes comments from colleagues, such as police officers and supervisors, regarding how a case was conducted and what improvements could be made. Trainings are also conducted in one-to-one meetings between the clinical staff and a supervisor.

The total number of clinical staff assigned, based on FTE (Full-time employee) scale, to the project is 4.4. The AFY facility is ADA compliant and is centrally located in the City and County of Honolulu to accommodate the needs of all clients. There is one Executive Assistant for this grant, Nicole Hori provides clerical, fiscal, and administrative duties at AFY. There is also one Grant Coordinator, Spenser Kunishige, for AFY. This staff conducts research; prepares grants for submission; and assists the Director of Program Development and Grants in preparing grant-related performance reports.

AFY's organizational structure is equipped with features that ensure successful delivery of services to the target population. These features include a credentialed, highly-trained, diverse staff with experience in providing gang intervention and services; ongoing training and supervision of program staff; a strong quality assurance program; accountability ensured by a data management system with data collection and tracking capabilities that can produce reports regarding AFY's services, outcomes, and client demographics; and a Board of Directors consisting of a wide cross section of professions that provide critical input and feedback regarding AFY services.

AFY has the expertise, skills, abilities, and knowledge to provide high-risk youth interventions. The depth and strength of AFY's experience has been published in two books on youth gangs and evidenced through training of community professionals. Staff are trained and supervised closely. The major weakness of AFY is the need to accommodate youth waiting for services, but cannot be helped due to limited resources. Sadly, limited financial resources has caused the target population to be overlooked and become transparent.

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.

Please see Attachment.

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.

Please see Attachment.

**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.

Not Applicable.

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.**

AFY provides a one-of-a-kind service for which there is no licensing or accreditation body. However, the agency has received numerous awards and recognition from the State, community, and professional organizations for its work.

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.

Not applicable.

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

Our plan is to actively drive AFY's donor campaign to position each youth for a prosperous future. We will continue to rely on annual fundraising, individual donors, Government and City grants, private foundations, pop-up events, and active board member involvement to finance AFY's program elements and services beyond the grant period. Funding is being requested to curb status offenders from reoffending as well as deter low risk offenders from incarceration and enhance the potential of youth to become productive members of society. We believe that AFY's long history of enriching the lives of students can be sustained after funding from the State expires.

We will continue to solicit donations, explain how youth are detrimental to improving the quality of life in our communities as well as recruit and train volunteers to offset program costs. AFY has improved its marketing strategies at all fronts. Our agency has focused on improving the interaction between AFY and its donors, use social media to focus on online promotion of AFY's work, and generate advocates for our students. AFY's marketing plan determines the donor audience, sets goals, defines strategies and tactics as well as tracks results. AFY's marketing plan will expand financial contributions beyond the grant period.

Every effort will be made to ensure that the youth identified in this proposal are redirected from incarceration and reoffending. We will look to our marketing plan, Board of Directors, and fundraising strategies to assist in increasing individual donations and gifts. Finally, we are working to develop creative partnerships with donors to ensure succession and financing of AFY into perpetuity. We will implement this plan in the coming year with favorable outcomes expected in the following year.

- (b) Not received by the applicant thereafter.

If the grant is not funded, AFY will pursue resources to intervene in the lives of status offenders but not to the extent as described in this application. AFY's active Board of Directors has great responsibility. The Board's fiduciary duty will be maximized to execute the sustainability plan by assuring that AFY has the necessary funds to carry out the program for targeted youth. AFY's President/CEO will communicate the needs of targeted youth to the Board of Directors.

Considering the fundraising potential of each Board member, the expectation is that they will aggressively open doors to other donor contributions. AFY's Board of Directors has incredible experience in finance, school administration, health care, marketing, law, unions, and human resources. AFY has also strived to increase revenue through its Annual Fundraising Event since 1986. We are often surprised by the generous sponsorship and donations when we least expect it. AFY will expand and improve current fundraising initiatives, pursue.

**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.

Please see Attachment.

**6.  Declaration Statement**

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

Please see Attachment.

**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](#))

Please see Attachment.

# ATTACHMENTS



# BUDGET ATTACHMENTS



## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2018 to June 30, 2019

Applicant: Adult Friends for Youth

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Redirectional Specialist	100%	\$38,500.00	40.00%	\$ 15,400.00
Redirectional Specialist	100%	\$36,000.00	40.00%	\$ 14,400.00
Redirectional Specialist	100%	\$35,000.00	60.00%	\$ 21,000.00
Redirectional Specialist	100%	\$37,500.00	60.00%	\$ 22,500.00
Redirectional Specialist	100%	\$39,500.00	40.00%	\$ 15,800.00
Redirectional Specialist	100%	\$35,000.00	80.00%	\$ 28,000.00
Redirectional Specialist/Community Connector	100%	\$35,000.00	80.00%	\$ 28,000.00
Director of Redirectional Services (Direct Services)	100%	\$60,500.00	40.00%	\$ 24,200.00
Director of Operations and Special Programs	100%	\$46,500.00	20.00%	\$ 9,300.00
President & CEO	100%	\$81,000.00	20.00%	\$ 16,200.00
Executive Assistant	100%	\$35,000.00	20.00%	\$ 7,000.00
Grant Coordinator	45%	\$15,900.00	15.00%	\$ 2,385.00
				\$ -
				\$ -
<b>TOTAL:</b>				<b>204,185.00</b>
<b>JUSTIFICATION/COMMENTS:</b>				

# BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2018 to June 30, 2019

Applicant: \_\_\_\_\_

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				

JUSTIFICATION/COMMENTS:

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				

JUSTIFICATION/COMMENTS:

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2018 to June 30, 2019

Applicant: \_\_\_\_\_

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						
<b>TOTAL:</b>						
JUSTIFICATION/COMMENTS:						

**GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID**

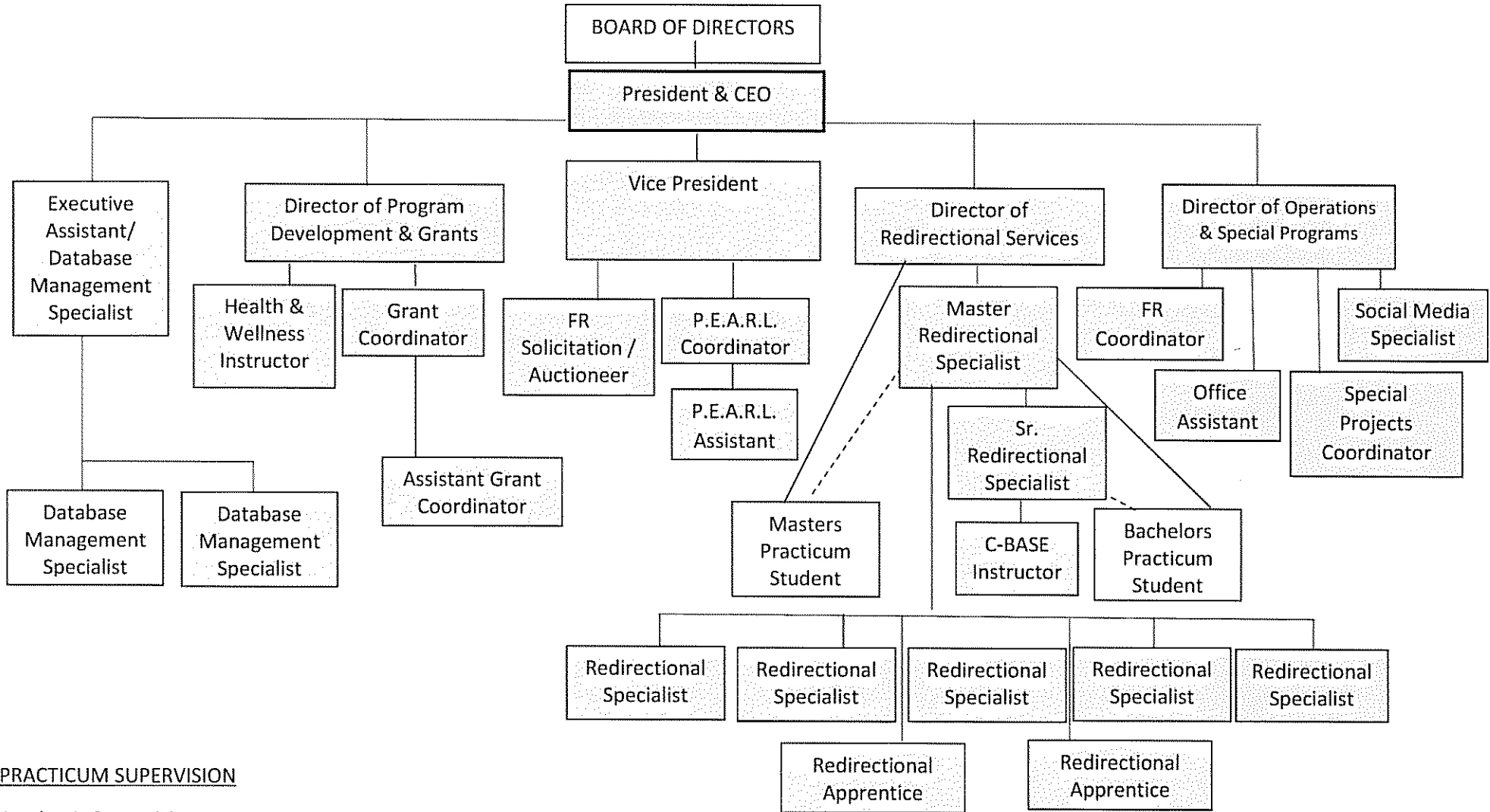
Applicant: Adult Friends for Youth

Contracts Total: 687,270

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	DHS-16-OYS-605, Supplemental Contract No.1	7/1/17-6/30/18	Department of Human Services	State of Hawaii	135,000
2	DHS-15-OYS-501, Supplemental Contract No.3	7/1/17-6/30/18	Department of Human Services	State of Hawaii	40,000
3	C&C Grant in Aid (CT-DCS-1800003)	10/01/17-09/30/18	Department of Community Services	City and County of Honolulu	125,000
4	Community Development Block Grant FY17	10/15/17-09/30/18	Department of Community Services	City and County of Honolulu	137,270
5	Prosecutor's (CT-PAT-1700316)	7/1/17-6/30/18	Department of the Prosecuting Attorney	City and County of Honolulu	250,000
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# ORGANIZATION CHART

**Adult Friends for Youth  
Organization Chart**



PRACTICUM SUPERVISION

Academic Supervision

Clinical Supervision

Special Projects includes youth services i.e., Voter Registration, Rugby Tournament, Social Entrepreneurship, Community Service, CEO, WIA, and other except SABVC. \*\*\*President, VP and all Directors provide Redirectional services as needed (all has experience & training in providing these services.)

Rev. 3/2017

Figure 1



# COMPENSATION ATTACHMENT

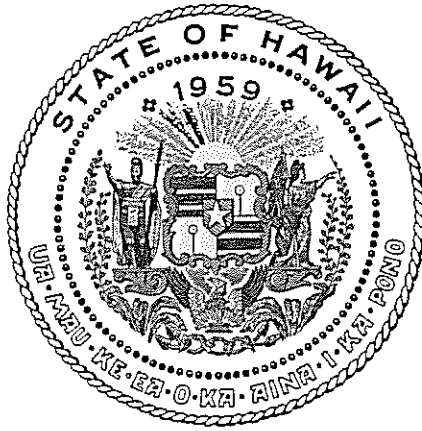
**AFY's Top Three Compensated Employees**

President and CEO- \$81,000

Vice President and Senior Master Clinician- \$70,000

Master Clinician- \$59,500

# CERTIFICATE OF GOOD STANDING



## 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

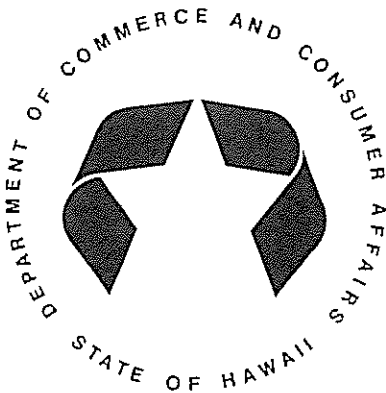
#### ADULT FRIENDS FOR YOUTH

was incorporated under the laws of Hawaii on 12/08/1986 ; 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 17, 2018

Director of Commerce and Consumer Affairs



DECLARATION STATEMENT (SECTION  
42F-103)

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, 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.

Adult Friends for Youth



(Signature)

1/17/18

(Date)

Deborah L.K. Spencer-Chun

(Typed Name)

President & CEO

(Title)

## PUBLIC PURPOSE (SECTION 42F-102)

## Chapter 42F-102 Applications for Grants

Requests for grants shall be submitted to the appropriate standing committees of the legislature at the start of each regular session of the legislature. Each request shall state:

**(1) The name of the requesting organization or individual;**

Adult Friends for Youth

**(2) The public purpose for the grant;**

The creation of AFY's MACC will have a lasting, meaningful, and tangible impact on the communities that it serves by creating safer communities, assisting youth to be connected to services that best meet their needs, while also reducing the disproportionate minority contact in Hawaii's Juvenile Justice System.

**(3) The services to be supported by the grant;**

The heart of this proposal is to pilot a project model, which curtails status offenders from reoffending and deters low-risk offenders from incarceration. The service activities include referrals, intake and assessment, admissions and orientation, service planning, case work and proper documentation, Redirectional Therapy, community linkages, transportation, and family strengthening.

**(4) The target group; and**

AFY's target population consists of youth, male and female, between the ages of 8-17, who has committed status offenses and cited in District 8, Kapolei/Waianae.

**(5) The cost of the grant and the budget.**

The overall project will cost \$450,000. The total budget requested for the State Grant in Aid is \$450,000.