

THE THIRTIETH LEGISLATURE
APPLICATION FOR GRANTS
CHAPTER 42F, HAWAII REVISED STATUTES

Type of Grant Request:

Operating Capital

Legal Name of Requesting Organization or Individual: Db:

ALEA Bridge

Amount of State Funds Requested: \$ 1,200,000

Brief Description of Request (Please attach word document to back of page if extra space is needed):

The Wahiawa HoM Project - Permanent Supportive Housing

A solution to provide immediate access to permanent housing and supportive services for the chronically homeless population in Central Oahu, North Shore, Upper Windward, and parts of Leeward Oahu (Senate Districts 16, 17, 18, 20, 22, 23 and House Districts 33, 34, 35, 36, 37, 38, 39, 45, 46, 47)

Amount of Other Funds Available:

State: \$ 200,000

Federal: \$ 0

County: \$ 753,368

Private/Other: \$ 116,250

Total amount of State Grants Received in the Past 5 Fiscal Years:

\$ 1,200,000

Unrestricted Assets:

\$ 506,000

New Service (Presently Does Not Exist): Existing Service (Presently in Operation):

Type of Business Entity:

501(C)(3) Non Profit Corporation

Other Non Profit

Other

Mailing Address:

935 California Avenue, Suite #A7-37

City: State: Zip:

Wahiawa HI 96786

Contact Person for Matters Involving this Application

Name:
"Phil" Augustus Acosta

Title:
Executive Director

Email:
pacosta@aleabridge.org

Phone:
(80) 673-5463

Federal Tax ID#:

State Tax ID#

Authorized Signature

"Phil" Augustus Acosta / Executive Director

Name and Title

1/18/19

Date Signed

received
1/18/19 12:07p JR

Application Submittal Checklist

The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - 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](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing



AUTHORIZED SIGNATURE

"PHIL" AUGUSTUS ACOSTA
EXECUTIVE DIRECTOR
PRINT NAME AND TITLE

1/17/19 1/18/19
DATE



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 17, 2019

Director of Commerce and Consumer Affairs



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

The undersigned authorized representative of the applicant certifies the following:

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

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

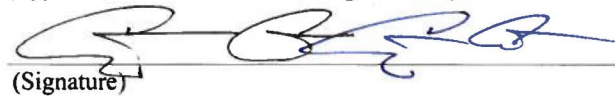
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawai'i Revised Statutes:
 - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
 - b) Has a governing board whose members have no material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

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

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

ALEA Bridge

(Typed Name of Individual or Organization)



(Signature)

1/18/19

(Date)

"Phil" Augustus Acosta

(Typed Name)

Executive Director

(Title)



Hope • Purpose • Success

ALEA Bridge

A 501(c)3 Non-Profit Organization
Break the Cycle and Reverse the Trend of Homelessness

Mailing Address: 935 California Ave., Suite#: A7-37 Wahiawa, HI 96786
Physical Address: 123 Mango St. Wahiawa, HI 96786
Office: 808-379-ALEA (808-379-2532) Fax: 808-744-6591

info@aleabridge.org
www.aleabridge.org

Officers & Board of Directors

"Phil" Augustus Acosta
Executive Director

Joseph Acosta
Founder / Director of Field Services

Nicole Winter
Operations Manager

Joel Bongco
Interim President

Debra Zedalis
Treasurer

Dennis Jinnohara
Secretary

Mary Ann Bongco
Director

Lorna Samarripa
Director

Madonna Sisson
Director / Co-Founder

Advisory Council

Marissa Acosta, MSN, MHA
Behavioral Health

Perfecto & Desiree Acosta
Special Projects Consultants

Creighton Chang, PMP
Program Management

**CAPT Andrea De Mello-
Stevens (Ret)**
Veteran Affairs

Ray Alan Man
Peer Specialist

Dr. Neal Shimoda, M.D.
Health Outreach Ministry

January 17, 2019

Re: Public Purpose Statement

To State Representative Scott Nishimoto,

This memo serves as official agency documentation, specifying that funding requested through the Grant-In-Aid 2019 (\$1,200,000) to establish a Permanent Supportive Housing (PSH) facility, will be used for a public purpose pursuant to Section 42F-102 of the Hawaii Revised Statutes. This PSH project is a component of the Wahiawa HoM Program, a comprehensive, community-based response to address the issue of homelessness in Central Oahu, North Shore, and surrounding communities.

I am the Primary Contact for this GIA application, and my information is included below. Thank you very much for your support, and we look forward to favorable decision from the GIA Selection Committee, House Committee on Finance, and Senate Committee on Ways and Means.

Sincerely,

"Phil" Augustus I. Acosta
ALEA Bridge – Executive Director
(808) 673-5463/(808) 391-3571
pacosta@aleabridge.org

Mission

"Empowering people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions."

2019 GIA Application

Application for Grants

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

I. Certification – Please attach immediately after cover page

1. 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, 2018.

2. Declaration Statement

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

3. 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](#))

II. 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) was founded in January 2016, quickly establishing its presence as the primary Outreach agency in Central Oahu & the North Shore. The organization expanded its efforts to neighboring communities in Upper Windward and Leeward Oahu, particularly in the areas from Kapolei-Ewa, Waipahu, Pearl City-Aiea. In the past 12 months (Oct2017-Sep 2018), AB has engaged over 800 individual participants offering programs such as community outreach, resource navigation, case management, housing & rental assistance programs, wrap-around supportive services, & direct client assistance.

We are often asked "What is the meaning of ALEA?"

The word "alea" has several meanings in different languages:

Hebrew – to ascend

Arabic – lofty, sublime

Swahili – exalted

Hawaiian ('ale'a) – sweet voiced

"ALEA" (ah LEE uh) is also an acronym for our Founder's children (Alyssa, Leila, Emalani, Austin) who are a significant part of the motivation in starting up the Organization. "Bridge" is integral to our core mission, which is to connect those in need with the assistance needed to rebuild a life of Hope, Purpose, and Success. We aim to be the bridge between the people that need the help, and the community that wants to help. A bridge between the various agencies in services provider community, to facilitate the integration of resources to Break the Cycle and Reverse the Trend of homelessness.

The organization has grown from \$42k in operating expenses in its first year, to over \$1M total annual expenses in just the third year. The confidence that the funders have placed on this emerging organization is a validation of its mission, vision, and values that are in alignment with the City and State's Strategy & Framework, and HUD's priorities on addressing poverty & homelessness. This also highlights the critical needs of our most vulnerable citizens, and how AB continues to fill a critical void in these severely under-served communities. Through this State GIA, we will increase collaboration with our current partners, forge new partnerships to pool resources, improve services & overall impact in the community. We are poised to reach out to several hundred more households and help to connect them to housing resources and critical supportive services within the next 24 months and beyond.

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

The Wahiawa Hale o Maluhia (HoM) Program is a multi-phase, community-based initiative that will establish dedicated resources and accessible facilities to benefit the underserved communities of Central Oahu, Leeward Oahu, & North Shore communities. Primary partner agencies include Aloha United Way (AUW), HomeAid Hawaii (HAH), Partners in Care (PIC), PIC service providers, and the Wahiawa Center for Community Health (aka Wahiawa Health). According to the Hawaiian dictionary, “maluhia” is described as “peace, quiet, security, tranquility, serenity, safety and stillness,” and our HōM program will be a public-use facility, with programs that creates a caring and safe place needed for the most vulnerable within our community.

In the first phase of the HoM Program, we will create a Resource & Navigation Center (RNC), a hub of activities where service providers along with community organizations will be able to collaborate and provide a suite of complementary, wraparound services to support the goal of healing, overall wellness, and ultimately a path toward permanent housing. This will be the common entry point for clients, with low barriers to entry, to receive immediate care and long-term/ongoing assistance. This was funded by the State Legislature in FY18, is currently under construction (see attached plans), and is on track for a launch in Summer of 2019.

In this phase of the HoM program, we will establish Permanent Supportive Housing (PSH) facility with onsite resources, in addition to AB’s existing housing services such as Rapid ReHousing (RRH), Homeless Prevention (HP) & Diversion, and Tenant-Based Rental Assistance (TBRA). AB will follow a Housing First-Focused approach, in alignment with PIC, and the State of Hawaii and City and County of Honolulu’s priorities and strategic framework on homelessness. This PSH project has a goal of rapid placement into permanent housing to provide a safe and stable environment, and access to a comprehensive suite of supportive services, offered in collaboration with partner providers within the community. This approach is modeled after the new strategic plan of the US Interagency Council on Homelessness (USICH) to prevent and end chronic & rural homelessness.¹

3. The public purpose and need to be served;

Central Oahu & the North Shore have experienced one of the largest increases in the homeless population in the State, quadrupling from 2013-17. Combined with Region 3, this area accounts for 600+ known, unsheltered individuals within the County. An estimated 10-20% (up to 120 homeless individuals) are still unaccounted for in the official homeless Point-In-Time (PIT) Count.

**Note: AB is once again taking the lead role for the 2019 PIT Count in Region 5. Preliminary results will be available by mid-February and may be included as an addendum to this application to further highlight the need, and importance of this PSH project. Attached to this application are the results from the 2018 PIT Count.²*

¹ Appendix A - USICH Strategies to end Chronic Homelessness; Strengthening Systems to end Rural Homelessness

² Appendix B – 2018 Region 5 PIT Count

Major contributing factors are the lack of accessible facilities, comprehensive supportive services, and dedicated housing resources. These areas have historically been largely underserved, with much of the focus in Metro Honolulu and the Leeward Coast. With the demise of the sugar & pineapple industries, some areas have emerged as desirable neighborhoods for upper-middle class & affluent families (Mililani Town, Mililani Mauka, Royal Kunia, Ewa Gentry, Ocean Pointe).

Unfortunately, many more "local" residents in these communities have suffered economically and continue to be driven out of the rental market as the inventory of truly "affordable" housing units dwindle. The median rent in some areas is 25% above the State level, with a very low inventory & availability. The median income is below the rest of the State as well, and the percentage of persons & families living below the poverty level remains at a much higher rate. There are specific neighborhoods within Wahiawa that are severely impoverished, especially near Ka'ala Elementary, with household incomes below \$35,000, 39% living below the poverty level (County median is \$80,000 & 8.3%, respectively), & an unemployment rate of 7.5%. Over 82% of the school population come from large, low-income families, several with language and culture barriers. There are similarly disparate neighborhoods in Mililani (near Kipapa Elementary) and the North Shore (near Haleiwa & Waialua Elementary). The combination of one of the highest Fair Market Rent (FMR), low inventory, low wages, and low home owner occupancy & homeownership rates adds to the instability in these communities. Many of these households are just one crisis away from becoming homeless. This PSH project serves a public purpose, and will benefit the chronically homeless, at-risk individuals & families, as well as residents of Region 3 & 5.

4. Describe the target population to be served; and

According to the latest statewide report on homelessness, nearly half of the homeless are unsheltered, with a significant number being chronically homeless (more than 12 consecutive months unsheltered and has a co-occurring diagnosis of physical/mental disability, chronic medical condition, behavioral health issues, SUD - Substance Use Disorder, SMI - Severe Mental Illness). On Oahu, that equates to nearly 2,000 individuals. In addition, School Administrators in the Complex Areas of Mililani-Leilehua-Waialua, Campbell-Kapolei, and Pearl City-Waipahu (total population of 30,000+) report 3% of the households claim (or are suspected) to be working homeless. Many are hidden, living in vehicles, under bridges, camping on the beach or in the bushes. Numerous households are crowded into small units meant for a single family & there is a growing population of runaway/homeless youth that are unserved.

The recent Hawaii Community Health Needs Assessment notes the growing homeless population as a major concern, linking homelessness to significant health issues. National data also highlights that Social Determinants of Health (SDOH), such as lack of housing and barriers to accessing health care, greatly increases mortality, morbidity, and risky health behaviors as chronic medical conditions and mental illness are left untreated. We must improve our efforts to house these individuals

and families. This project will identify the most vulnerable and work to house them quickly onsite (PSH facility funded through this GIA) and other housing resources in the community (thru housing programs offered by AB and its partner agencies). This project will be offered island-wide through the Coordinated Entry System (CES) and Aloha United Way's directory of services (AUW 211), with a primary focus in underserved areas of PIT Region 3 & 5.

5. Describe the geographic coverage.

This PSH project will serve the entire island of Oahu, with a particular focus on the chronically homeless population in Central Oahu, North Shore, Upper Windward, and portions of Leeward Oahu (Senate Districts 16, 17, 18, 20, 22, 23 and House Districts 33, 34, 35, 36, 37, 38, 39, 45, 46, 47). For the purposes of this application, this geographic area will be referred to as Point-In-Time Count Region 5 (Central Oahu and North Shore) and Region 3 (Aiea-Pearl City-Waipahu). The physical location of the PSH units will be in Central Oahu.

III. 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;
This GIA request is for Phase II of the Wahiawa HoM Program, specifically for the acquisition, design/planning/permitting, renovation and construction of the Permanent Supportive Housing (PSH) facility. The following services will be available onsite, or at the RNC to accommodate the needs of the program participants working towards their Housing/Personal Improvement Plan and self-sufficiency:

Resource Navigation & Linkage to Social Services

Behavioral Health Counseling Services

Medicaid/Medicare Enrollment, Entitlement Benefits Consultation, Healthcare Housing Assistance, Rental and Property Management Services

*Tenancy Skills, Financial Management Workshops**

*Education/Training/Certification Programs & Employment Services**

**We have secured partnerships in providing these services & workshops to program participants³*

There are several properties in consideration for this project (all in Wahiawa), at various size, capacity and price points. The amount granted through this GIA request will determine which one we will pursue and develop into the PSH facility. We are collaborating with a Realtor from the community to initiate discussions with the property owners:

Address	Market/ Assessed Price	Size/Capacity	Notes
525 Avocado Street TMK: 740010250000	\$780,300	9,288 sf lot 750 sf abandoned/tear-down condition office	Nearly vacant lot, underutilized, Commercial zoning
60 Lakeview Circle TMK: 730080270000	\$1.14M	10,207 sf lot Existing 2-story, 4-unit apartment building	Ample space on property to create more bed space/rooms.
103 Mango Street TMK: 740040260000	\$1.11M	7000 sf lot Existing 2-story, 10-unit apartment building	2 properties away from ALEA Bridge RNC facility
310 Ohai Place	\$657,600	5300 sf lot 2600 sf interior (existing duplex, 6 bed/3 bath)	Former drug house & encampment featured on news
49 Ohai Street TMK: 730020330000*	61 Ohai (\$1.84M)* 49 Ohai (?)	Existing 2-story, 6-unit apartment building 3360 interior (total)	CPR'd from main lot (61 Ohai St.)
222 Wilikina Drive TMK: 730010240000	\$692,100	6,043 sf lot, 1760 sf interior Existing 2-story dwelling, 6 bed/2 bath	Limited parking

³ Appendix C – MOA & Letters of Support

The Project Team will take a Design-Build approach, and below are some of the preliminary plans for repurposing the existing space:

Design, Planning & Permitting - complete the final layout of the floorplan & interior design. Inspection & assessment of the existing mechanical, ventilation, plumbing, fire protection, electrical, and structural improvements. Facilitate permit processing, complete & submit construction documents, bid review, cost proposal evaluation, and contract award.

Demolition & Construction - partial removal, repair and/or replacement of existing HVAC/ventilation, plumbing, electrical, ceiling, flooring, windows and exterior doors Framed interior walls, interior doors, fixtures, lighting, rough finish and paint.

Landscaping & Exterior Improvements - power washing, exterior paint, minor landscaping & aesthetic improvements.

Responsibilities (Design-Build Team)

AB Staff:

Phil Acosta, Executive Director - provide overall project management and oversight of the renovations, contracts and progress of the project. Review and approve additional work and change orders as needed. Facilitate communication and convene weekly status meetings.

Joseph Acosta, Director of Field Services – provide onsite supervision as Facilities Manager. Coordinate the work of the Construction Committee and ensures that the operational needs and requirements of the partner agencies and intended consumers of the Navigation Center are met. Will provide overall Quality Control for the project.

Primary Volunteers:

Gary Nishijima – former City and County of Honolulu Building Inspector

Sam Callejo – professional licensed Civil Engineer

Bethany Zedalis – Interior Designer & Decorator (retail and commercial)

Perfecto & Desiree Acosta – licensed Contractor, Special Projects Consultant

Fiscal Management (Aloha United Way) - manage procurement and ensure funds are expended on a timely basis and approve invoice payments. Accounting procedures will follow internal AUW processes and applicable County, State and Federal regulations. Will attend monthly status meetings with the Construction Committee, prepare and submit budget and progress reports. A bookkeeper will be utilized (funded through a different source) to track financial data, invoices and the activities of all contracted services.⁴

Architect/General Contractor (Design 8, LLC,) - will have the authority to hire and direct all subcontractors and staff retained for the project and participate in the weekly status meetings. General Contractor will prepare a detailed schedule for the project in logical steps and budget time required to obtain necessary permits and meet program deadlines.

⁴ Appendix D – Aloha United Way Fiscal Management Agreement

Resource Partner (HomeAid Hawaii) – leverage extensive network of Builders and Contractors to assist in securing donated or deeply discounted materials and pro bono skilled labor. Will also provide assistance through the planning stages (Architects, Engineers, Project Management, etc.)⁵

Additional roles (Program Design & Implementation):

Housing & Employment Coordinator (TBD) - coordinate efforts with Case Management and Outreach Teams to ensure progress towards established program objectives, primarily housing and employment, and ensure participants are working towards self-sufficiency. Role also entails community engagement, interfacing with other POCs from partner agencies, stakeholders, and building/maintaining a current map of community resources.

Property Manager (TBD) – create a marketing plan, engage and negotiate terms with prospective tenants, draft up lease documents, rent collection, manage repair & maintenance requests, handle complaints, facilitate mediation and various legal issues to include eviction.

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

The following is a tentative implementation timeline, pending the release of project funding, and the timely review/approval of project plans & permit applications.

Description	Start Date	End Date	Duration
<Phase 1>	Jul 2019	Jun 2021	96 weeks
*Activities below are funded through State GIA2019 (CIP)	---	---	---
Contract Negotiations/Release Funding	Jul 2019	Dec 2019	24 weeks
Draft Building Plans			
Acquisition, Design, & Permitting	Jan 2020	Jun 2020	24 weeks
Q1 Report	Mar 2020	---	---
Phased Renovation & Construction	Jun 2020	May 2021	48 weeks
Q2 Report	Jun 2020	---	---
Q3 Report	Sep 2020	---	---
Q4 Report	Dec 2020	---	---
Q5 Report	Mar 2021	---	---
Q6 Report	Jun 2021	---	---

⁵ Appendix E – HomeAid Hawaii Provisional Acceptance

Year 1 Operations <i>(funded through other sources)</i>	Jan 2021	Dec 2021	48 weeks
Client Engagement, Intake, & Assessment	Jan 2021	Sep 2021	36 weeks
Implement Personal Service Plan			
Community Outreach Program			
Q1 Report	Mar 2021	---	---
Employer & Landlord Engagements	Mar 2021	Jun 2021	16 weeks
Volunteer Training Program			
Q2 Report	Jun 2021	---	---
Strategic & Marketing Plan	Jul 2021	---	---
Employer & Landlord Engagements	Aug 2021	Nov 2021	16 weeks
Volunteer Training Program			
Q3 Report	Sep 2021	---	---
Sustainability Plan	Sep 2021	---	---
Q4 Report	Dec 2021	---	---
<Project Closeout>	---	---	---
Data Gathering & Reporting	Dec 2021	Dec 2021	4 weeks
Lessons Learned - Process Improvement Plan			

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 – Construction Project

- **Develop a construction project plan** with work schedule, cost estimates (labor, materials, contingency fund), contract management, quality & safety considerations; Construction Project Manager & Executive Director to develop, monitor, and revise/update as needed.
- **Communications & Progress Monitoring** - daily project supervision by Director of Field Services, interaction and communications with Architectural Designer, General Contractor, and Construction Project Manager; proactively address issues to ensure progress toward stated objectives & timeline.
- **Ongoing (daily stand-up, weekly/bi-weekly) status meeting** between Executive Director, Director of Field Services, Construction Project Manager, General Contractor to monitor progress, address issues, recommend & approve change orders.
- **Monthly status meeting and reporting** on project status (completion of

deliverables, manage/adjust schedule & resources), budget, and compliance. To include Executive Director, Construction Project Manager, Accounting & Grant Management staff (AUW). Quarterly internal audit/process evaluation to ensure compliance, quality outcomes, and facilitate process improvement.

A separate Quality Assurance and Evaluation Plan will be drafted for the service delivery (out of scope for this CIP request).

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.

Measures of effectiveness – Construction Project

Cost management & variance – starts with a good project estimate; manage/reduce/avoid cost-overruns; potential and realized cost-savings; includes the successful management of contracts, invoices. Primary responsibility of Executive Director, Accounting & Grants Management staff.

Schedule management & variance – managing the construction timeline and avoiding delays; includes successfully managing delays and ability to multitask, run concurrent activities, and bring the project back online.

Primary responsibility of Construction Project Manager & General Contractor
Utilization of resources – this includes both contracted as well as volunteers and in-kind services. Primary responsibility of General Contractor & Executive Director

Productivity, Efficiency, & Quality of work – successfully meeting and exceeding project deliverables with minimal waste on time and materials; can also be measured with the satisfaction level of construction committee, workforce, and target consumer. Primary responsibility of Director of Field Services & General Contractor

Safety factors – taking the necessary precautionary steps to avoid/minimize incidents onsite. Primary responsibility of Director of Field Services & General Contractor

Risk Management – adequate planning and implementation of mitigation strategies. Primary responsibility of Construction Project Manager & General Contractor

A separate set of measures of effectiveness will be drafted for the Program Operations (out of scope for this CIP request).

IV. 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) – see Appendix F
 - b. Personnel salaries and wages (Link) - NA
 - c. Equipment and motor vehicles (Link) - NA
 - d. Capital project details (Link) – see Appendix F
 - e. Government contracts, grants, and grants in aid (Link) – see Appendix F
2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$240,000	\$960,000	\$0	\$0	\$1,200,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2020.

Funding Source	Amount	Anticipated Project Period	Notes
DHS Office of Youth Services	\$41,250	Mar 2019 – Feb 2020	Youth Outreach subcontract thru RYSE, renewable for 3 years
Bayer/Monsanto	\$15,000	Jun 2019 – May 2020	Food pantry & Resource fair
OHA Community Grant	\$536,424	Jul 2019 – Jun 2021	Housing Assistance (2-years)
City GIA	\$125,000	Oct 2019 – Sep 2020	After-Hours Outreach Expansion
Weinberg Foundation	\$300,000	Nov 2019 – Oct 2020	Capital – Acquisition & Construction
Hawaii Community Foundation	\$25,000	Nov 2019	FLEX funding, Unrestricted (Operations)
City ESG	\$99,695	Jan 2020 – Dec 2020	Homeless Outreach
City ESG	\$267,508	Jan 2020 – Dec 2020	Rapid ReHousing
HUD/Partners In Care	\$550,000	July 2020 – Jun 2021	Permanent Supportive Housing (Operations), renewable annually

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 2020 for program funding.

Funding Source	Amount	Program Start Date	Program End Date	Status	Notes
DHS Homeless Programs Office	\$140,000	Apr 2017	Jun 2019	Ongoing	Outreach subcontract thru USVets, renewable to Jun 2020
City GIA	\$125,000	Oct 2017	Oct 2018	Complete	Community Outreach Program
City/HUD ESG	\$138,132	Feb 2018	Apr 2019	Ongoing	Rapid ReHousing
State GIA	\$1,000,000	Mar 2018	Jun 2019	Ongoing	CIP – Acquisition & Construction
City GIA	\$125,000	Oct 2018	Sep 2019	Ongoing	After-Hours Outreach
State GIA	\$200,000	Nov 2018	Apr 2020	Ongoing	Operations
City/HUD HOME	\$753,368	Mar 2019	Feb 2021	Pending Contract	TBRA

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.
See attached financial statement (2018 Q1-Q3, Q4 statement pending and may be submitted as an addendum to this application)⁶

⁶ Appendix F - Financials

V. 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 granted \$1M in 2017 for the acquisition & construction of a Resource and Navigation Center. We successfully worked out a contract with the Department of Accounting & General Services (DAGS). The funds were released in March 2018 and the organization acquired the property (123 Mango St.) in April 2018. We have drawn down \$591k to date and are on target to expend the rest of the funds by June 2019. No significant findings or issues to date, project is in compliance and on target to complete by mid-Summer 2019.

On the program side, AB has been offering rental, financial, and direct client assistance since 2016. We have a Rapid Rehousing service contract with the City & County of Honolulu and funding from private foundations to provide financial assistance. In the past 12 months, we have engaged over 600 households, with 221 individuals placed directly into homes or referred to housing services. This included assistance throughout the assessment & housing prioritization process, provision of program fees for Emergency Shelter (ES), Transitional Housing (TH), residential treatment, assistance with rent, deposit, utilities, arrears for permanent supportive housing (Housing First, HUDVASH, Section 8), private rentals and relocation/reunification services. In the last 90 days, our small but dedicated staff has engaged 120+ participants (monthly average, unduplicated), provided financial assistance to 50+ households (some individuals/families assisted more than once), placed 8 households in permanent housing, and an additional 22 individuals into ES, TH, Intensive Outpatient (IOP) & Residential treatment. AB was also awarded a Tenant-Based Rental contract with the City and County (\$753K). It is currently pending a review from the City's Corporation Counsel, set to launch in the Spring of 2019.⁷

Our housing services include:

- Assessment of housing needs (eligibility screening & enrollment)*
- Develop a Housing/Personal Improvement Plan to secure appropriate housing*
- Housing search (walk-through, inspection, etc.)*
- Assistance with rental applications*
- Outreach, negotiation and mediation with landlords & property managers*
- Direct financial assistance to include security deposit, rent, arrears, utilities, cleaning/moving/storage & related costs*
- Ongoing Case Management to increase housing retention*

⁷ Appendix G – Program Outcomes

Another 400+ individuals were connected to other supportive services, which include the following:

Transportation assistance (bus pass & transport to/from appointments)

Assistance in obtaining required documentation & personal identification, to include payment of fees

Enrollment assistance for general/public assistance (SNAP, TANF, WIC) benefits (SSI/SSDI) and health insurance (Medicare/Medicaid)

Connection to Crisis & Behavioral health services (treatment, counseling, mental health/needs assessment)

Provision of meals, clothing, blankets, toiletries, furniture donations & delivery

Referral to legal services (legal aid, immigration, mediation, Community Outreach Court)

Referral to employment services, navigation to various community resources (food pantry, service fair, etc.)

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.

Resource & Navigation Center (target launch of Summer 2019)
123 Mango Street
Wahiawa, HI 96786

The AB-owned & operated Resource & Navigation Center (RNC) will be the base location of all program operations. The Center will also provide a hub for community activities, to include dedicated work spaces for partner service providers, client engagement, housing assistance, access to supportive services & a multipurpose room suitable as a dining room and learning center. The Center is approximately 2800 square feet and we'll host resource fairs and offer onsite amenities that include mailbox service, access to technology, a kitchen/food pantry, & hygiene facility. See attached project plans for details & layout.⁸

⁸ Appendix H – RNC Design & Layout

VI. 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 GIA request does not include funding for personnel. AB's current program capacity, who will assist in the oversight of the construction project and dedicated to achieving the desired outcomes of the overall Wahaiawa HoM Program and other supplementary AB programs, is as follows:

4 - Navigation to Housing Resources & Supportive Services, Community Outreach & Case Management (Outreach Coordinator, Outreach Specialists, Community Health Workers)

4 - Program Administration (Programs Director, Operations, Accounting Generalist, Volunteer Program Specialist)

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

3 - Outreach & Operational Support (Paraprofessional volunteers supplementing efforts of the program staff)

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 of project implementation):

1 - Program Support

1 - Project Coordinator

1 - Housing & Employment Specialist

2 - Case Managers

3 - Facilities & Security Personnel

AB is 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)

AB will also work to secure supplemental services through the donation of In-Kind services and establishing Memorandums of Agreement (MOAs) with partner service providers. This is a mutually beneficial arrangement as it facilitates a more efficient and cost-effective process for coordinated service delivery, reduced operating costs through shared resources, increase communications and collaboration with data

sharing, and improved program outcomes and contract fulfillment. These will include:

Housing Navigators
Behavioral Health/Mental Health Specialists
Housing & Employment Coordinators
Vocational Trainers
Business Analysts
Program Development/Grant Administrators
Program Sponsors & Mentors

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 attached⁹

3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Director of Field Services - \$40,800

Programs Director - \$39,000

Operations Manager - \$28,315

⁹ Appendix I – Organization Chart

VII. 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 – Master of Business Administration (MBA), Project Management Professional (PMP)

Director of Field Services – specialized training in crisis intervention & de-escalation, engaging victims of Domestic Violence & runaway youth through the HPD Narcotics & Vice Divisions, DEA Task Force

Case Management Consultants – Master of Social Work (MSW), Marriage and Family Therapist (MFT), Certified Substance Abuse Counselor (CSAC)

Directors & Advisory Council – Medical Doctor (M.D.), Certified Registered Nurse Anesthetist (CRNA), Master of Health Administration (MHA), Master of Science in Nursing (MSN)

Accounting Generalist – Licensed Realtor, Bachelor of Business Administration (BBA)

Outreach & Crisis Specialists – Community Health Worker (CHW)

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 2019-20 the activity funded by the grant if the grant of this application is:

(a) Received by the applicant for fiscal year 2019-20, but

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

- Pursue multiple sources of funding from the City, Federal, State, and various Private Foundations, with a focus on multi-year contract agreements
- Extend/expand existing service contracts (e.g. State DHS/Homeless Programs Office, Office of Youth Services, City Department of Community Services)

- *Pursue new partnerships & expand suite of services (e.g. State DHS/Med-QUEST Division, State DOH/Adult Mental Health Division, Alcohol & Drug Abuse Division, Managed Care Organizations/Aloha Care, HMSA, Kaiser, Ohana Health, United Healthcare)*
- *Establish a Finance & Business Development Workgroup, launch a Fundraising Campaign to increase access to unrestricted/alternative sources, allow the organization to utilize "flexible" funds towards creative ideas that produce lasting results*
- *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*
- *Expand collaboration efforts with Wahiawa Center for Community Health aka "Wahiawa Health" and Wahiawa General Hospital to improve access to health care, implement new revenue streams, while reducing operating costs*
- *Increase integration and collaboration of efforts into other Community Projects for Senate 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*
- *Continue its partnership with the AmeriCorps VISTA program, build capabilities & expand capacity at a reduced cost*
- *Expand volunteerism opportunities through the Wahiawa Homeless Alliance to create a robust community support system, improve services for clients, and increase capacity for AB*

(b) Not received by the applicant thereafter.

AB will be implementing a Social Enterprise Framework (SEF)/Sustainability Plan, based on the needs & growth areas within the community, as a means to offset its dependence 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 & Delivery*
- *Moving & Transport Services*
- *Rental/Lease Agreements & Property Management*

Appendix A

USICH Reports



10 Strategies to End Chronic Homelessness

We can end homelessness for people with the most complex needs in our communities, including people with disabilities with the most extensive experiences of homelessness. We know the solution — supportive housing— and have seen it work across the country. However, ending chronic homelessness takes political will, leadership, collaboration, and coordination among multiple state and local programs to align resources for housing and supportive services. To help you do this challenging work, we’ve compiled 10 strategies you can use to drive progress in your community. We expect to add additional tools and resources to this document in the future.

1. Start at the Top: Get State and Local Leaders to Publicly Commit to and Coordinate Efforts on Ending Chronic Homelessness

One of the key lessons we have learned through our work ending Veteran homelessness is that commitments from, and cross-sector coordination among, state and local leaders and elected officials can create the urgency necessary to achieve an end to homelessness. The same is true for ending chronic homelessness. Governors, mayors, and county leaders can convene the appropriate partners and drive accountability. And they can ensure that strategic planning is coordinated and that health, behavioral health, reentry, and housing policies and resources are available and aligned to scale and deliver supportive housing to achieve this goal.

Tool:

- [Developing a State Interagency Council to End Homelessness \(USICH\)](#)

2. Identify and Be Accountable to All People Experiencing Chronic Homelessness, including People Cycling through Institutional Settings

You can’t solve a problem you can’t see. Solving chronic homelessness is only possible if every individual experiencing or at risk of it is located and identified across a variety of settings, and their progress in engagement and housing placement is tracked in real time. To do so, your community should conduct coordinated outreach, implement data-driven targeting by using and cross-referencing data sets (e.g., HMIS, Medicaid, jail/corrections), and use other methods to identify people experiencing or at risk of experiencing chronic homelessness, including people cycling between homelessness, jails, and hospitals. By tracking engagement efforts at the person-level, such as with an active list, communities can better monitor their progress and hold themselves accountable to quickly helping every individual experiencing chronic homelessness.

Tools:

- [Connecting People Returning from Incarceration with Housing and Homelessness Assistance Tip Sheet \(USICH\)](#)
- [How Data is Ending Chronic Homelessness in Maine \(USICH\)](#)
- [Crisis Indicator: Triage Tool for Identifying Homeless Adults in Crisis \(Economic Roundtable\)](#)
- [Homeless Emergency Assistance and Rapid Transition to Housing: Defining “Chronically Homeless” \(HUD\)](#)

- [The Office of Community Oriented Policing Services \(COPS\) Newsletter Volume 8 Issue 12: Breaking the Cycle of Homelessness \(DOJ\)](#)
- [NYC FUSE Evaluation: Decreasing Costs and Ending Homelessness \(CSH\)](#)
- [Permanent Supportive Housing Resource Guide: Chapter 7 \(VA\)](#)

3. Ramp up Outreach, In-reach, and Engagement Efforts

Persistent, coordinated, and creative outreach efforts — and in-reach into institutional settings — are vitally important to the ability to not only identify, but engage, people experiencing chronic homelessness and link them to the housing and services interventions available in your community. That involves:

- Ensuring that outreach efforts are comprehensive — covering a full geographic area and the multiple settings within it — and coordinated across all teams and providers
- Sharing information across outreach teams and sites, and coordinated with other systems, including law enforcement, hospitals and emergency departments, prisons and jails, libraries, and job centers
- Partnering with Health Care for the Homeless (HCH) grantees and Projects for Assistance in Transition from Homelessness (PATH) grantees who can have a powerful impact on improving care coordination and optimizing resources
- Partnering with law enforcement, prisons, jails, and hospitals to conduct both in-reach and outreach to reduce the cycle between homelessness and criminal justice system involvement

These efforts should seek to reach and connect with all people who are unsheltered within your community, including people living in encampments or tent cities, as well as people in institutional settings, such as jails and hospitals. All outreach should be person-centered and emphasize building rapport and trust as a means of helping people obtain housing with appropriate services.

Tools:

- [Ending Homelessness for People Living in Encampments: Advancing the Dialogue \(USICH\)](#)
- [We Can Break the Cycle of Homelessness and Criminal Justice System Involvement \(USICH\)](#)
- [Assessing the Evidence: What We Know About Outreach and Engagement \(SAMHSA\)](#)
- [Projects for Assistance in Transition from Homelessness \(PATH\) Resource Page: Outreach \(SAMHSA\)](#)
- [National Health Care for the Homeless Council: Outreach Resources \(NHCHC\)](#)
- [Law Enforcement is a Critical Component of the Coordinated Effort to End Homelessness \(DOJ\)](#)

4. Implement a Housing-First System Orientation and Response

Communities must adopt a Housing First approach across their entire system to ensure that people with complex needs can exit homelessness as quickly as possible. To drive such transformation, communities should adopt uniform measures of success that emphasize permanent housing, with the right level of services, as the goal for people experiencing chronic homelessness. Other strategies include:

- Reducing or removing barriers for applicants with substance use issues, poor credit or financial history, or past involvement with the criminal justice system
- Coordinating with legal services organization to address individual and systemic legal needs of people experiencing chronic homelessness
- Creating strong and direct referral linkages and relationships between the crisis response system — local shelters, outreach programs, hospitals, police departments, etc. — and supportive housing

- Ensuring that all staff in shelters, outreach teams, and housing settings are trained that substance use, criminal histories, or motivation are not obstacles to successful tenancy in housing

Tools:

- [Housing First Checklist: A Practical Tool for Assessing Housing First in Practice \(USICH\)](#)
- [Implementing Housing First in Permanent Supportive Housing \(USICH\)](#)
- [Landlord Engagement Resources \(USICH\)](#)
- [Housing First in Permanent Supportive Housing Brief \(HUD\)](#)
- [Legal Aid Interagency Roundtable Toolkit \(DOJ\)](#)

5. Set and Hold Partners Accountable to Ambitious Short-Term Housing Placement Goals

Many communities have established ambitious monthly, quarterly, or 100-day housing placement efforts, sometimes called housing placement “surges,” to break down the larger goal of ending chronic homelessness into focused blocks of time and effort, while pushing their systems to perform with maximum efficiency and better outcomes. These goals can be met by:

- Creating and sharing a community-wide list of people experiencing chronic homelessness
- Using a tested and validated assessment tool and process to prioritize and target interventions
- Using navigators and/or guides to address individual’s needs
- Monitoring progress rooted in access to housing on a weekly or monthly basis

Tools:

- [Connecticut Launches 100-Day Effort to End Homelessness \(USICH\)](#)
- [A Sea Change in Fresno’s Homelessness Crisis Response \(USICH\)](#)
- [Coordinated Entry System to End Veteran and Chronic Homelessness in Tucson \(USICH\)](#)

6. Prioritize People Experiencing Chronic Homelessness in Existing Supportive Housing

In many communities, the supportive housing opportunities that have been created have unfortunately not been well targeted. In fact, national data shows that only about 29% of existing supportive housing is targeted to individuals experiencing chronic homelessness. You can maximize the impact of existing supportive housing by adopting a policy that prioritizes individuals experiencing chronic homelessness for any newly created units, and for any units that become available through turnover, unless there are no longer any individuals experiencing chronic homelessness remaining.

Coordinated entry is a critically important approach for prioritizing and matching people experiencing homelessness to the most appropriate housing and services. Within coordinated entry systems, communities can use data-driven approaches to prioritize people experiencing chronic homelessness who have the most significant needs for housing and services.

Tools:

- [Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing \(HUD\)](#)
- [Permanent Supportive Housing Resource Guide \(VA\)](#)
- [Coordinated Entry Policy Brief \(HUD\)](#)

- [Lessons Learned from Developing Coordinated Entry Systems: Richmond and Los Angeles \(USICH\)](#)
- [Homeless Emergency Assistance and Rapid Transition to Housing: Defining “Chronically Homeless” \(HUD\)](#)
- [Final Chronic Definition Adds Flexibility, Inclusiveness, and Specificity \(USICH\)](#)

7. Project the Need for Additional Supportive Housing and Reallocate Funding to Take It to the Scale Needed

To end chronic homelessness, communities must have an adequate supply of supportive housing to assist individuals who are currently experiencing chronic homelessness and those who are likely to be chronically homeless in the near future. Some communities can make significant progress toward the goal just by improving the targeting of existing units. Most communities will also need to expand their supportive housing inventory through maximizing both targeted grants and leveraging new mainstream resources. The degree to which resources meet this current and future need will vary from community to community. A good starting point is to use data to assess whether your community has a gap in supportive housing availability, and if so, to determine the size of that gap.

To expand the supply of supportive housing, communities can also monitor the performance and cost effectiveness of programs within their homelessness service system and reallocate funds to the programs with the best outcomes. Reallocating funds is one of the most important tools by which communities can make strategic improvements to their system for ending homelessness.

Tools:

- [Supportive Housing Opportunities Planner \(SHOP\) Tool \(USICH\)](#)
- [Creating Effective Systems to End Homelessness: A Guide to Reallocating Funds in the CoC Program \(USICH\)](#)
- [Services in the COC Program: A Guide to Assessing Value and Finding Funding Alternatives \(USICH\)](#)

8. Engage and Support Public Housing Agencies and Multifamily Affordable Housing Operators to Increase Supportive Housing through Limited Preferences and Project-Based Vouchers

By partnering with public housing agencies and operators of HUD-financed multifamily housing, communities can expand the supply of supportive housing, as well as create new housing opportunities for current residents of supportive housing. Specifically, PHAs and operators of multifamily housing can:

- Establish a limited preference, committing Housing Choice vouchers, public housing units, and multifamily housing units to serve people experiencing chronic homelessness, which communities can couple with supportive services
- Use project-based Housing Choice vouchers within apartment buildings being developed to serve as supportive housing
- Increase opportunities for tenants of supportive housing who do not need the intensity of services provided to “move up” through Housing Choice vouchers and other affordable housing and employment services, freeing up supportive housing opportunities for people experiencing chronic homelessness.

Tools:

- [PHA Guidebook to Ending Homelessness \(USICH\)](#)

- [Resources to Support Partnerships between CoCs and PHAs \(HUD\)](#)
- [CoC and PHA Collaboration: Strategies for CoCs to Start the Partnership Conversation \(HUD\)](#)
- [Opening Doors Through Multifamily Housing: Toolkit for Implementing a Homeless Preference \(HUD\)](#)

9. Leverage Medicaid and Behavioral Health Funding to Pay for Services in Supportive Housing

Supportive housing combines affordable housing with a tailored package of supportive services that help people achieve housing stability. Implementing successful supportive housing requires consistent and effective supportive services, which in turn require reliable and sustainable funding. One of the most promising sources of sustainable financing for these services is Medicaid.

As federal guidance has clarified, states have the option of ensuring their Medicaid plans cover housing-related and supportive services that help people find and keep their housing and connect to care. States can supplement Medicaid with behavioral health system funding, such as mental health and substance abuse prevention and treatment block grants. By leveraging Medicaid and behavioral health funding for supportive services, communities can shift HUD funding toward providing rental assistance for additional units.

Tools:

- [Primer on Using Medicaid for People Experiencing Chronic Homelessness and Tenants in Permanent Supportive Housing \(HHS\)](#)
- [Information Bulletin on Coverage of Housing-Related Activities and Services for Individuals with Disabilities \(HHS\)](#)
- [Services in the CoC Program: A Guide to Assessing Value and Finding Funding Alternatives \(USICH\)](#)
- [A Quick Guide to Improving Medicaid Coverage for Supportive Housing Services \(USICH, CSH\)](#)
- [Medicaid and Permanent Supportive Housing: A Quick Guide for Health Centers \(USICH, NHCHC\)](#)

10. Help People Increase Their Income through Employment Opportunities and Connections to Mainstream Benefits and Income Supports

By combining affordable housing with supportive services, employment opportunities, and income supports, communities can help individuals with disabilities achieve stability and independence. A critical way to provide that stability is by connecting eligible people experiencing chronic homelessness to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) benefits, and by increasing income through connections to employment opportunities and workforce programs. Health and behavioral health care services and supports, and other supportive services, are also essential for promoting health and long-term housing stability.

Tools:

- [Key Strategies for Connecting People Experiencing Homelessness to SSI/SSDI Benefits \(USICH, SSA, SAMHSA, and VA\)](#)
- [SSI/SSDI Outreach Access and Recovery Portal \(SAMHSA\)](#)
- [Partnerships for *Opening Doors*: A Summit on Integrating Employment and Housing Strategies to Prevent and End Homelessness \(USICH, DOL, HUD\)](#)

**STRENGTHENING
SYSTEMS FOR
ENDING RURAL
HOMELESSNESS:
PROMISING PRACTICES
AND CONSIDERATIONS**



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS

USICH would like to thank the communities in Alabama, Alaska, Colorado, Idaho, Iowa, Minnesota, Mississippi, Missouri, Montana, North Dakota, Ohio, South Carolina, Texas, West Virginia, and Wisconsin that participated in our convening on ending rural homelessness in Boise, Idaho, in September 2017, for sharing their insights and strategies that helped to inform this document, as well as Collaborative Solutions for their assistance with its development.

To ensure that homelessness is rare, brief, and one-time across America, every community must build a coordinated community response that can identify and effectively serve all individuals and families at risk of or experiencing homelessness.

For any community, building such a robust response can be a challenge. For rural communities, those challenges are often exacerbated by the hidden nature of homelessness, large geographic expanses, more dispersed and often fewer resources, a shortage of transportation and quality housing, and fewer economic and employment opportunities.

Fortunately, rural communities also possess many strengths that make them uniquely positioned to take on the challenge of ending homelessness, including: strong social networks; a commitment to taking care of kin and neighbors; and innovation and flexibility in their approaches to resolving housing crises.

USICH and federal partners consulted with representatives from 15 rural regions throughout the country to identify an initial set of considerations for rural areas as they work to develop systems to end homelessness. They include:

- Creatively engaging non-targeted systems and programs, faith-based organizations, and informal partners to address resource gaps
- Designing leadership and governance structures to increase capacity
- Developing outreach and engagement practices that reach people experiencing homelessness in rural communities
- Implementing coordinated entry processes that promote access for people across large geographies
- Thinking outside the box to expand the availability of crisis beds and permanent housing opportunities

While these practices don't address the full range of challenges that rural communities may face in building a comprehensive response to preventing and ending homelessness, we are committed to continuing to work closely with rural communities to build on what works.

What We Know About Rural Housing Instability and Homelessness

Data from Part 1 of the Department of Housing and Urban Development's (HUD's) 2017 Annual Homelessness Assessment Report (AHAR) indicates that nearly 75,000 people experiencing homelessness at a point in time were in Balances of State or Statewide Continuums of Care, a rough proxy for estimating the scale of homelessness in rural areas. Of that number—which represents 13.6% of all people estimated as experiencing homelessness across America in the January 2017 Point-in-Time (PIT) count—roughly two-thirds (50,276) were staying in emergency shelter or transitional housing, while one-third (24,386) were sleeping outdoors in places not meant

Rural America by the Numbers

The Census Bureau defines "rural" as any area that is not classified as urban.

- Approximately 72% of the nation's land
- About 19% of the U.S. population
- Around 60 million people
- Around 55% of rural populations are within metropolitan statistical areas proximate to urban areas
- 64.4% of the total rural population lives east of the Mississippi River
- Nearly half of all people living in rural areas are in the Southeastern U.S., or about 28 million people
- Only 10% of the total population in the Western U.S. live in rural areas

U.S. Census, 2010

for human habitation (for example, streets, vehicles, or parks). In Balances of State and Statewide Continuums of Care, there were 5,145 people in families with children staying in unsheltered locations, accounting for roughly 33% of the national total of unsheltered people in families with children. While these numbers provide a baseline measure, they likely underestimate homelessness in rural America given the challenges related to conducting PIT counts in large rural and remote areas.

Other indicators show that housing instability can be acute in rural America. According to HUD's Worst Case Housing Needs: 2017 Report to Congress, there were almost 4 million renters living in suburban and non-metro rural areas who were experiencing "worst case housing needs," representing

roughly one-fifth of the total. Although rural areas tend to have high homeownership rates, the quality and value of housing is often lower than in other areas of the country, and decent rental housing opportunities are often in short supply. Over the past decade, housing development has predominantly occurred in suburban and exurban areas, leaving rural housing stock to age and deteriorate: Over one-third of rural rental units are at least 55 years old. In addition, the proportion of homes in rural areas that lack complete plumbing (3.6%) is double the national average. Substandard living conditions, such as poor insulation, often lead to financial strain from high utility costs.

In many cases, rural areas fall within Balance of State or Statewide CoCs. These CoCs can encompass hundreds of counties, including a mix of rural and suburban communities. For example, the Balance of State CoC in Texas is working to eliminate homelessness in 215 of Texas' 254 counties. In Mississippi, the Balance of State CoC represents 71 of the 82 counties in the state. While the overall number of people experiencing homelessness in these areas may be relatively small, coordinating activities and resources across such wide and varied geographies creates additional leadership and governance challenges.

Strengthening Leadership, Governance Structure, and Capacity

Balance of State and Statewide CoCs must be innovative in their leadership and governance structures in order to address their challenges around distance and geography. For example, some such CoCs have developed stronger regional approaches, have strengthened partnerships across systems, have implemented thoughtful leadership development strategies, or have enhanced their capacity through outsourcing responsibilities.

Developing a regional approach. To make the governance of large rural areas more manageable, some Balance of State CoCs have divided their territory into sub-regions. Each region usually has its own governance structures, including roles for various staff (for example, Coalition Chair and Point-in-Time Count Coordinator), as well as defined roles on the overall CoC governing board or Board of Directors. The regions may be defined by a leadership body or CoC members, and may be based on equitable distribution of coverage areas. For example, the Idaho Balance of State CoC is divided into 6 regions (excluding the Boise City/Ada County CoC – labeled 7 on the map below).

NEARLY
75,000
INDIVIDUALS
EXPERIENCING
HOMELESSNESS
AT A POINT IN TIME WERE IN
RURAL AREAS

There are several benefits to implementing regional approaches, including:

- Enhancing buy-in among stakeholders as they are invited to work locally to address homelessness
- Creating opportunities to better tailor responses based on geographic and population-specific needs
- Reducing the burden on current staff and more evenly distributing work
- Better ensuring coverage and coordination across the entire geography of the CoC or rural area

Regionalized approaches require on-going efforts to establish, strengthen, and maintain the structures and coordination. HUD-funded CoC planning grants can be used for the planning and implementation of new governance models. In the end, CoCs should weigh the costs and benefits of a regional approach carefully to determine if dividing into regions will improve their ability to end homelessness throughout the territory.



Figure 1: Idaho Balance of State Regions (1-6)

Engaging a geographically diverse set of partners and systems. Balance of State CoCs can strengthen their governance structures by recruiting people with influence and who represent a variety of sectors from various locations across the geographic area. Broad representation among a variety of stakeholders who represent differing regional interests and assets can strengthen governance activities, improve coordination across systems and jurisdictions, and increase access to additional resources. Partners to engage include, but are not limited to, Community Action Programs, Family Resource Networks, county leadership, business and civic leaders, local law enforcement partners, USDA property owners and other affordable housing operators, public housing agencies, hospitals, school district officials, and Homeless Education liaisons.

Developing leadership pipelines. Successful efforts to end homelessness have representation from strong local leaders across disciplines. In rural communities, however, there may be a smaller pool of professionals to draw from, or leaders may be based long distances away. In order to have a robust pool of leaders, rural communities can intentionally create leadership pipelines through job and training opportunities. The CoC's nominating committee can be instrumental in helping identify and groom potential leaders. A true leadership pipeline strategy is ongoing, with board members working alongside staff and community partners to seek out new individuals to assume leadership roles.

Outsourcing to build capacity. Dividing responsibilities among CoC members, or outsourcing to a third party, such as a technical assistance firm or consultant, is an option for CoCs that have limited staff and capacity. For example, CoCs that lack data- and HMIS-specific expertise and capacity could consider outsourcing Homeless Management Information System (HMIS) lead agency duties, including being responsible for the activities in the CoC Program Interim Rule, staying up-to-date with all relevant data standards, and providing system- and provider-level reporting. Balance of State CoCs, whose data systems tend to cover large areas of geographically dispersed providers, may find outsourcing data expertise especially useful. Federal technical assistance can also help strengthen governance and other CoC-related issues that will build the communities' capacity to reduce homelessness.

Engaging Mainstream Systems, Faith-Based, and Informal Partners

To end homelessness, it is critical to engage a variety of partners, including non-targeted systems and programs. In rural settings, informal partnerships, like those with faith-based partners, community members, and other allies, may be particularly valuable due to a scarcity of programs and services targeted to homelessness.

Leverage non-targeted systems and programs. Federally funded homelessness assistance programs are vital, but not sufficient, to achieve the goal of ending homelessness for everyone. This is particularly true in rural areas, where targeted homelessness assistance funding may be limited. Rural areas can enlist the support of programs that serve low-income people, such as TANF, SSI/SSDI, Medicaid, Public Housing Agencies and other affordable housing organizations, behavioral health care providers, and the workforce system, in local efforts. Leaders of these non-targeted programs can be invited to serve on your CoC board to help look across systems for gaps in funding and services and to determine if there are opportunities to pool existing resources to achieve shared outcomes. School leaders, for example, can play a critical role in identifying and connecting families and youth who are living doubled up or in substandard housing to coordinated entry processes.

Partner with the behavioral health system to address the needs of people misusing opioids and/or other substances.

Behavioral health systems have a critical role to play in ensuring that people experiencing homelessness who are misusing opioids and/or other substances have access to necessary treatment and housing supports. However, many rural areas report that not enough behavioral health and treatment opportunities exist to serve the rising needs of these individuals and families.

The Substance Abuse and Mental Health Services Administration (SAMHSA) has a number of grants available to states to fill these gaps in behavioral health care capacity—both mental health care and substance abuse treatment. SAMHSA’s Medication-Assisted Treatment Prescription Drug and Opioid Addiction grants are designed to help states expand or enhance their treatment service systems to improve access to evidence-based medication-assisted treatment as well as recovery services that are accessible, effective, comprehensive, coordinated, and evidence-based. Similarly, SAMHSA’s State Targeted Response to the Opioid Crisis grant program helps states expand prevention, treatment, and recovery support services for individuals with opioid use disorders. SAMHSA’s Behavioral Health Treatment Services Locator should be used to find the nearest existing providers.

How Wisconsin Structured Its Balance of State Continuum of Care

The Balance of State Continuum of Care in Wisconsin is made up of 21 local homeless coalitions in 4 regions that span 69 counties. It costs \$250 a year to be a CoC member.

The CoC board has 2 elected representatives from each region--local coalitions vote for their board member representatives. The HMIS Lead Agency holds a seat, and there are up to 5 additional seats that can be filled by one of the following special population agency types: Veterans, Youth, Domestic Violence, People Experiencing Chronic Homelessness, Mental Health, and Alcohol and Other Drug Addiction. Each board member is required to chair a committee.

The CoC holds quarterly meetings and they move across the state. Meetings are 2 days: the first day is a training where CEUs are offered and the second day is a business meeting. These quarterly meetings bring in a small amount of revenue that helps pay for the trainings.

Community-wide overdose prevention and response strategies are especially critical in rural areas where distances to emergency health care can be great. Housing providers and individuals experiencing homelessness themselves can be trained and provided with medications that counter opioid overdoses, such as naloxone. HRSA's Office of Rural Health Policy manages the Rural Opioid Overdose Reversal Grant Program, which funds the purchase and placement of emergency devices used to rapidly reverse the effects of opioid overdoses and the training of licensed health care professionals and emergency responders on the use of opioid devices.

Additionally, these Strategies to Address the Intersection of the Opioid Crisis and Homelessness offer tactics that communities, providers, and policymakers can use to address the intersection of homelessness and the opioid crisis and highlight resources developed by federal and national partners to support such efforts.

Foster and strengthen relationships with faith-based partners. In many rural areas, faith communities, churches, ministerial associations, and faith-based organizations are primary service providers and philanthropists, making them key stakeholders in efforts to end homelessness. Faith communities may be motivated by a sense of duty, a calling or conviction, and/or a deep compassion that moves them to action. Understanding what motivates faith-based partners is paramount as communities seek to partner with faith-based organizations who do not receive federal, state, or public funding, but have expertise, resources, passion, and staff to bring to the table. There are multiple ways to partner with faith-based partners:

- **Referral Resource:** Faith-based partners can help identify people experiencing or at risk of homelessness and refer them to points of access for coordinated entry processes.
- **Event Sponsorship:** Faith groups can sponsor VA Stand Downs that create connections to housing and services for people experiencing homelessness.
- **Fundraising:** While faith groups may not be interested in or able to make grants or cash donations to the CoC, they may be willing to sponsor a furniture drive or other collection to benefit the CoC's activities.
- **Flexible Funds and Micro Grants:** Churches are often refuges for those who have nowhere else to turn, and are asked for financial assistance and other needs routinely. A set of local churches could work together to create a flexible fund to address the needs collectively identified with the CoC, such as rental and utility assistance, security deposits, and damage or repairs. Additionally, micro grants can be given to households at risk of homelessness to resolve an immediate crisis. Grants do not have to be paid back, are easy and quick to access, and come with few strings.
- **CoC Board and Committee Participation:** Faith-based providers bring valuable expertise and perspective and should be invited to participate on the CoC Board and/or various CoC committees.
- **Supporting People Who Have Exited Homelessness:** Faith-based communities can partner with housing organizations to provide support the stabilization, success, and community involvement of people who have exited homelessness into housing programs.

ALMOST
4 MILLION
OR
1/5 TOTAL RENTERS
IN SUBURBAN AND
NONMETRO RURAL AREAS
FIT THE DEFINITION OF
WORST CASE HOUSING NEEDS

Developing Outreach and Engagement Practices that Reach People Experiencing Homelessness in Rural Areas

Homelessness can be harder to spot in rural areas. People living doubled-up or in substandard housing are not easily recognized and people living in unsheltered locations may also be in places that are less visible, such as in woods, campgrounds, in abandoned remote structures, or along river banks. Effective outreach in such environments requires getting creative.

Build trust with nontraditional community partners. To establish comprehensive geographic coverage, rural areas must often rely on a wide array of programs, services, or staff likely to encounter persons who are experiencing a housing crisis. These can include law enforcement, local medical providers, hospital discharge planning staff, postal workers, housing providers, the faith community, employment agencies, the National Park Service and rangers, and local businesses, such as thrift and convenience stores. Because they are embedded in the community, these stakeholders tend to know where to start looking for encampments, abandoned buildings, and other places where people experiencing homelessness might be living. However, these relationships often take persistence and time to develop.

For example, there are fewer options for gas and groceries in rural communities, so convenience store owners and clerks tend to know a great deal about what is happening in the community and can be valuable resources. One housing-focused outreach worker in rural Alabama made a point of getting gas or a snack at a specific gas station every week, which led to a casual

West Virginia's Active Approach to Outreach

The West Virginia Balance of State CoC covers 44 mostly rural counties. In 2013, using Projects for Assistance in Transition from Homelessness (PATH) funds, WVCEH hired one full-time employee to provide outreach in 15 counties. A total of three positions were eventually funded to provide housing-focused outreach in 44 counties through PATH and the Emergency Solutions Rapid Re-Housing and Cooperative Agreements to Benefit Homeless Individuals programs, with another individual tasked to Southern West Virginia to provide outreach and navigation funded by the Emergency Solutions Grant program. Identifying resources and documenting needs in each of the counties was the first priority. Outreach workers engaged Family Resource Centers and other nonprofits, businesses, and faith-based entities, and built on existing relationships to maximize the time they spent in these communities.

Outreach workers also taught providers how to administer the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT), to gather data about people experiencing homelessness more efficiently, provide a more accurate estimate of the number of people experiencing homelessness, and facilitate the coordinated entry process.

Since maintaining a presence in communities is critical to developing relationships with service providers and potential clients, outreach workers are expected to be self-motivated and independent. Because burnout and turnover can be common, WVCEH places an emphasis on employee satisfaction and offers a generous compensation and benefits package, ongoing training, and flexible hours.

All outreach staff have a program-funded cellphone and laptop. They use technology to map the location of encampments and other places where people experiencing homelessness gather so that they can best utilize resources and offer services. Outreach staff are trained in motivational interviewing techniques, personal safety protocols, and the use of NARCAN in the event of a life-threatening opioid overdose.

conversation about where people experiencing homelessness in the area might go. This resulted in three Veterans and a single mother with two children getting connected to housing. The clerk shared that outcome with other community members, which helped build a trusting partnership between the outreach worker and the community.

Regionalize your coverage. Breaking down large areas into a more manageable size can help ensure better geographic coverage. For CoCs that have regionalized structures, for example, each region may be responsible for conducting its own outreach and compiling and managing its own active or by-name list of people experiencing homelessness. Through Wisconsin's regional coalition structure, there are 21 coalitions and 20 local coordinated entry systems with individual by-name lists (2 of the coalitions merged to manage their systems together), and clients can add their names to different lists depending on where they would like to live. Minnesota adopted a similar client-centered process for making referrals between the respective CoCs; individuals may select and be placed on up to 3 CoC regional lists. The West Central Minnesota and North Dakota CoCs, which share a border and program participants, have a collaborative coordinated entry system, with a Memoranda of Agreement between the CoCs and other stakeholders that covers data sharing, use of common forms, and a joint policy and governing board. They also share a prioritization process and have a shared priority list manager and case consultation meeting.

Implementing Coordinated Entry Processes that Promote Access for People Across Large Geographies

An effective coordinated entry system is critical to ending homelessness and to ensuring that communities can connect people experiencing homelessness to housing and services when needed, prioritize people who are most in need of assistance, maximize existing resources, and identify the need for additional resources.

While HUD does not prescribe a single model for coordinated entry, a CoC must incorporate these four key components:

1. **Access:** The coordinated entry process must cover the CoC's entire geographic area, with access points that are accessible and well-advertised to the people living there.
2. **Assessment:** Each CoC must incorporate a standardized assessment practice across its coordinated entry process.
3. **Prioritization:** CoCs must use the coordinated entry process to prioritize people experiencing homelessness for referral to housing and services. Policies and procedures must describe the factors and assessment information used to make prioritization decisions.
4. **Referral:** Persons experiencing homelessness are referred to housing and supportive services based upon information gathered during assessment and prioritization.

Implementing coordinated entry processes can be challenging for rural areas because of the need to ensure quality control and standardization across a large geographic area, limited paid staff, and fewer providers to serve as access points.

Involve key stakeholders across the entire CoC in coordinated entry planning and design. Coordinated entry requires intentional planning and design to be successful. This often requires bringing multiple stakeholders (service providers, mainstream partners, consumers, and people with lived experience) from numerous communities to the table to discuss how coordinated entry will work within their service areas. For example, Montana, which has one statewide CoC, offered coordinated entry design workshops in seven communities that

had volunteered to serve as pilot sites for implementation. Each design workshop was open to any stakeholder that might interact with the crisis response system. While this required a significant investment of time, it was key to securing buy-in from the stakeholders and allowed the group to identify leads in each community, which ensured that implementation would move forward after the conclusion of the workshop.

Consider structuring processes that best suit the needs of the community, region, or area. There are multiple ways to structure coordinated entry, and HUD does not dictate a single process or model. The following methods can be used alone or in combination with each other to ensure adequate coverage and access, particularly in large geographic areas:

- **Multisite Centralized Access**
 - Features multiple physical access points, located at population centers or high-volume providers, and possibly separated by subpopulation
 - Primarily offers access and assessment; may include the services of a co-located provider; may be targeted to one of several subpopulations
 - In rural CoCs that have adopted a regional approach, regional sites can serve as access points
- **No Wrong Door**
 - All existing provider locations serve as access points
 - Providers offer access, at least limited assessment, referrals, and the standard services of each provider
- **Assessment Hotline**
 - Telephone- or Internet-based
 - Primarily offers access to the homelessness system; often includes access to other non-targeted services; limited assessment capability
 - Usually operated by 2-1-1 or other designated hotline agency
 - Typically operates 24 hours a day, 7 days a week
 - Some communities use the assessment hotline for initial triage and referrals and then other access approaches are used in later stages of the coordinated entry process

A Coordinated Entry Pilot in Missouri

The Missouri Balance of State CoC began its coordinated entry as a pilot project in two regions to explore successes and challenges in a concentrated area. Recognizing that adequate funding would be critical to the success of their coordinated entry efforts, the state also brought together several funders to support staff time and convenings, which are frequent during the planning and implementation phases.

Through the pilot, the CoC learned the importance of creating system-wide standards and documentation that are widely available, the need for multiple champions of coordinated entry to help spread the work that comes with overhauling a homelessness response system, and the importance of peer learning, guidance, and advice.

For Balance of State CoCs that have regionalized approaches, the CoC may establish system-wide standards, but require each region to identify local access points and maintain its own coordinated entry processes and by-name list. For those that have not regionalized, the CoC may identify multiple coordinated entry access points, and then expand its geographical reach to encompass the entire coverage area. The largest and most geographically disparate CoCs may find it useful to combine an assessment hotline with any of the other models.

Building a robust network of referral sources and other partners. No matter the size of the community, the success of coordinated entry depends on the support of diverse stakeholders. Communities should seek out a variety of public, private, and nonprofit partners that can supplement the CoC's existing resources.

- **Referral Sources:** Police, firefighters, emergency medical technicians, park rangers, game wardens, and the American Geological Survey, among many others, can help identify people living outside or other households experiencing homelessness in rural areas and refer them to coordinated entry. Communities can also work with benefit and entitlement programs, such as the Temporary Assistance for Needy Families (TANF) program, to include question(s) about housing status on their intake applications. Local public school homeless education liaisons, who are responsible for ensuring identification, school enrollment, attendance, and opportunities for academic success of students experiencing homelessness, are also important partners and referral sources.
- **Other Sources of Support:** The United Way has been a prominent partner in many communities, particularly as it relates to coordinated entry. Depending on the size of the local United Way, it may be able to offer staff support or help fundraise to support implementation. United Way often operates hotlines such as 2-1-1, and may be able to serve as the virtual access point to coordinated entry. Community Action Agencies, which have a presence in 99% of counties across America, can also sometimes fill service gaps that other providers cannot meet.

To raise additional funds to support coordinated entry, some communities have approached their local business communities. Chambers of Commerce are a first step in connecting to the business community, as are Rotary or Kiwanis clubs. If none exist in the community, reaching out directly to businesses is the next step. There are national chain stores in many communities, as well as local businesses that can help.

Thinking Outside the Box to Expand Availability of Crisis Beds and Permanent Housing Opportunities

With limited federal and local housing resources, rural areas need to be particularly creative about how to connect households experiencing homelessness to temporary emergency housing and permanent housing.

Provide crisis housing opportunities outside of typical emergency shelter facilities. Given population density, there are typically fewer emergency shelters in rural areas. Additionally, emergency shelter is too often offered with entry barriers such as sobriety and mandatory service or treatment participation. Many rural areas have found success in providing motel vouchers to people seeking shelter or crisis services. Churches and faith-based partners also often play an important role in providing safe shelter to people experiencing housing crises.

A Shelter Example in Iowa

Mapleton, Iowa, has a population of roughly 1,500 people and for years had no emergency shelter options. To address the need, four local churches decided to partner on managing the use of a two-bedroom house, which was at one time a parsonage. Through an arrangement with the local utility companies, utilities are charged only when the house is occupied, reducing annual operating costs. The churches manage concessions at the local baseball fields during the summer. This revenue provides all the funds needed for ongoing maintenance of the building. This informal relationship grew into a sustainable formal partnership and filled a gap in the community's homelessness response system.

Increase access to affordable housing through development and rehabilitation. The USDA's Rural Housing Service offers a variety of programs to build or improve housing and essential community facilities in rural areas. The Single-Family Housing Programs provide direct loans or loan guarantees to help low- and moderate-income rural Americans buy safe, affordable housing in rural areas. USDA also offers loans and grants to help rural residents make health and safety repairs to homes. USDA's Multi-Family Housing Programs offer loans to provide affordable rental housing for very low-, low-, and moderate-income residents, the elderly, and persons with disabilities. Funds may also be used to buy and improve land and to provide necessary facilities, such as water and waste disposal systems. In addition, USDA offers rental assistance to help eligible rural residents with their monthly rental costs. Rural areas should also explore the Low-Income Housing Tax Credit (LIHTC) program, which provides tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households, and HOME funding, which can be used for tenant-based rental assistance (TBRA).

Develop relationships with landlords. An integral component of a successful strategy for ending homelessness is building and maintaining relationships with private market landlords. In rural areas, where there are often low vacancy rates, maintaining relationships with trusted landlords who have access to available, affordable units is critical. Some CoCs have someone on staff whose primary job function is to build relationships with landlords. This person, who may be called a housing locator or navigator, engages in tasks such as negotiating lease agreements, participating in unit inspections, mitigating landlord-tenant disputes, and attending landlord and realtor association meetings. They might also join local Facebook groups, establish relationships with community partners, and keep up with community boards.

Educate the community on landlord/tenant issues. Communities should consider offering classes or one-on-one coaching for both landlords and tenants on issues such as rights and responsibilities, fair housing, and financial management. Offering a completion certificate can be a tool for the tenant when he or she applies for rental units. This training can often be provided by a HUD-approved housing counseling agency. If no housing counseling agency exists in the rural community, banks are a natural partner to fund classes.

Conduct housing-focused outreach. Having a comprehensive understanding of the housing available in a community not only helps outreach workers make timely referrals for people experiencing homelessness, but also leads to better system integration and collaboration among providers. In rural areas, where single-family dwellings and mobile homes are more common than multi-family properties, housing navigators or outreach workers may need to rely much more upon word-of-mouth to learn about available units. For example, looking

Using HOME Funding to Supplement Programming

The HOME program can serve households experiencing homelessness through tenant-based rental assistance (TBRA). TBRA projects can provide rental and utility assistance and security deposits and can be used as a "bridge" to permanent housing.

CoCs should review their state's Consolidated Plan and HOME Action Plan to identify whether TBRA is listed as one of the state's HOME eligible activities. If it is listed, CoCs may want to work with the state to have homelessness specified as a special needs group or to create a program that serves households experiencing homelessness exclusively.

Alternately, CoCs may want to work with their state HOME administrator to include TBRA as an eligible activity under their state's HOME program.

Learn more about [using HOME](#).

for “For Rent” signs may be more effective than searching Zillow or Craigslist. Outreach workers might also learn of available units by connecting with local churches, shelters, community centers, business owners, and schools.

Consider expanding shared housing opportunities. Shared housing is another option for increasing access to permanent housing in rural areas. Shared housing involves placing two or more program participants in an apartment, condo, or single-family dwelling. Having a roommate can reduce isolation, make expenses and household chores more manageable, and maximize living space. Communities have found that shared housing works if each party has a lease, there is an effective approach to compatibility assessment and matching participants, expectations are clear, and there is open and honest communication between all parties. Case management can support this housing option by helping participants develop their communication and conflict resolution skills, assisting each individual to seek out community resources and activities, and ensuring that each individual is supported.

Additional Resources

USICH is committed to continuing to expand our efforts to help rural communities mobilize their unique strengths and address their unique challenges for ending homelessness. If you would like to be connected to other rural communities or discuss your needs and challenges, contact your [USICH Regional Coordinator](#). The following resources may also be useful:

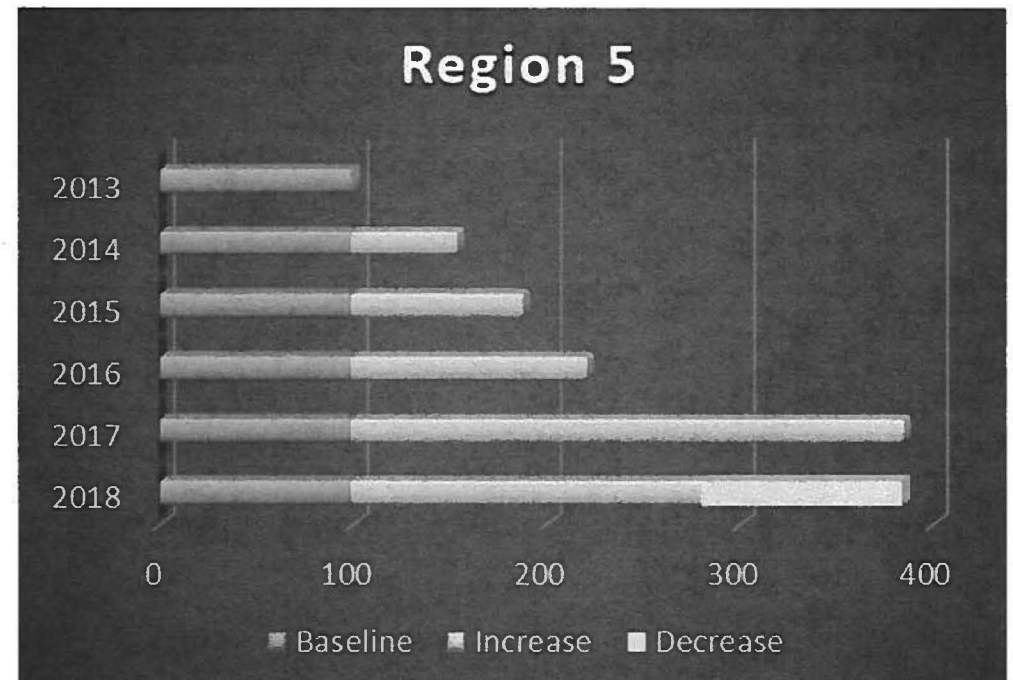
- [Housing Assistance Council](#) routinely publishes guidance, toolkits, and other resources that can help rural communities build capacity and expertise.
- [HUD’s Coordinated Entry Policy Brief](#) is designed to help CoCs: understand the core components of coordinated entry by outlining what HUD requires; plan and implement a coordinated entry process appropriate to their needs, resources, and the vision of the CoC’s membership; and consider implementing additional elements beyond basic requirements.
- [USICH’s Strategies for Partnering with Faith-Based Organizations](#) offers tips for creating effective partnerships between homelessness service and faith-based groups.
- [The Community Action Partnership](#) is a national hub that links the nation’s 1,000+ Community Action Agencies to each another.
- [USICH’s Landlord Engagement Strategies](#) outline core components of a single, centralized landlord engagement program.

Appendix B
2018 Region 5
PIT Count

PIT COUNT 2018 (REGION 5)

Mililani – Wahiawa - North Shore

Year	Reported #s	% Change (+/-)
2013	99	Baseline
2014	154	+55.6%
2015	188	+22.1%
2016	221	+17.6%
2017	385	+74.2%
2018	281	-27%



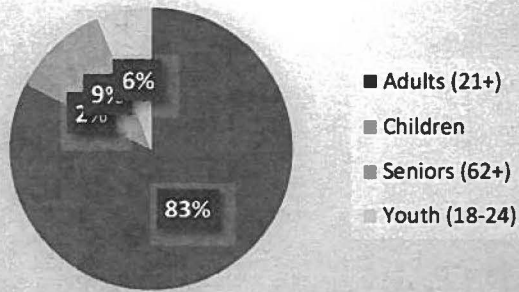
STATEWIDE STATISTICS AND TRENDS

Island	Total 2017 Count	2018 Sheltered	2018 Unsheltered	Total 2018 Count	2018 % Change	2018 # of Persons
Oahu	4,959	2,350	2,145	4,495	-9.4%	-464
Hawaii	953	200	669	869	-8.8%	-84
Maui	896	399	474	873	-2.6%	-23
Kauai	412	106	187	293	-28.9%	-119
Statewide	7,220	3,055	3,475	6,530	-9.6%	-690

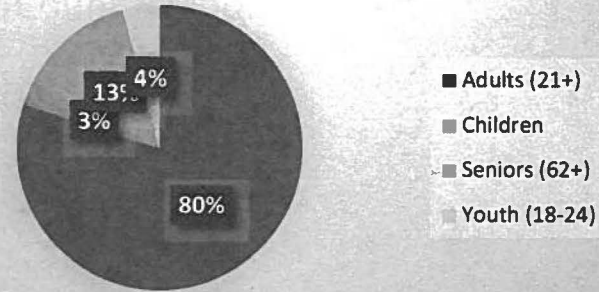
Regional Summary of Total Unsheltered Persons Experiencing Homelessness on Oahu:

Region	2018 Count	2017 Count	% Change
1: Downtown Honolulu	509	639	-20.3%
2: East Honolulu	333	309	7.8%
3: Ewa	250	231	8.2%
4: Kaneohe to Waimanalo	229	253	-9.5%
5: Wahiawa to North Shore	281	385	-27%
6: Upper Windward	122	149	-18.1%
7: Waianae Coast	421	358	17.6%
TOTAL	2,145	2,324	-7.7%

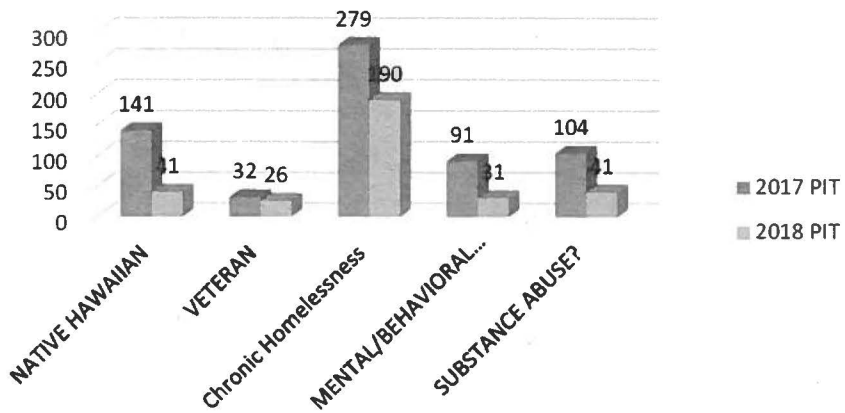
"PIT 2017 by Age"



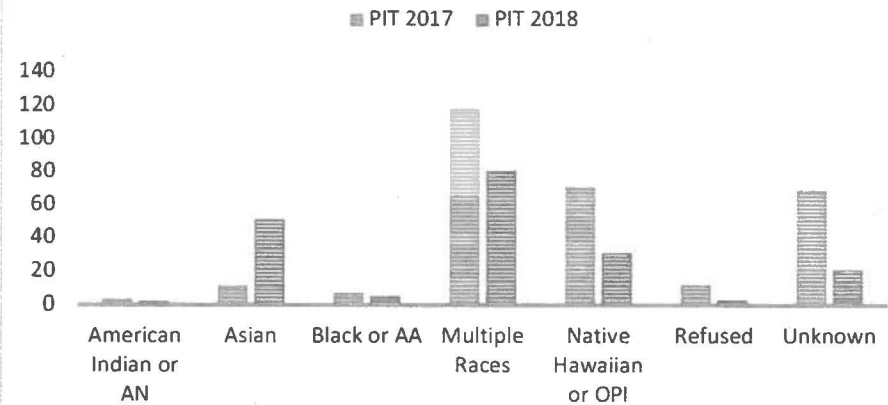
"PIT 2018 by Age"



2017 vs 2018 PIT Comparison



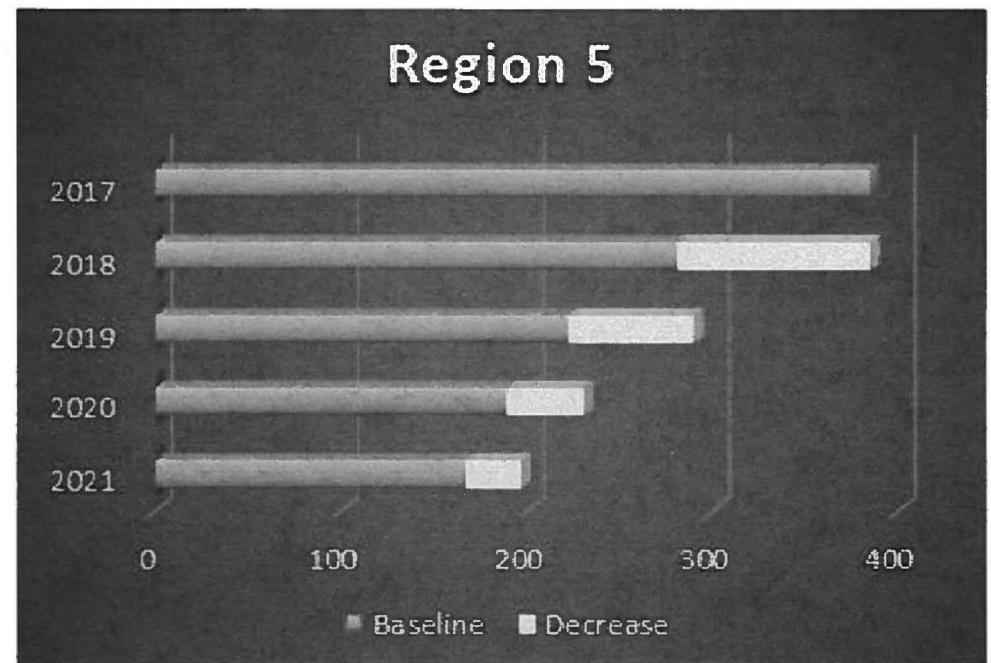
PIT 2017 VS 2018 RACE



HOMELESS POPULATION (REGION 5 & BEYOND)

Projections – Reversing the Trend

Year	Reported #s	% Change (+/-)
2017	385	Baseline
2018	281	-27%
2019*	222	-20.1%
2020*	189	-14.9%
2021*	167	-11.6%



**Factor a slight increase in newly homeless*

Appendix C
MOA &
Letters of Support

Memorandum of Agreement

This Agreement is entered into on the 24 day of April, 20 18 between Hawaiian Community Assets ("HCA") and Alea Bridge ("Partner").

The scope of this Agreement is for HCA to perform HUD-approved financial education, offer housing counseling services, and enroll eligible clients in match savings accounts and/or loans, for mutual clients ("clients") who may benefit from the activities and associated outcomes obtained from said services. This Agreement shall remain in effect until a request for termination is made giving the remaining party 30 days notice terminate this Agreement.

I. The Parties

HCA is a tax-exempt non-profit organization as described under section 501(c)(3) of the Internal Revenue Code and is certified as a housing counseling agency and financial education provider by the U.S. Department of Housing and Urban Development.

The Partner is a nonprofit organization that is fully compliant with all applicable local, state and federal law.

II. Real Estate Settlement Procedures Act/Conflict of Interest

This Agreement is reached in compliance with 24 CFR Section 3500.14(g) which states that Section 8 of RESPA permits:

1. A payment to any bona fide salary or compensation or other payment for goods or facilities actually furnished or for services actually performed.
2. Any Agreement or compensation which is not congruent with the above referenced 24 CFR Section 3500.14(g) is excluded from this Agreement.
3. The Partner agrees to the following statements and acknowledges the following statements will be disclosed to the mutual client.
 - A. The funding derived from this Agreement is based on services rendered, NOT on the amount, terms or conditions of any services to be rendered.
 - B. No endorsement, sponsorship or other preferential treatment will be conveyed to the Partner for entering this Agreement.

III. Statement of Work

HCA shall deliver 4-hour financial education workshops for a maximum of 20 participants per workshop. Upon completion of a workshop and intake packet, clients will have access to post-workshop counseling and asset building products (i.e. match savings accounts and/or loans), if eligible. The services may be provided to each client identified and referred by the Partner to HCA. The Partner agrees to adhere to the privacy requirements in Gramm-Leach-Bliley Act 15 USC, Subchapter I, Section 6801-6809.

To ensure quality control of services rendered, HCA will:

1. Utilize its established hard copy and electronic client filing systems to maintain confidentiality of personal financial records of clients served through the Agreement. HCA's electronic client management system, CounselorMax, is an HUD-approved system.
2. Follow the standards of conduct outlined in its Housing Counseling, Quality Control, and Data Security Plans approved and reviewed annually by HUD in accordance with HCA's designation as a HUD-approved housing counseling agency.
3. Assign staff to the project who are certified according to HUD standards and within their respective fields of financial education workshops and individualized counseling.

The Partner will:


1. Assign 1 staff member to serve as a single point of contact for HCA and to coordinate client workshops.
2. Assist clients enroll in workshops and complete and submit HCA's client intake packet to HCA.
3. Make no-cost workshop and counseling space available should HCA and Partner mutually agree to provide said services on-site at the Partner location.
4. Inform HCA the number of workshop participants at least 2 business days before the workshop date.

IV. The Compensation

The Partner agrees to pay HCA based on the payment structure below:

- Workshop Handbooks: \$25 per client
- Workshop Trainer: \$50 per workshop hour
- Post-Workshop Counseling: \$0 per session (Value of \$150 per session; provided in kind by HCA)

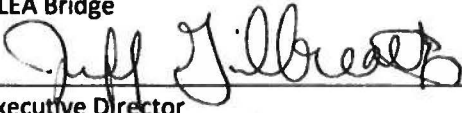
HCA will submit monthly invoices to Partner for services rendered according to the Section III. Statement of Work within this Agreement. Services rendered will be verified and a service delivery report generated through HCA's CounselorMax client management system and will accompany HCA invoices. Partner will remit payment to HCA within 20 business days from date of receipt of each invoice. Each party shall bear its own expenses in administering the Agreement. Each party shall be responsible for any liability arising from its own conduct and retain immunity and all defenses available to them pursuant to federal and state law.



Executive Director
ALEA Bridge

4/23/18

Date



Executive Director
HCA

4/24/18

Date



STATE OF HAWAII
DEPARTMENT OF EDUCATION
WAIPAHU COMMUNITY SCHOOL FOR ADULTS
94-1211 FARRINGTON HIGHWAY
WAIPAHU, HAWAII 96797

-~~DOXU~~ 201 □

To Whom It May Concern,

We are writing on behalf of the ALEA Bride program. Both the ALEA Bridge program and Waipahu Community School for Adults (WCSA) share the common goal of transitioning individuals into post-secondary opportunities or employment that will be fulfilling and promote economic self-sufficiency. The ALEA Bridge program provides an opportunity to marginalized populations and offers a hand up and out of economic hardship and homelessness. The program is grounded in a framework that emphasizes compassion, innovation, and community-based solutions, and their mission is to empower individuals to achieve self-sufficiency. WCSA is grateful for the opportunity to partner with the ALEA Bridge program and welcomes the chance to expand and improve services through this partnership.

As a community partner, we understand the importance of providing learning and educational opportunities to disadvantaged individuals so that they may gain necessary skills and credentials to overcome barriers, such as homelessness. As an Adult Education agency, WCSA will support the proposed programs by offering courses to help individuals gain necessary skills and credentials. Also, WCSA will provide professional development to ALEA Bridge staff to help create a comprehensive and innovative menu of services that will promote community collaboration as well self-sustainability.

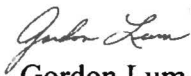
In partnership with the ALEA Bridge program, WCSA can offer a variety of academic programs to help individuals gain skills and credentials. Waipahu CSA's current offerings include academic programs such as the English Language Acquisition (ELA) program; Adult Basic Education (ABE); Adult Secondary Education (ASE), which includes diploma-track programs – the GED preparation program, and the HISET program; the Competency-Based Program (CB), and iCAN (Individualized Career Achievement Network) Career Skills Program, which is designed to prepare students for the job-training program at UHCC and entry-level employment. Students enrolled in the iCAN program will not only obtain the basic academic skills needed to be gainfully employed but will also obtain background knowledge on their career field of interest. WCSA provides these academic programs for adults to improve their well-being and employment opportunities, allowing them to contribute positively to the communities in which they live.

This application, if awarded, will facilitate the integration of all of our services in areas of growing demand and lead to further advancement of marginalized populations and communities. We appreciate the opportunity being provided and ask for your favorable consideration of the application.

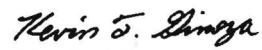
Thank you for your time and consideration.

If you have any questions, please feel free to email us at gordon_lum@notes.k12.hi.us or kevin_ginoza@notes.k12.hi.us.

Sincerely,



Gordon Lum
Vice Principal-Waipahu Campus
808-307-9677



Kevin Ginoza
Vice Principal-Wahiawa Campus
808-305-3200



**Hawai'i
HomeOwnership
Center**

1259 Aala Street, Suite 201
Honolulu, Hawai'i 96817
Phone: (808) 523-9500
Fax: (808) 523-9502
www.hihomeownership.org

January 4, 2019

Office of Hawaiian Affairs
Grants Program

RE: Grant Solicitation No. OHA 20-04

To Whom It May Concern:

We are submitting this letter in support of the proposal ALEA Bridge is submitting in response to the above mentioned request for proposals. We are a proud partner for their proposed project focused on providing tools to those who have been homeless to be successful in sustaining safe and stable housing. We acknowledge there is a need for support in all tiers of the housing ladder to make an impact in our housing problem in Hawaii. Alea Bridge can provide the stepping-stone for participants in their program to attain stability and put them on a path to self-sufficiency.

As a partner of their project, we will work with their staff to develop relevant workshops for their participants to become successful renters, develop financial literacy skills, and understand the responsibilities and steps toward homeownership. This will provide skill building and a base for long-term goals. To the extent possible, we will also support their capacity building efforts in their program and staff development through 1) extending opportunities to participate in certification training through NeighborWorks America, 2) provide training and collaborate with their staff to develop case management curriculum related to financial coaching and adjust class content to improve participant outcomes.

If you have questions about our intended partnership with ALEA Bridge, please contact me at reina@hihomeownership.org or 523-8116.

Sincerely,

Reina Miyamoto
Executive Director

Appendix D
Aloha United Way
Fiscal Agreement

ALEA Bridge/Aloha United Way Fiscal Sponsorship Agreement for Resource and Navigation Center

ALEA Bridge, a Hawaii nonprofit corporation, has requested and Aloha United Way has agreed to be the Fiscal Sponsor for ALEA Bridge's planned Resource and Navigation Center for the benefit of homeless persons to be constructed upon to-be-acquired real property located in Wahiawa, City & County of Honolulu, State of Hawaii (the "Project"). ALEA Bridge has applied for and has been granted gift-in-aid (GIA) funds by the State of Hawaii and ESG/HOME contracts with the City and County of Honolulu to develop the Project. The parties acknowledge, however, that GIA/Contract funding may not be timely available to ALEA Bridge to pay Project costs and expenses and ALEA Bridge has requested Aloha United Way to financially support the Project until such GIA/Contract Funds have been received. Aloha United Way has determined that sponsorship of the Project's State of Hawaii funding source, subject to being reimbursed by ALEA Bridge from the State's GIA funds and the City & County of Honolulu ESG/HOME contracts, would be consistent with its goals and wishes to make arrangements with ALEA Bridge for the development and implementation of the Project.

1. Aloha United Way hereby agrees to sponsor the Project and to assume administrative, project management, financial, and legal responsibility for purposes of the requirements of the State and City & County funding organizations. Once developed, ALEA Bridge agrees to implement and operate the Project in accordance with the terms of this agreement and with any requirements imposed by State/City & County funding organizations.
2. ALEA Bridge hereby irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless Aloha United Way, its officers, directors, trustees, employees and agents, from and against any and all claims, liabilities, losses and expenses (including reasonable attorneys' fees) directly, indirectly, wholly or partially arising from or in connection with any act or omission of ALEA Bridge, its employees or agents, in applying for, accepting, expending or applying Aloha United Way's funds or Project GIA/Contract funds, or in carrying out the Project, except to the extent that such claims, liabilities, losses or expenses arise from or in connection with any negligent act or omission of Aloha United Way, its officers, directors, trustees, employees or agents.
3. The Project shall be developed and operated in a manner consistent with the Aloha United Way's tax-exempt status and as described in this agreement. No material changes in the purposes or activities of the Project shall be made without prior written permission of Aloha United Way and in accordance with any requirements imposed by State or City & County funding government organizations, nor shall the ALEA Bridge carry on activities or use Aloha United Way provided funds in any way that jeopardizes Aloha United Way's tax-exempt status.
4. ALEA Bridge shall not, and shall not permit the Project to, attempt to influence legislation or participate or intervene in any political campaign on behalf (or in opposition to) any candidate for public office or otherwise engage in the carrying on of propaganda (within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986).
5. ALEA Bridge will provide all information and prepare all reports, including

interim, year-end and final Project completion reports, reasonably requested by Aloha United Way and/or required by State or City & County funding organizations (with Aloha United Way's assistance and final approval).

6. ALEA Bridge will provide Aloha United Way with reports describing programs and services of the Project to enable Aloha United Way to provide timely reports to the State or City & County funding organizations to the extent required of Aloha United Way. To afford Aloha United Way adequate processing time, ALEA Bridge will provide reports required by the State or City & County funding organizations to Aloha United Way in the proper format and substantially complete not later than ten (10) working days prior to the deadlines established by the State or City & County funding organizations. Further, each party hereto shall execute and, if necessary, acknowledge and deliver any and all documents and papers and take all necessary or desirable further action to carry out and effectuate the full purpose and intent of this Agreement.
7. On behalf of ALEA Bridge, Aloha United Way will establish and operate for the use of the Project a designated account ("**Account**") segregated on the Aloha United Way's books. All amounts deposited into the Project's Account will be used in its support, less administrative charges, if any, and subject to the conditions set forth below. Initial funds in the Account will be provided and advanced by Aloha United Way consistent with the terms of paragraph 8 below, but GIA funds from State funding organizations and ESG/HOME contract funds from the City & County of Honolulu shall be used to reimburse Aloha United Way all such advanced funds.
8. Aloha United Way will disburse funds from the Account in the following manner:

ALEA Bridge will present a properly filled-out Aloha United Way Check Request accompanied by complete and accurate documentation to enable Aloha United Way to make a reasonable assessment of the reimbursement probability of the funds by the Project's State or City & County funding organizations. Aloha United Way will make disbursements within ten (10) working days following the receipt of a properly completed request.

With each request for Aloha United Way disbursements, ALEA Bridge will submit a fully executed Promissory Note (see Attachment 1) or amendment to a previous executed Promissory Note, in the full amount of the request that will include the Aloha United Way Program Management Fee. The Promissory Note, or portion thereof, will become payable in full ten (10) days following the receipt by ALEA Bridge of the applicable reimbursement check from the Project's State funding organizations.

Disbursements will be restricted to the support and implementation of the Project only, and only as authorized by this Agreement.

9. ALEA Bridge designates "Phil" Augustus Acosta or then serving Executive Director or Board Chair, to act as authorizing official. The authorizing official shall act as principal coordinator of the Project's daily business with the Aloha United Way, and shall have authority to sign disbursement requests.
10. Aloha United Way designates Norman R. Baker, Chief Operating Officer, to act as authorizing official. The authorizing official shall act as principal coordinator of the Project's daily business with ALEA Bridge, and shall have authority to sign disbursement approvals for Aloha United Way funds.
11. Aloha United Way and ALEA Bridge will maintain all financial records relating to the Project according to generally accepted accounting principles, retain records as long as required by law and/or the State or City & County funding organizations (whichever is longer), and make records available to auditors as required by law.
12. Aloha United Way and ALEA Bridge will reflect the activities of the Project, to the extent required, on their state and federal government tax returns and financial reports. All disbursements from an Account shall be treated as payments made to or on behalf of ALEA Bridge to accomplish the purposes of the Project. ALEA Bridge will provide Aloha United Way with proper documentation to accomplish this, including furnishing Aloha United Way with ALEA Bridge's Federal Employer Identification Number.
13. In consideration of Aloha United Way's agreement to sponsor the Project, and to cover Aloha United Way's expenses and administrative costs incurred in connection with the Project as outlined above, ALEA Bridge will pay Aloha United Way an amount equal to three percent (3%) annually of the Aloha United Way funds expended on the development of the Project (the "**Program Management Fee**"). Payments of the Program Management fee will be made in accordance with the provisions of Paragraph 8 above. The Program Management fee will be based on the actual number of days Aloha United Way funds were held by ALEA Bridge. The calculation will be as follows:


$$\text{(Total amount of the Promissory Note} \times .03) \times \frac{\text{Number of days funds held by ALEA Bridge}}{365}$$
14. This agreement will be subject to review annually, and will terminate if any of the following events occur:
 - a. Aloha United Way requests the ALEA Bridge to cease activities that it deems might jeopardize its tax-exempt status and the Project fails to comply within a period of ten (10) days;
 - b. ALEA Bridge fails to perform or observe any other covenant of this agreement, and this failure remains unremedied fifteen (15) days after notice in writing;
 - c. Upon expiration of ninety (90) days after either the ALEA Bridge or Aloha United Way has given written notice of its intent to terminate the agreement.
15. In the event this Agreement is terminated, Aloha United Way and ALEA Bridge will comply with any termination conditions imposed by State or City & County funding organizations. Aloha United Way shall be entitled to its Project Management Fee

through the date of termination.

16. Aloha United Way and ALEA Bridge agree that any disputes under this Agreement which cannot be solved by the Parties themselves shall be submitted first to a mutually agreed upon mediator prior to taking any legal action for enforcement.
17. It is understood that ALEA Bridge has no authority to make any representations or commitments on behalf of Aloha United Way. ALEA Bridge shall not use Aloha United Way's name or logo for any purpose, including but not limited to advertising and marketing, except with advance written permission from Aloha United Way; provided, however, that Aloha United Way grants permission for ALEA Bridge to list AUW as a participant and fiscal sponsor of the Project.
18. ALEA Bridge agrees to defend, to save harmless, and to indemnify Aloha United Way against all claims, losses, liability, damages, and expenses in connection with the performance of Services under this Agreement.
19. A waiver of a breach of any provision hereof will not constitute a waiver of any other breach hereof.
20. Paragraphs 3, 4, 5, 6, 8, 11, 12, 14, 15, 16, 17, 18, 21 and 22 shall survive termination of this Agreement.
21. This Agreement represents the entire understanding of the parties and may not be modified except by written agreement of the parties.
22. This Agreement is entered into in the State of Hawaii and shall be governed by, construed and enforced in accordance with the laws of the State of Hawaii.
23. The invalidity or unenforceability of any provision hereof shall in no way affect the validity or enforceability of any other provision.
24. Nothing in this Agreement shall be construed to constitute any party as a partner or joint venture of the other(s).
25. ALEA Bridge and Aloha United Way agree that this Agreement may be signed in counterparts and signatures submitted by facsimile shall have the same effect as original signatures.


In witness whereof, the parties hereto have executed this Agreement on the day and year first written below.

Aloha United Way:



Authorized signer
1/17/18
Date

ALEA Bridge:



Authorized signer
1/16/18
Date

Appendix E

HomeAid Hawaii

Provisional Agreement



Building new lives for Hawaii's individuals, families, and youth experiencing homelessness through housing and community outreach.

Board of Directors

Harry Saunders
President

Kevin Carney
Vice-President

Ralph Mesick
Treasurer

Ian Bigelow
Secretary

Alan Arakawa
Bob Brant
Stanford Carr
Mike Goshi
Francisco Gutierrez
Phillip Hasha
Doug Johnstone
Colleen Mizuno
Alan Ong
Jeff Prostor
Josh Stinson
Gladys Quinto Marrone
Lucien Wong
Michael Young

Past Directors

Dave Striph
Past President

Mitch Imanaka
Dave Pietsch III
Jon Whittington

Mr. Phil Acosta
ALEA Bridge
P.O. Box 893573
Wahiawa, HI 96786

Aloha Phil,

I am pleased to advise you, ALEA Bridge, that your Housing Project Application dated February 23, 2018, requesting approximately \$500,000 in construction and development assistance of your shelter project known as The Wahiawa HoM Program Resource & Navigation Center (the "Project") has been provisionally accepted by HomeAid Hawaii's Board of Directors.

Before your project can be finally accepted by HomeAid HomeAid Hawaii, the following additional steps must be completed:

1. ALEA Bridge must provide an operating budget for the Project which includes revenue sources, fixed costs, and any related expenses to the operation of the Project.
2. A member of the building industry must agree to act as Builder Captain for your project. HomeAid Hawaii is now actively seeking a Builder Captain. We will notify you when a Builder Captain has been identified.
3. Your representatives must meet with the Builder Captain and possibly members of a design team to outline the scope of the project.
4. The Builder Captain must prepare a preliminary budget for the project showing the projected total market value of the project, together with an estimate of the "Remaining Financial Requirement"; that is, the amount of cash which the Builder Captain estimates you will be required to provide to complete the project.

5. When the Project is fully approved by HomeAid Hawaii, authorized representatives of the Service Provider must sign and return a Service Provider Letter of Agreement. This agreement includes, among other provisions, the following:
- (a) The Service Provider will be releasing HomeAid Hawaii and its affiliates, the Builder Captain, and donors of in-kind labor and materials from liabilities arising out of the construction of the project.
 - (b) The Service Provider will be required to pay the premium for a policy of "commercial general liability" insurance provided through HomeAid insuring the Service Provider and all the persons and entities released in the Exoneration Agreement against liabilities arising out of the construction of the project.
 - (c) HomeAid Hawaii requires a "Pay it Forward" fee from service providers receiving assistance through our housing program, in an amount equal to 3 percent (3%) of the estimated value of the expected labor and materials contribution through HomeAid Hawaii's efforts. This contribution helps to fund the administrative costs of HomeAid Hawaii in connection with housing development. Part of this contribution may be required prior to the start of construction. This fee is subject to adjustment.
 - (d) The Service Provider will be required to purchase through their own insurance agent, a course of construction or builders risk policy of property insurance, covering the project for its full replacement value and insurance against all risks.


HomeAid Hawaii will be in touch with you shortly about the next steps to be taken. In the meantime, we look forward to working with you on this project.

Sincerely,

HomeAid Hawaii

BY: 
Nani Medeiros
Executive Director

Agreed and Accepted By:

ALEA Bridge

Phil Acosta
Executive Director

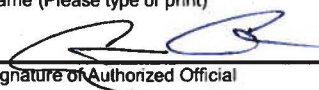
Appendix F

Financials

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: ALEA Bridge

BUDGET CATEGORIES	Total State Funds Requested (GIA) (a)	Total Federal Funds Requested (ESG) (b)	Total County Funds Requested (GIA) (c)	Total Private/Other Funds Requested (OHA) (d)
A. PERSONNEL COST				
1. Salaries		138,000	59,000	120,950
2. Payroll Taxes & Assessments		21,694	9,275	19,014
3. Fringe Benefits		14,400	11,700	18,000
TOTAL PERSONNEL COST	0	174,094	79,975	157,964
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island				
2. Insurance			1,800	8,400
3. Lease/Rental of Equipment			3,000	2,400
4. Lease/Rental of Space				
5. Staff Training			990	4,000
6. Consumable Office Supplies			1,386	6,000
7. Telecommunication			1,980	
8. Utilities			1,584	
9. Program Expenses		14,000	4,201	
10. Transportation		5,000	1,584	7,500
11. Rental Assistance		115,200		236,160
12. Other Financial Assistance		39,600	12,000	69,200
13. Indirect Costs		19,309		
14. Professional Contracted Services			11,100	24,300
15. Fuel & Maintenance			2,400	
16. IT Solutions			3,000	
17. Printing				4,500
18. Facility Repair & Maintenance				6,000
19. Community Engagement				10,000
20				
TOTAL OTHER CURRENT EXPENSES	0	193,109	45,025	378,460
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	1,200,000			
TOTAL (A+B+C+D+E)	1,200,000	367,203	125,000	536,424
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	1,200,000	"Phil" Augustus Acosta (808) 673-5463		
(b) Total Federal Funds Requested	367,203	Name (Please type or print) Phone		
(c) Total County Funds Requested	125,000			
(d) Total Private/Other Funds Requested	536,424	Signature of Authorized Official Date		
TOTAL BUDGET	2,228,627	Executive Director _____		
		Title (Please type or print)		

BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

Applicant: ALEA Bridge

FUNDING AMOUNT REQUESTED

TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2017-2018	FY: 2018-2019	FY:2019-2020	FY:2019-2020	FY:2020-2021	FY:2021-2022
PLANS			100000			
LAND ACQUISITION			1000000			
DESIGN			100000			
CONSTRUCTION				600000		
EQUIPMENT						
TOTAL:			1,200,000	600,000		

JUSTIFICATION/COMMENTS: Land Acquisition based on average market/assessed price of potential project sites.
 Additional funds will be requested from Honolulu City Council & Weinberg Foundation (\$300k each)

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: ALEA Bridge

Contracts Total: **\$2,581,500**

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Homeless Street Outreach Subcontract thru USVets Region 5 (Year 1 - 4)	Apr 2017 - Jun 2021	Department of Human Services (DHS) Homeless Programs Office	State	\$140,000 (secured) \$100,000 (pending renewal)
2	City Grant-In-Aid (Community Outreach)	Oct 2017 - Oct 2018	Department of Community Services (DCS)	Hon	\$125,000
3	Emergency Solutions Grant Rapid Re-Housing	Feb 2018 - Apr 2019	DCS	US HUD (City-administered)	\$138,132
4	State Grant-In-Aid (CIP)	Mar 2018 - Jun 2019	Department of Accounting and General Services (DAGS)	State	\$1,000,000
5	City Grant-In-Aid (After-Hours Outreach)	Oct 2018 - Sep 2019	DCS	Hon	\$125,000
6	State Grant-In-Aid (Operations)	Nov 2018 - Apr 2020	DHS	State	\$200,000
7	HOME Partnership Tenant-Based Rental Assistance	Pending contract	DCS	US HUD (City-administered)	\$753,368
8					
9					
10					
11					
22					
23					
24					
25					
26					
27					
28					
29					
30					

ALEA Bridge
Statement of Activity
Projection for the year ending December 31, 2018

	2018 (Projected)
Revenues	
Contributed	
Restricted	
Grant Revenue	\$ 481,193.00
Unrestricted	
Rev: Contributions -Monetary	\$ 31,739.38
Rev: Contributions in kind - Furn./Equip	\$ -
Rev: Contributions in kind-goods	\$ 10,440.00
Rev: Contributions in kind- services	\$ 985.68
Contributed Donations	\$ 43,165.06
Earned	
Revenue for Services	\$ 61,302.19
Fundraiser Income	\$ 2,261.39
Merchandise sales	\$ 12.00
Interest income	\$ -
Earned Operating Revenue	\$ 63,575.58
Total Operating Revenue	\$ 587,933.64
Operating Expenses	
Program Expenses	
Outreach Event Expenses	\$ 9,777.82
Client services expense	\$ 18,633.77
Volunteer expenses	\$ 3,180.49
Exp- Donations in kind- Goods	\$ 10,500.00
Exp- Donations in kind-services	\$ -
Salary expenses	\$ 76,575.38
Total Program Expenses	\$ 118,667.46
Fundraiser Expenses	\$ 2,243.29
Administrative Expenses	
Marketing expense	\$ 224.70
Office expense	\$ 87.22
Software expense	\$ 220.54
Insurance expense	\$ 623.40
Tax expense	\$ 11,942.74
Interest expense	\$ 8,000.00
Business expenses	\$ 5,001.53
Meeting expenses	\$ 2,515.90
Grant writing expense	\$ 62.32
Business Registration expense	\$ 9.00
Exp- Donations in kind - Furn/equip	\$ -
Shipping Expenses	\$ 239.94
Rent Expense	\$ 3,000.00
Utility Expense	\$ 900.00
Bank Fees Expense	\$ 55.27
Total Administrative Expenses	\$ 32,882.54
Total Operating Expenses	\$ 153,793.29
Increase in Total Net Assets	\$ 434,140.35

ALEA Bridge
Statement of Financial Position
Projection for the year ending December 31, 2018

Assets

Current Assets	2018
Cash	\$ 7,128.02
Petty Cash	\$ 44.81
Accts Receivable	\$ 818.40
office supplies	\$ 974.60
Inventory for Distribution	\$ 4,921.70
Volunteer Supplies	\$ 1,011.31
Total Current Assets	\$ 14,898.85
Restricted Cash	\$ 3,421.31
Fixed Assets	
Software	\$ 207.60
Office Furniture & Equipment	\$ 4,162.50
Vehicles	\$ -
Property & Plant	\$ 425,000.00
Total Fixed Assets	\$ 429,370.10
Total Assets	\$ 447,690.26

Liabilities

Short term Debt	
Loans from Directors	\$ 7,119.39
Other short term debt	\$ -
Long term Debt	
Total Liabilities	\$ 7,119.39

Net Assets

Unrestricted Net assets	
Fund Balance beg. Year	\$ 9,281.61
Change in Net Assets	\$ 481,193.00
Less restricted assets	\$ -
Total unrestricted Net Assets	\$ 490,474.61
Restricted Net Assets	
Fund Balance beg. Year	\$ (2,851.09)
Change in Net Assets	\$ -
Total Restricted Net Assets	\$ (2,851.09)
Total Net Assets	\$ 487,623.52
Total Liabilities & Net Assets	\$ 494,742.91

ALEA Bridge
Statement of Activity
For the period January 1, 2018 - September 30, 2018

Revenues

Restricted Revenue

Grant Revenue \$ 540,345.37

Unrestricted Revenue

Rev: Contributions -Monetary	\$ 16,121.12	
Rev: Contributions in kind - Furn./Equip	\$ 1,000.00	
Rev: Contributions in kind-goods	\$ 1,600.00	
Rev: Contributions in kind- services	\$ -	
Contributed Donations	\$ -	\$ 18,721.12

Earned Revenue

Service Revenue	\$ 54,276.52	
Fundraiser Income	\$ -	
Merchandise sales	\$ 30.00	
Interest income	\$ -	
Earned Operating Revenue	\$ 54,306.52	
Total Operating Revenue		\$ 613,373.01

Operating Expenses

Program Expenses

Outreach Event Expenses	\$ 6,729.69	
Client services expense	\$ 23,124.43	
Volunteer expenses	\$ 6,825.66	
Exp- Donations in kind- Goods	\$ 1,450.00	
Exp- Donations in kind-monetary	\$ 100.00	
Rental deposits unreturnable	\$ 1,278.02	
Mileage reimbursement expense	\$ 1,122.14	
Vehicle Expense	\$ 280.41	
Salary expenses	\$ 139,781.03	
Total Program Expenses	\$ 180,691.38	

Fundraiser Expenses

\$ -

Administrative Expenses

Marketing expense	\$ 532.60	
Office expense	\$ 952.66	
Software expense	\$ 576.34	
Insurance expense	\$ 623.90	
Tax expense	\$ 18.68	
Interest expense	\$ -	
Business expenses	\$ 7,332.51	
Meeting expenses	\$ 1,816.69	
Grant writing expense	\$ 20.15	
Business Registration expense	\$ 138.00	
Shipping Expenses	\$ 160.06	
Rent Expense	\$ 5,180.11	
Utility Expense	\$ 2,371.55	
Bank Fees Expense	\$ 5.00	
Total Administrative Expenses	\$ 19,728.25	

Total Operating Expenses \$ 200,419.63

Increase in Total Net Assets

\$ 412,953.38

Net Assets, Beginning of Year

\$ 6,316.87

Net Assets, End of Year

\$ 419,270.25

ALEA Bridge
Statement of Cash Flows
For the period January 1, 2018 - September 30, 2018

<i>Cash Flows from Operating Activities:</i>	
Change in Net Assets	\$ 412,953.38
Adjustments	
Increase in A/R	-
Increase in office supplies	\$ (1,216.37)
Inventory	\$ -
Client rental deposits	\$ (10,341.00)
Volunteer Supplies	\$ -
Office Furniture & Equipment	\$ (955.89)
Net Cash Flows from Operating Activities	<u>\$ 400,440.12</u>
<i>Cash Flows from Investing Activities:</i>	
Purchases of investments	\$ -
Purchases of fixed assets	\$ (467,881.27)
Proceeds from sale of fixed assets	\$ -
Proceeds from sale of investments	\$ -
Net Cash Flows from Investing Activities:	<u>\$ (467,881.27)</u>
<i>Cash Flows from Financing Activities:</i>	
Cash Received From:	
Loans from Directors	\$ 3,426.69
Interest received	\$ -
Short term Loan Proceeds	\$ 632,970.97
Cash Paid For:	
Payments to Loans from Directors	\$ (4,370.44)
Interest paid	\$ -
Short term loan payments	\$ (512,970.97)
Net Cash Flows from Financing Activities:	<u>\$ 119,056.25</u>
Net Increase in Cash	<u>\$ 51,615.10</u>
Beginning Cash Balance	<u>\$ 3,299.27</u>
Ending Cash Balance	<u>\$ 54,914.37</u>

ALEA Bridge
Statement of Financial Position
September 30, 2018

Assets	2018
Current Assets	
Cash	\$ 901.69
Petty Cash	\$ 129.54
Accts Receivable	\$ 682.00
office supplies	\$ 2,028.54
Inventory for Distribution	\$ 4,251.42
Client Rental deposits	\$ 10,341.00
Volunteer Supplies	\$ 842.76
Total Current Assets	\$ 19,176.95
Restricted Cash	\$ 52,342.11
Fixed Assets	
Software	\$ 391.03
Office Furniture & Equipment	\$ 4,424.64
Vehicles	\$ 1,000.00
Land/Building	\$ 467,881.27
Total Fixed Assets	\$ 473,696.94
Total Assets	\$ 545,216.00
Liabilities	
AUW Line of Credit	\$ 120,000.00
Loans from Directors	\$ 5,945.75
Other short term debt	\$ 120,000.00
Long term Debt	\$ -
Total Liabilities	\$ 125,945.75
Net Assets	
Unrestricted Net assets	
Fund Balance beg. Year	\$ (31,145.13)
Change in Net Assets	\$ 412,953.38
Less restricted assets	\$ 540,345.37
Total unrestricted Net Assets	\$ (158,537.12)
Restricted Net Assets	
Fund Balance beg. Year	\$ 37,462.00
Change in Net Assets	\$ 540,345.37
Total Restricted Net Assets	\$ 577,807.37
Total Net Assets	\$ 419,270.25
Total Liabilities & Net Assets	\$ 545,216.00

Appendix G

Program Outcomes



ABOUT ALEA BRIDGE – *est. Jan 2016*

Mission

Empower people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions.

Vision

Reduce homelessness on Oahu through the delivery of quality, comprehensive services and effective partnerships

Values

Compassion, Commitment, Respect, Integrity

Break the Cycle! ♦ Reverse the Trend!



STAKEHOLDER & COMMUNITY ENGAGEMENT

- ❖ Valentines Day, Easter, Summer, Thanksgiving, Christmas
- ❖ Joint Outreach (Service Providers, Churches, Civic Organizations, HPD)
- ❖ Community Cleanups (Beach Parks, Encampments)
- ❖ Wahiawa Homeless Alliance (cross-section of the community)





The Wahiawā HōM Program

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



PARTNERS IN CARE
OAHU'S CONTINUUM OF CARE



Aloha United Way



Hope • Purpose • Success

Whitmore Economic
WEDG
Development Group



HōM (Hale O Maluhia) ~ a place of peace, quiet, security, tranquility, serenity, safety and stillness. A safe refuge needed for the most vulnerable within our community

Break the Cycle! ♦ Reverse the Trend!

The Wahiawā HōM Program



- **Key Components – Outreach, Volunteerism, Community Engagement, Supportive Services, Direct Client Assistance (Rental, Financial, & General Assistance)**

- **Resource & Navigation Center (123 Mango St., Wahiawa)**
 - ✓ Base of Operations (Administration)
 - ✓ Hub of Activities & Services (Hygiene Facility, Kitchen)
 - ✓ Emergency & Transitional/Bridge Housing (12-20 beds)
 - ✓ **First & Only facility of its kind in Central Oahu & North Shore.**
Only accessible facility within a 20-mile radius

- **Housing First approach – low barrier, quick transition to permanent housing**
Get people off the streets!

Break the Cycle! ♦ Reverse the Trend!

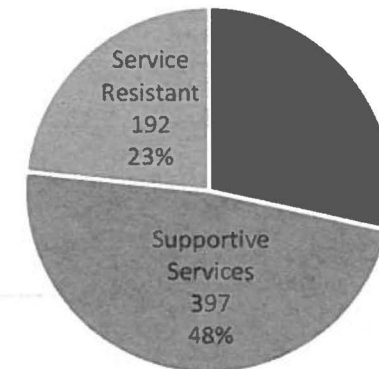


PROGRAM OUTCOMES

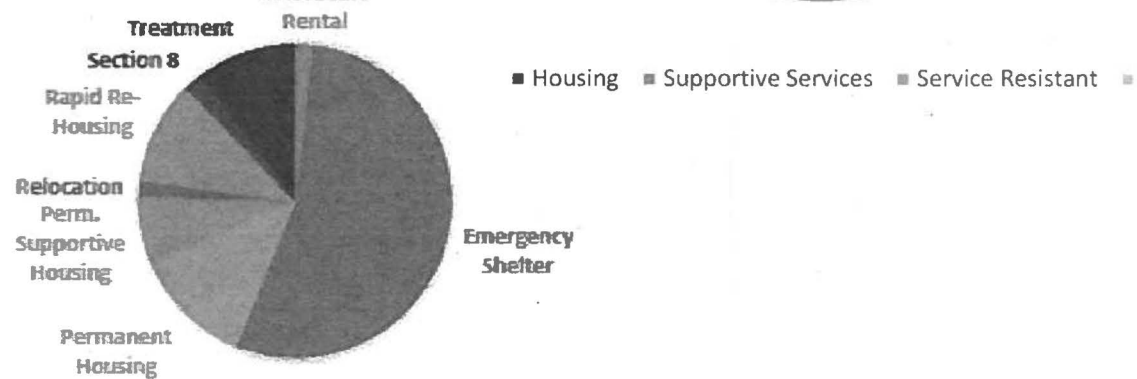
➤ Past 12 months (Sep 2017 – Aug 2018):

- *Funding through State, City, Private Foundations*
- *Engaged 617 households (823 participants)*
- *397 connected to supportive services*
- *234 referred & placed into housing*

Client Engagement



HOUSING TYPES





PROGRAM OUTCOMES

➤ **First 6 months of 2018 (Project Mea Ola)**

- *15,000 pounds of food distributed (Hawaii Foodbank, AUW, YMCA)*
- *279 households, 375 total participants, 116 volunteers (duplicates); 400+ hours*
- *Food pantries at SJAE/MPC, Kipapa ES, Wahiawa ES, Mango St.*
- *Meheula Vista is expanding!*
- *New partner – Mililani Christian Church*



MEMBER OF
**FEEDING
AMERICA**



PROGRAM OUTCOMES

➤ I Luna Kakou (Jun-Sep 2018):

- 7 pop-up events (bi-weekly) + Drop-in (daily)
- Average 30-40 clients, 4-8 partner agencies
- 275 client visits on Mango St. (duplicates)



Helping  Hands Hawai'i



PATHWAY OF HOPE ◦

Break the Cycle! ♦ Reverse the Trend!



QUEST HAWAII
More Choices For Your Healthcare





RESOURCE FAIRS ON MANGO ST.
(2nd & 4th Fridays, 9AM-1PM)

On pause until further notice

Break the Cycle! ♦ Reverse the Trend!

PROGRAM OUTCOMES



➤ October:



- *Implemented “After-Hours” Outreach;
Evenings (4pm – 12 midnight), Saturdays (10am-6pm)*
- *Collaborate with HPD, first responders*
- *Focus on immediate response to crisis during “busy” evening hours,
connection to housing/services, diversion from citation, arrest, ER*
- ✓ *17 Housing assessments → placements PENDING!*
- ✓ *10 acquired ID/docs/medical/SNAP, 3 working towards residential treatment, 1 RTW*

Break the Cycle! ♦ Reverse the Trend!

PROGRAM OUTCOMES

➤ November:

❖ *Expand Joint Outreach efforts with HPD's HELP Honolulu & Partner Agencies*

(HSAC, IHS, KPHC, VA, City Office of Housing, Governor's Office on Homelessness...)

- *Coincide with enforcement from City DFM, State DOT & DLNR*
- *Address hotspots on the North Shore, Wahiawa, Mililani*
- *10 individuals OFF THE STREETS & BUSHES in 1 night (shelter, treatment, medical care)*





FAMILY PROMISE CENTRAL OAHU

➤ Target Launch Date – Summer 2019

- ✓ Shelter, Diversion & After-Care for our working families with children
- ✓ Partnership with Schools, Housing & Hospitality Ministries
- ✓ Initial funding secured
- ✓ Day Center identified
- ✓ 5 host congregations secured
- ✓ 12 support congregations committed



❖ **WE NEED THE COMMUNITY TO STEP FORWARD!**

Break the Cycle! ♦ Reverse the Trend!

3-5 Year Goal (Ohana Village) Live, Work, Learn, Earn...and Thrive!



Based on successful models on the US Mainland (California, Washington, Florida)
and here locally in Hawaii (Hale Mauiola, Helemano Plantation, Kahauki Village, Kauhale Kamaile)



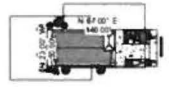
Break the Cycle! ♦ Reverse the Trend!

Appendix H
Resource & Navigation
Center
Design & Layout



**ALEA
BRIDGE
Resource
and
Navigation
Center**

123 Mango St.
Wahiawa, HI 96786



SITE AERIAL VIEW

SITE PLAN
NOT TO SCALE



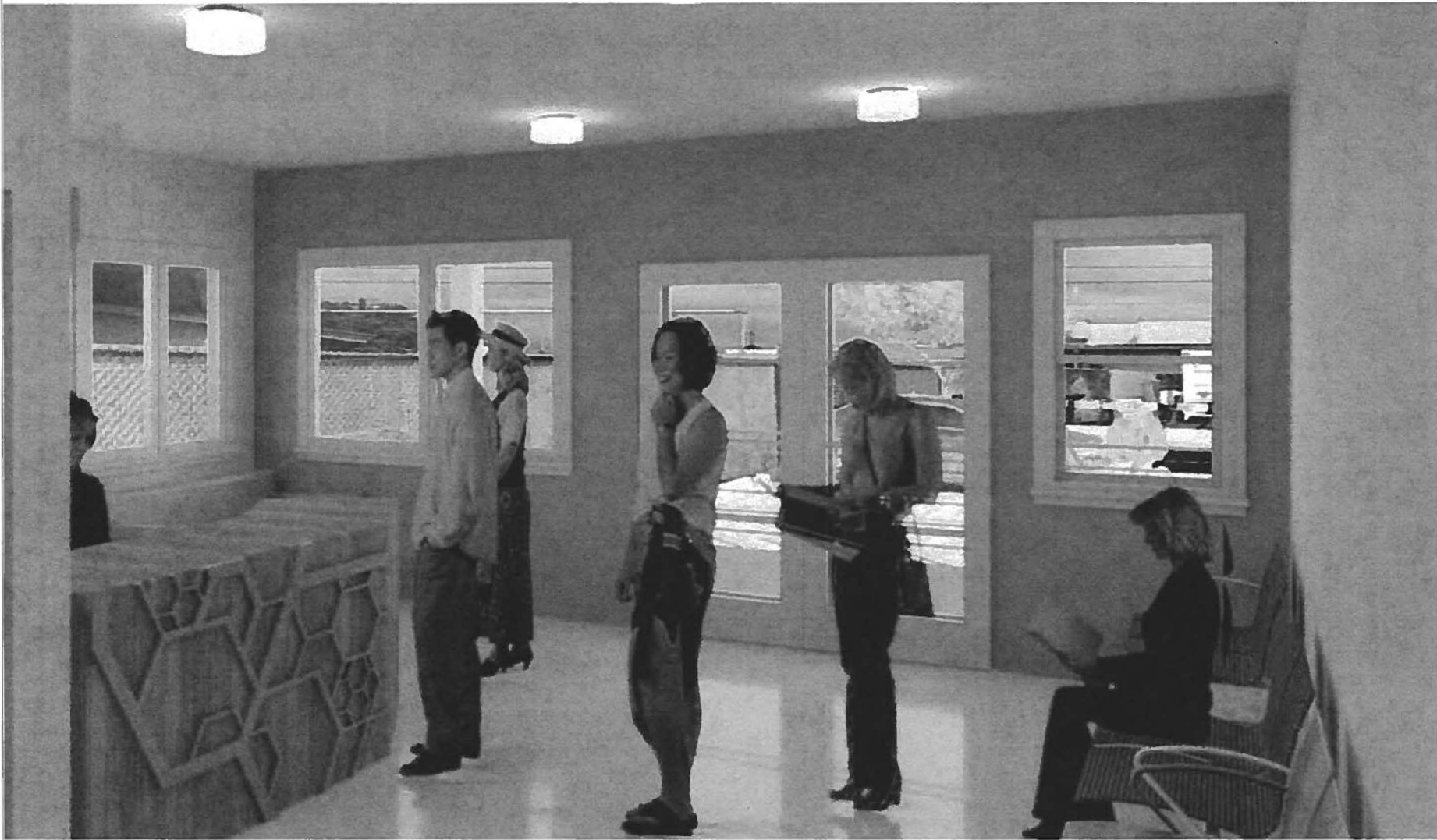
ALEA
BRIDGE
Resource
and
Navigation
Center

123 Mango St.
Wahiawa, HI 96786



FRONT ENTRY





RECEPTION + WAITING AREA

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BRIDGE
Resource
and
Navigation
Center**

123 Mango St.
Wahiawa, HI 96786



**ALEA
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Resource
and
Navigation
Center**

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REAR VIEW



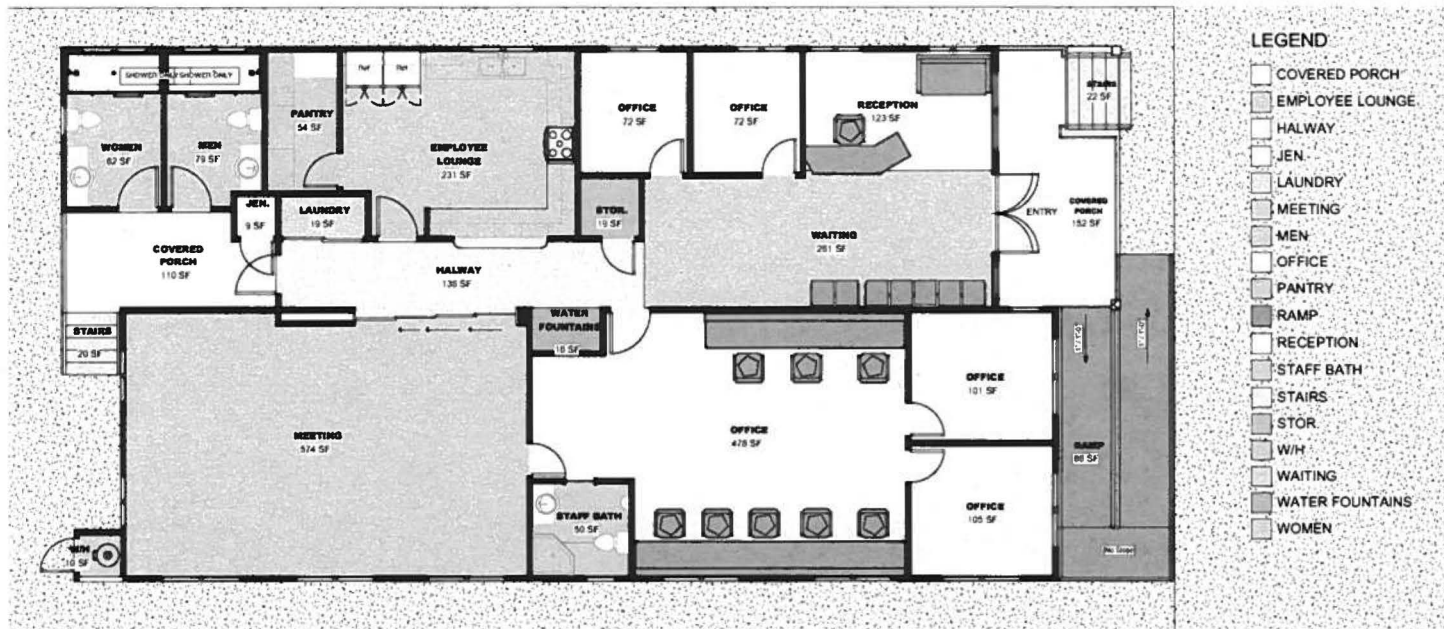
DESIGN EIGHT
ARCHITECTURAL DESIGN SERVICE, LLC



FULONG
FULONG CONSTRUCTION INC.
福隆建筑工程有限公司

ALEA BRIDGE Resource and Navigation Center

123 Mango St.
Wahiawa, HI 96786

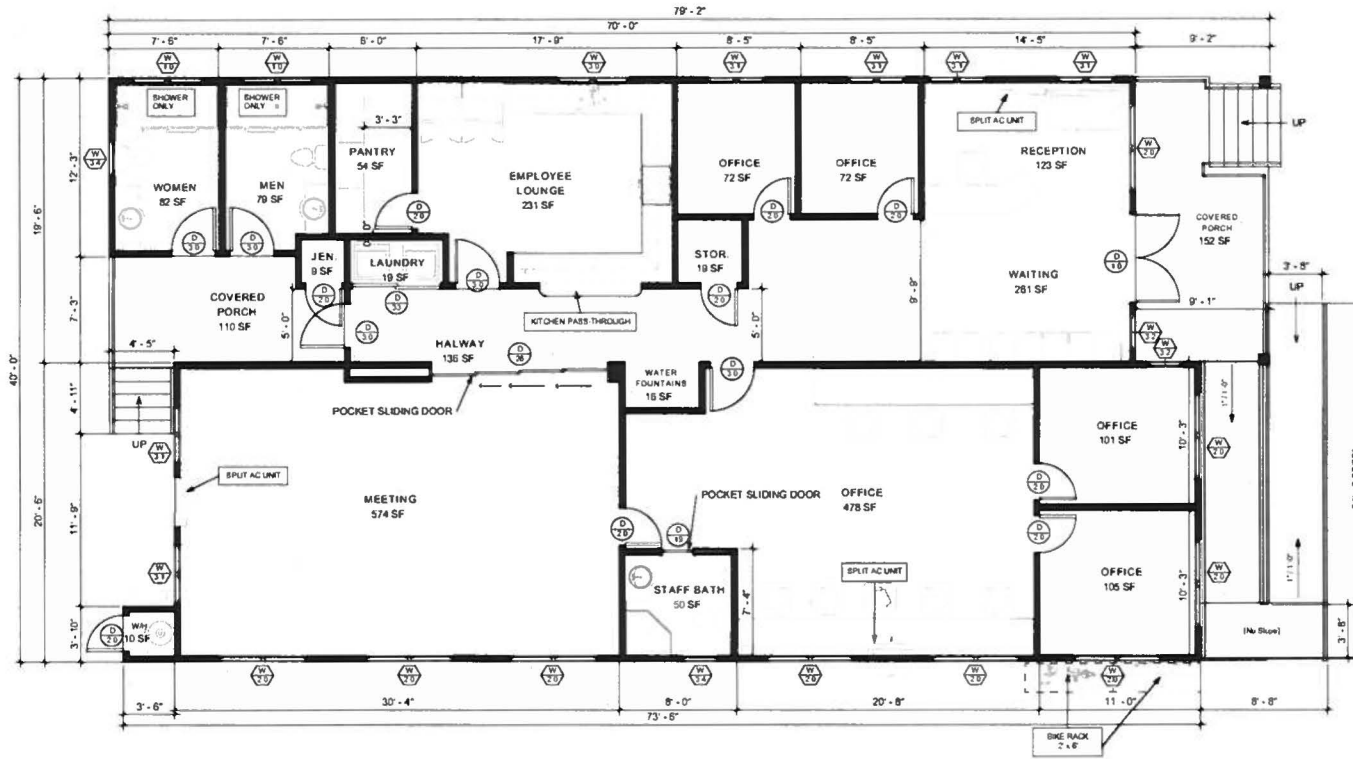


FLOOR PLAN

NOT TO SCALE



11/13/2018 4:42 PM



FLOOR PLAN

NOT TO SCALE

FLOOR AREA BREAKDOWN:

OFFICE SPACE	=	828	SF
MEETING/FOR OFFICE	=	574	SF
RECEPTION	=	124	SF
WAITING	=	262	SF
BATHROOMS	=	211	SF
LAUNGE	=	231	SF
PANTRY	=	54	SF
STOR./HALLWAY/FOUNT./W/H	=	181	SF
COVERED PORCH	=	262	SF
<hr/>			
TOTAL	=	2,727	SF
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TOTAL BUILDING AREA	=	2,979	SF

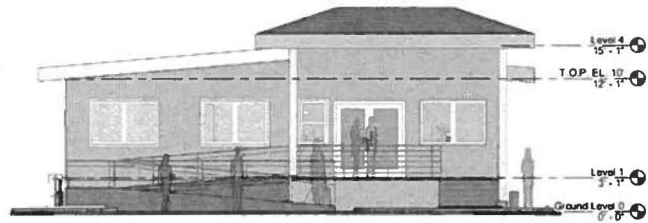
**ALEA
BRIDGE
Resource
and
Navigation
Center**

123 Mango St.
Wahiawa, HI 96786

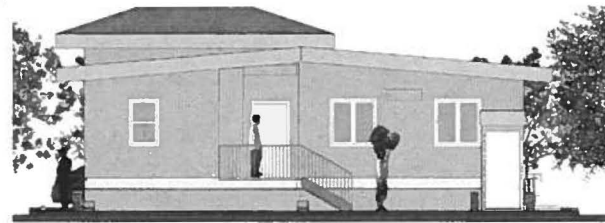


DESIGN EIGHT
ARCHITECTURAL DESIGN SERVICE, LLC

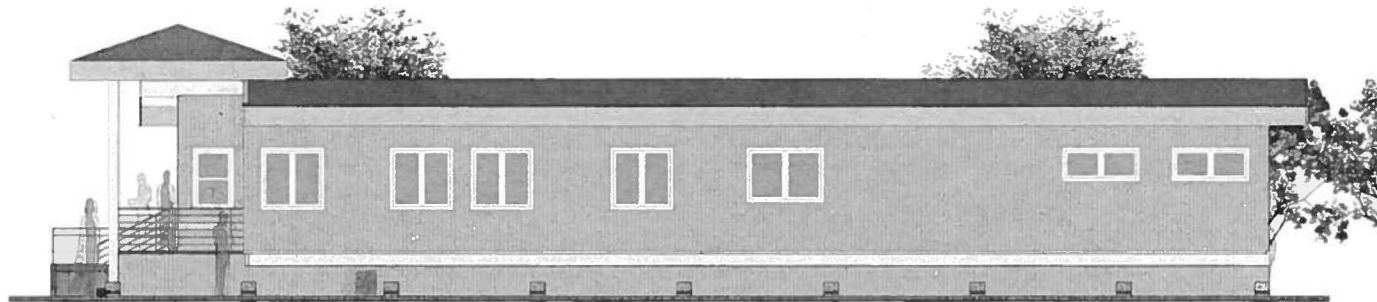




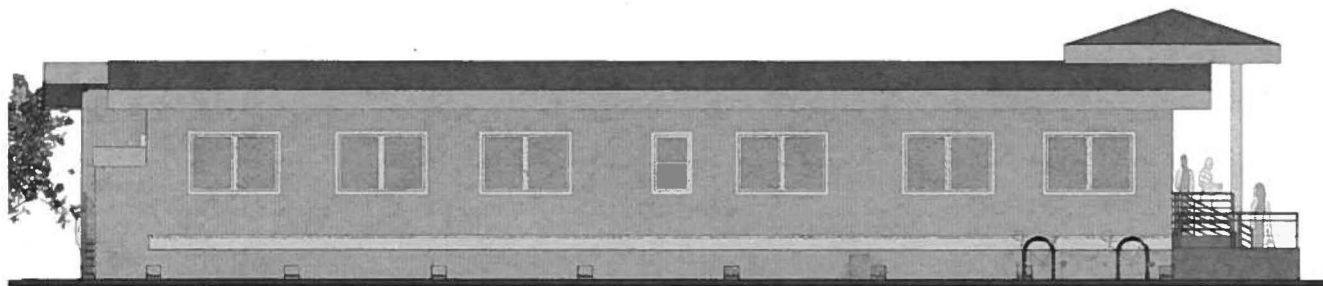
FRONT ELEVATION



REAR ELEVATION



RIGHT ELEVATION



LEFT ELEVATION

ELEVATIONS

NOT TO SCALE

ALEA BRIDGE Resource and Navigation Center

123 Mango St.
Wahiawa, HI 96786

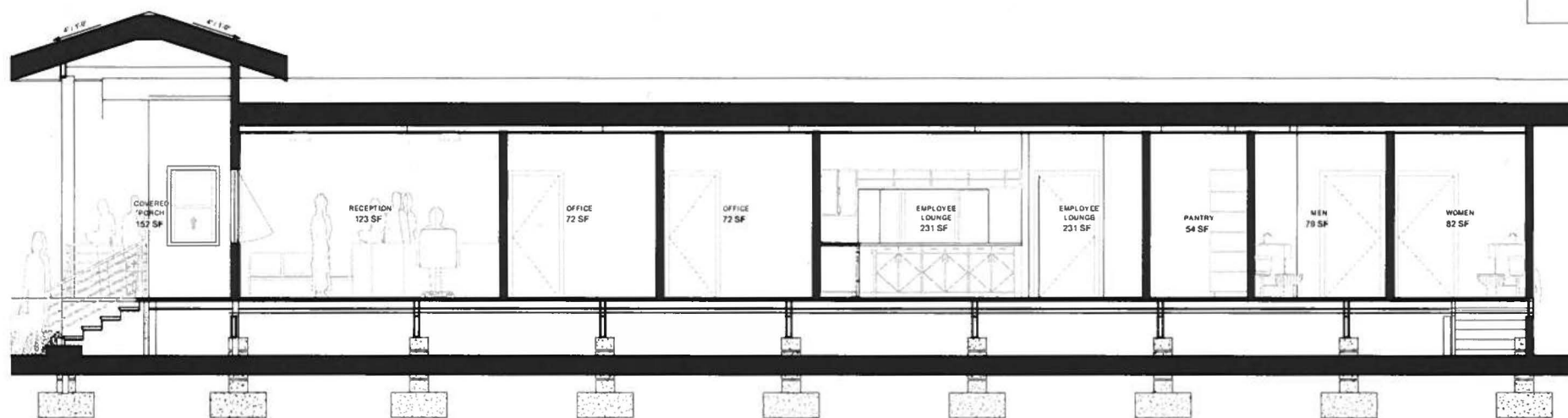


DESIGN EIGHT
ARCHITECTURAL DESIGN SERVICE, L.L.C.



ALEA BRIDGE Resource and Navigation Center

123 Mango St.
Wahiawa, HI 96786



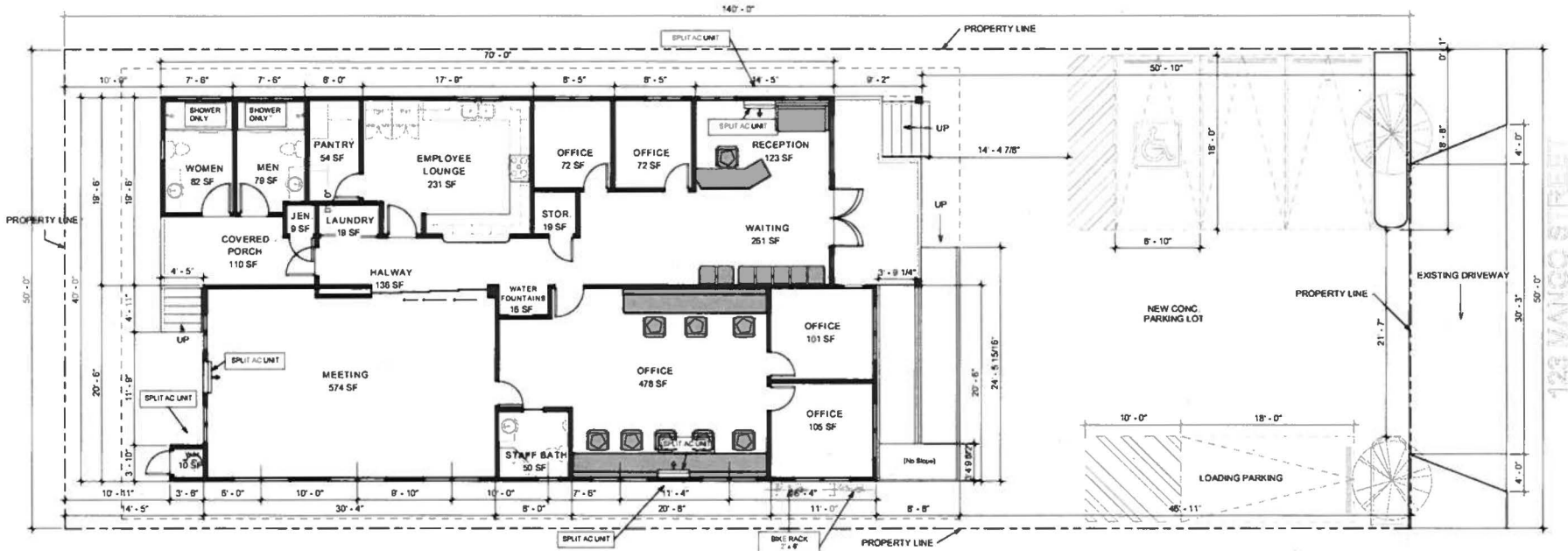
SECTION

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ALEA BRIDGE Resource and Navigation Center

123 Mango St.
Wahiawa, HI 96786



SITE PLAN

NOT TO SCALE



DESIGN EIGHT
ARCHITECTURAL DESIGN SERVICE, LLC



FULONG
CONSTRUCTION, INC.

Appendix I

Organization Chart



Hope • Purpose • Success

ALEA Bridge

A 501(c)3 Non-Profit Organization
Break the Cycle and Reverse the Trend of Homelessness

Mailing Address: 935 California Ave., Suite#: A7-37 Wahiawa, HI 96786
Physical Address: 123 Mango St. Wahiawa, HI 96786
Office: 808-379-ALEA (808-379-2532) Fax: 808-744-6591

info@aleabridge.org
www.aleabridge.org

Officers & Board of Directors

"Phil" Augustus Acosta
Executive Director

Joseph Acosta
Founder / Director of Field Services

Nicole Winter
Operations Manager

Joel Bongco
Interim President

Debra Zedalis
Treasurer

Dennis Jinnohara
Secretary

Mary Ann Bongco
Director

Lorna Samarripa
Director

Madonna Sisson
Director / Co-Founder

Advisory Council

Marissa Acosta, MSN, MHA
Behavioral Health

Perfecto & Desiree Acosta
Special Projects Consultants

Creighton Chang, PMP
Program Management

CAPT Andrea De Mello-Stevens (Ret)
Veteran Affairs

Ray Alan Man
Peer Specialist

Dr. Neal Shimoda, M.D.
Health Outreach Ministry

December 30, 2018

To whom it may concern,

Included below are the names and contact information for our Officers and Board of Directors:

Name	Title	Contact Information
"Phil" Augustus Acosta	Executive Director	3102 Lanikaula St. Honolulu, HI 96822 (808) 391-3571 pacosta@aleabridge.org
Joseph Acosta	Founder/Director of Field Services	94-1040 Lumipolu St. Waipahu, HI 96797 (808) 492-2214 jacosta@aleabridge.org
Nicole Winter	Operations Manager	169 Hauola Ave Wahiawa, HI 96786 (520) 260-3609 nwinter@aleabridge.org
Joel Bongco	Interim President	95-116 Lalei Place Mililani, HI 96789 (808) 382-4308 jbongco@aleabridge.org
Dennis Jinnohara	Secretary	95-1055 Liho St. Mililani, HI 96789 (808) 383-1983 djinnohara@aleabridge.org
Debra Zedalis	Treasurer	95-217 Haunone Place Mililani, HI 96789 (808) 348-2973 dzedalis@aleabridge.org
Mary Ann Bongco	Director	95-116 Lalei Place Mililani, HI 96789 (808) 382-4308 mbongco@aleabridge.org
Lorna Samarripa	Director	1645 Nakula St. Wahiawa, HI 96786 (808) 721-8280 lsamarripa@aleabridge.org
Madonna Sisson	Director/Co-Founder	94-435 Hokuili St. Mililani, HI 96789 (972) 900-5475 mssisson@aleabridge.org

Mahalo nui loa,

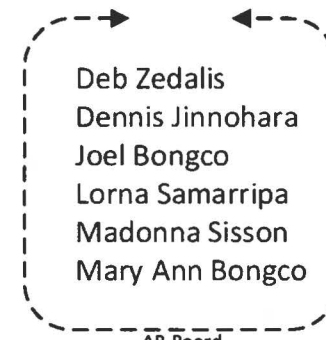
"Phil" Augustus I. Acosta
ALEA Bridge - Executive Director
(808) 673-5463 / (808) 391-3571
pacosta@aleabridge.org

Mission

"Empowering people in need to achieve self-sufficiency through genuine compassion and innovative, community-based solutions."



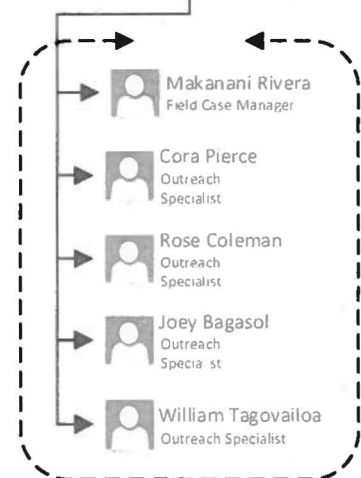
Advisory



AB Board



Operational Support



Field Services



ALEA Bridge
Org Chart
Rev 1.2.19