

# **State GIA Fiscal Year 2020 Grant Application Proposal**

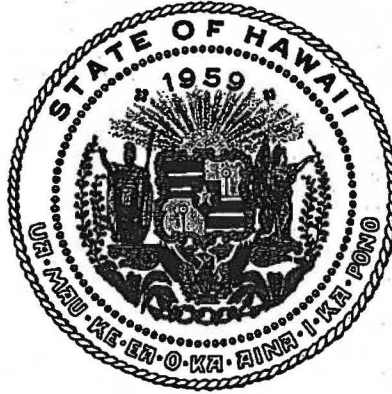
**Prepared by:  
Adult Friends for Youth**

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# **I. CERTIFICATIONS**

- 1. Certificate of Good Standing**
- 2. Declaration Statement**
- 3. Public Purpose**



## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

#### ADULT FRIENDS FOR YOUTH

was incorporated under the laws of Hawaii on 12/08/1986 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Department of Commerce and Consumer Affairs, at Honolulu, Hawaii.

Dated: January 17, 2019

Director of Commerce and Consumer Affairs

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

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
  
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
  
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

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

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

Adult Friends for Youth

(Typed Name of Individual or Organization)



(Signature)

1/17/19

(Date)

Deborah L.K. Spencer-Chun  
(Typed Name)

President & CEO  
(Title)

## **SECTION 42F-102: PUBLIC PURPOSE**

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

Adult Friends for Youth

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

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

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

This grant will continue AFY's pilot project, which curtails status offenders from reoffending and deters low-risk offenders from incarceration. The service activities include referrals, outreach, intake and assessment, admissions and orientation, service planning, case work and proper documentation, Redirectional Therapy, community connections, transportation, family strengthening, and case closure.

**(4) The target group**

AFY's target population consists of youth, male and female, between the ages of 8-17, who have committed status offenses and eligible first-time misdemeanors that are cited in HPD District 8, Kapolei/Waianae.

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

The overall project will cost \$424,627. The total budget requested for the State Grant in Aid is \$424,627

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

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual: Dba:

Adult Friends for Youth

Amount of State Funds Requested: \$ 424,627.00

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

AFY is requesting this grant to continue its pilot program for the MACC (Mobile Assessment Command Center). This is a diversion program for youth who commit status offenses or first-time misdemeanors on the Leeward Coast of Oahu. In collaboration with HPD and community connections, AFY will connect and refer youth to services in order to improve their academic performance, build their self-confidence, and provide them with a pathway to future success.

Amount of Other Funds Available:

State: \$ \_\_\_\_\_

Federal: \$ \_\_\_\_\_

County: \$ \_\_\_\_\_

Private/Other: \$ \_\_\_\_\_

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

\$ 1,285,000

Unrestricted Assets:

\$ 912,415

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:

3375 Koapaka St. B-290

City: Honolulu                      State: HI                      Zip: 96819

Contact Person for Matters Involving this Application

Name:  
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Federal Tax ID#:

State Tax ID#

*Deborah Spencer-Chun*  
Authorized Signature

Deborah Spencer-Chun, President & CEO  
Name and Title

1/17/2019  
Date Signed

**received**  
1/18/19 12:20p *PR*

## 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



Deborah Spencer-Chun  
PRINT NAME AND TITLE

1/17/2019  
DATE



## **II. BACKGROUND AND SUMMARY**

## II. Background and Summary

### 1. A brief description of the applicant's background:

Adult Friends for Youth (AFY) is a non-profit, 501 © (3) that began as a federal grant in 1984 and was incorporated in 1986. Since its inception, AFY has been providing group therapy, individual counseling, assessments, crisis intervention, and community outreach to the highest risk youth throughout the state of Hawaii. We have worked with over 40 gangs and thousands of high-risk youth over the time span. AFY's individually customized services are aimed at keeping youth in school and out of prison. Our services often have an indirect and positive impact on the families and communities of our youth as well. AFY is the only non-profit agency in the state of Hawaii that serves youth gangs/violent youth groups as whole entities and redirects them from lives of destruction and crime to prosocial, law abiding citizens. The mission of AFY is *redirecting lives to stop violence in order to strengthen family and community safety, while promoting well-being for all youth so that they can reach their full potential.*

AFY's therapeutic approach, Redirectional Therapy (RT) is a therapeutic intervention that directly addresses the behaviors of high-risk youth who engage in violent behavior. RT is a non-judgmental, field-tested, replicable counseling model that aims to reduce violent behaviors and improve the academic performance of its youth. This in turn makes schools and communities safer places. AFY is the only agency that utilizes Redirectional Therapy as its foundation for assessment and outreach services. The RT process consists of 5 major stages: 1) community outreach, 2) youth engagement, 3) individual assessment, 4) Redirectional Therapy, and 5) mediation as needed. RT assists youth by addressing disruptive behavior, stopping impulsivity, and teaching the necessary competencies - life, coping, refusal, and social skills to attain academic success and stay out of trouble.

The AFY way has been to provide outreach to troubled, high-risk, vulnerable youth on their turf. We build professional relationships with prospective youths through our non-judgmental, compassionate approach and meet the youth where they are at. Reaching out to youth is not telling them what to do. AFY's philosophical principle states that, "A mutual and respectful relationship between the Redirectionalist and the youth is a prelude to effective intervention." Our connection with youth is reflected in our therapeutic and prevention strategies where street smart, street wise approaches to outreach finds youth and family members often seeking out staff due to AFY's professional reputation in the community.

AFY applies the same nonjudgmental approach to our Mobile Assessment Command Center (MACC) intervention as we do with our RT. In partnership with the Honolulu Police Department (HPD), AFY has implemented a youth diversion program to keep youth that meet specific criteria, out of the juvenile criminal justice system. Statistics show that youth who enter the juvenile justice system often also enter the adult justice system. Through the MACC program, AFY is preventing the cycle of incarceration and reincarceration from occurring.

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

In order to make communities safer places for residents and to redirect the negative behaviors of high-risk youth and transform them into positive behaviors, AFY is asking for grant funds to help support two separate but related programs, the MACC and RT. The MACC is intended to curtail status offenders from reoffending and deter low-risk offenders from incarceration. AFY will assess the youth that HPD refers to the MACC and will provide RT services to the highest risk youth. Upon assessment, AFY will connect other youth with programs that fit their needs. The objectives of the proposal are presented below:

AFY's goals and objectives for this program include:

- 1) Providing intervention for youth cited for a status offense or first-time misdemeanor
- 2) Delivering mobile assessment services in a timely manner from the time the civil citation is issued until successful program placement, if a need exists
- 3) Assessing, advocating on behalf of, and creating an individualized service plan for youth
- 4) Matching youth to needed services, such as job training programs, culturally-based services, education, mental health services, etc. based on their risk of reoffending
- 5) Identifying and targeting issues of risk and need especially for moderate and high-risk youth
- 6) Addressing the disproportionate minority contact with law enforcement regarding overrepresented ethnic groups through culturally relevant programming
- 7) Providing Redirectional Therapy (RT) counseling to the highest risk youth
- 8) Using case planning to track, monitor, and advocate for youth
- 9) Collaborating with the Honolulu Police Department and community partners in the best interest of the youth
- 10) Increase the efficacy and effectiveness of services through reporting and documentation
- 11) Evaluating the process and progress of the program
- 12) Gather data for the purpose of improving services that we provide our youth

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

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

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

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

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

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

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

There is a compelling case to pilot services in District 8, Kapolei and Waianae, due to overwhelming statistics that show critical community need. District 8 accounts for 31% of total

arrests. Further, assessment services for civil citation cases are currently available for District 5, and non-existent for District 8 and other communities. Hence, District 8 ranks in the top five for total arrest in all of the respective categories for Status Offenses as identified by HPD: Beyond Parental Control (First), Curfew Violations (Third), Injurious Behavior (Fifth), Protective Supervision (First), Runaway (First), and Truancy (Third).

Figure 1 provides information on the type and number of status offenses in District 8:

<b>District 8</b>	<b>Beyond Parental Control</b>	<b>Curfew Violation</b>	<b>Injurious Behavior</b>	<b>Runaway</b>	<b>Truancy</b>	<b>Total</b>
<b>2016</b>	7	12	9	671	57	756
<b>2017</b>	1	2	11	551	41	606

\*Although status offenses in District 8 decreased from 2016-2017, the total number from 2017 was still significantly higher than any other district during that two year span.

AFY’s Mobile Assessment Command Center (MACC) also proposes to respond to Disproportionate Minority Contact (DMC) in Hawaii’s juvenile justice system. A disproportionately high representation of Native Hawaiian youth in Hawaii’s Juvenile Justice System is a reason for alarm (Umemoto et al., 2012). In District 8, Native Hawaiians were the ethnic group with the highest amount of arrests for status offenses in 2016 and 2017. In 2016 169 Hawaiian youth were arrested for status offenses. In 2017, 159 Hawaiian youth were arrested for status offenses. While the total number of arrests decreased, there is still a disproportionate amount of Hawaiian youth that were arrested for status offenses displaying a continued need for MACC services.

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

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

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

Hawaii's Juvenile Justice System. In recent years, the recurring community outcry for programming directed for Native Hawaiian youth to reduce the onset of incarceration or re-incarceration of youth and their families has been widespread. AFY's mobile services build upon AFY's success in delivering outreach and advocacy services for the past 32 years. The hallmark of the proposed services takes outreach, youth engagement, assessment and individualized planning, Redirectional Therapy, and mediation as needed to the youth rather than having them come to where the services are provided. This dedicated approach will help to curb status offenders from reoffending as well as deter low risk offenders from incarceration.

#### **4. Describe the population to be served**

AFY's target population consists of youth, male and female, between the ages of 8-17, who have committed status offenses or first time misdemeanors and are cited in District 8, Kapolei/Waianae. The Office of Juvenile Justice and Delinquency Program (OJJDP) defines a status offense as, "A noncriminal act that is considered a law violation only because of a youth's status as a minor." This includes but is not limited to truancy, runaway, curfew violation, and being beyond parental control (HPD Annual Report, 2016). Status offenders from Police Districts other than District 8 will not be eligible for services under this proposal.

Data on the Waianae, Kapolei, and Campbell school areas, which are inclusive of HPD District 8 are taken verbatim from the Center on the Family (COTF) ([http://uhfamily.hawaii.edu/cof\\_data/profiles/communityProfiles.aspx](http://uhfamily.hawaii.edu/cof_data/profiles/communityProfiles.aspx)) and are presented below:

The Waianae area consists of over 31,000 residents and includes the neighborhoods of Ma'ili, Makaha, Makua, Ka'ena, and Ulu Wehi.

- The proportion of young people from birth to age 18 is one of the highest in the state.
- Ranks poorly on many measures of child and family well-being, including unemployment, per capita income, children in poverty, child abuse rates, and school safety
- 60% of adolescents responding in this community reported neighborhood fights, graffiti, drugs, and crime
- High percentage of youths ages 16-19 who are not in school or working
- The estimated crime rate in Waianae is 4,121 incidents per 100k residents which is significantly higher than both state and national averages

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

- The per capita income is just below the state average
- More than one third of the population is under 20 years of age
- 21% identify themselves as Hawaiian or Part-Hawaiian
- The estimated crime rate in Kapolei is 3,742 incidents per 100k residents which is higher than both state and national averages

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

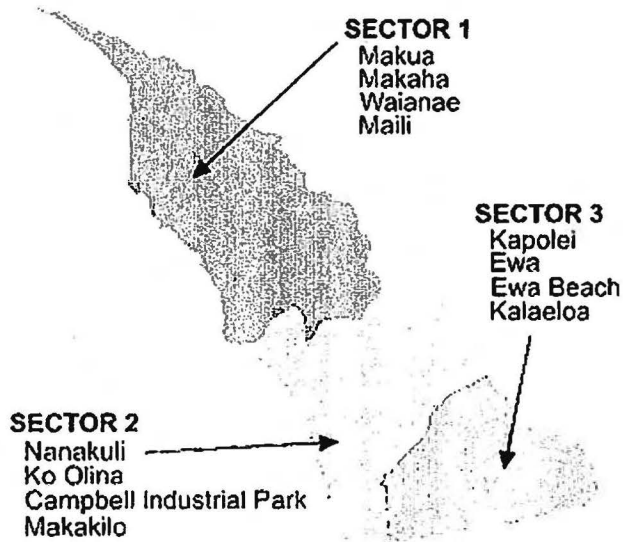
- Their per capita income is in the bottom third of the state
- Almost 17% of the population identifies itself as Hawaiian or Part-Hawaiian
- A lower percentage of high school seniors plan to go to college and the educational attainment of adults over age 25 is lower than in most communities
- Almost 20% of the families in the Campbell area receive assistance through the Food Stamp Program
- Teachers and eighth graders gave poor marks to their schools for safety
- Almost two-thirds of the adolescents respond to a state wide survey reported unsafe neighborhoods and almost half reported weak neighborhood and family ties.
- The crime rate in the Ewa area is 3,699 incidents per 100k residents which is higher than both state and national averages

**5. Describe the geographic coverage**

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

1. Sector 1 - Makua, Maili, Waianae, and Makaha.
2. Sector 2 - Nanakuli, K0 Olina, Makakilo, and Campbell Industrial Park.
3. Sector 3 — Ewa, Ewa Beach, Kapolei, and Kalaeloa (Barber’s Point)

Figure 2. Major Sectors of District 8



MACC will conduct outreach, intake and assessments, case planning, and community connection activities to youth status offenders in HPD Districts 8. MACC will have the capabilities to reach

out and meet the youth where they are apprehended. If a youth is identified as high-risk, AFY's workers will provide extra counseling services to the youth if a need exists. Every attempt will be made to ensure that referral or service activity is age, gender, developmentally, and culturally relevant to the target population.



### **III. SERVICE SUMMARY AND OUTCOMES**

### **III. Service Summary and Outcomes**

#### **1. Describe the scope of work tasks and responsibilities**

AFY proposes the continuation of the MACC pilot program for status offenders in HPD's District 8, Kapolei/ Waianae. The MACC will serve 250-400 youth each year. The heart of this proposal is to pilot a program model, which curtails status offenders from reoffending and deters low-risk offenders from incarceration.

The scope of work, tasks, and responsibilities that AFY undertakes on behalf of this program are in the following categories: 1) referrals, 2) outreach, 3) intake and assessment, 4) admission and orientation, 5) service planning, 6) case work and proper documentation, 7) Redirectional Therapy, 8) community connections, 9) transportation, 10) strengthening families, and 11) case closure.

Details of the eleven (11) categories appear below:

#### **Referral**

HPD officers at HPD District 8 will initiate requests for MACC services. There are two main stations for District 8: Kapolei Police Station and Waianae Substation. The decision to engage in MACC services will be made between police, AFY, the prospective youth, and his/her guardian or parent and based on the youth's eligibility.

Youth who are eligible for MACC services will be referred to AFY by HPD and be diverted from the Juvenile Justice System. Instead, alternative behavioral rehabilitation services will be offered so that the youth may get their life back on track.

#### **Outreach**

The process begins when youth are issued a civil citation by HPD. MACC staff will outreach to eligible youth after the violation has occurred and HPD has had the opportunity to contact the youth's parent or guardian. Initial contact will be made by MACC staff within 48 hours of the referral from HPD. Both the youth and the guardian will be informed of the program as well as guardian consent for participation in the program. Then the youth will be given a behavioral assessment and be provided further services.

#### **Intake and Assessment**

Police officers from District 8 will make the initial contact with youth, ages 8-17, and determine his/her eligibility for the MACC. The eligibility criteria for MACC are: 1) first-time misdemeanor or 2) any status offense violations, and 3) parental/guardian consent to participate in MACC services. Eligible youth will be issued a civil citation and referred to MACC. MACC staff will meet the youth and consenting parents/guardians at agreed upon location and time.

In 2016, 757 youth were arrested in District 8 for status offenses. In 2017, there were 606 status offenses in the same district. AFY proposes to service 250-400 of these youth each year in order to change their lives, as well as take a burden off of the Juvenile Justice System and the State budget.

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

An assessment will be completed after all the necessary intake forms are signed by the worker, youth, and parent/ guardian. The Youth Assessment and Screening Instrument (YASI) will be administered by the Redirectional Specialist after the intake process has been completed. The YASI is a screening tool used to assess risk, need, and protective factors, which are briefly detailed below (Orbis Partners, 2017):

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

### **Admission and Orientation**

Orientation delivers the message that each youth is treated with dignity and respect by trustworthy staff that will not abuse their power or authority. A fundamental principle of AFY's therapeutic approach is that all people have the capacity to change, regardless of past behavior. Each person is a product of their own life experiences and are not defined by their problems or deficiencies, as behaviors can change. All youth have the potential to succeed, even if they do not believe it at the time. It is the role of the RS to help the youth build confidence and develop a sense of self-efficacy through discussions and learning activities. MACC staff will always be there to encourage and support the youth during their process of self-discovery and growth. At the admission and orientation stage the student and parent signs the following forms and waivers: Youth Release of Information, Audio and Video Taping Releases, Youth Profile, Consent to Participate in Services/ Waiver of Liability, and Agreement to Follow Up.

### **Service Planning**

An individualized service plan is developed with the youth. The service plan is developed using the youth's own language through "talking story." The original is placed in the youth's record. Upon request (and proper consent), a copy of the youth's service plan will be provided to the partnering agency(s), if one exists.

As a youth progresses through the program, they may find that their current needs change and new needs arise. As such, service plans may be modified. In collaboration with MACC staff,

youth will be fully involved in any decision making or planning that pertains to their service plan. AFY believes that in order for youth to change their behaviors they must be engaged in all aspects of the program and they need to want to change for themselves. Therefore they are a vital part of the planning process. Youth will be referred to another program or to AFY after proper intake and assessment is made. The youth's service plan contains measurable goals, timelines, and objectives. It addresses supports, interventions, and outcomes that will assist the youth in getting off the streets, succeed scholastically, stop any form of violence, and deter them from reoffending.

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

#### **Case Work and Proper Documentation**

MACC staff will continuously monitor and evaluate the progress of the youth's plans with other public and private services providers through casework. Scheduled meetings with community connections will assess the quality of community advocacy and outreach approaches as well as the identification of problems and interventions used to mitigate areas of concern. MACC staff will document each youth's progress from intake to closure. While MACC staff will monitor each youth's casework, they will not be responsible for services provided by other agencies. However, to best serve the youth, MACC staff will keep an open channel of communication with community connections in order to provide their insight and experience if needed. All pertinent information will be stored in the program's data management system as well as in the youth's file.

#### **Redirectional Therapy**

AFY's therapeutic approach, Redirectional Therapy (RT), has helped some of the highest-risk youth on Oahu. RT is a unique, non-judgmental, non-threatening, replicable model, and has been field-tested and refined over 30 years to combat negative youth behaviors (e.g. violence, drugs, and no academic motivation). A core belief of RT is that people have the capacity to change.

With youth, peer influence is much more powerful than parental or virtually any other type of influence. Through RT, AFY provides counseling services to youth and their group of friends because addressing a youth without their peer group would not be effective in regards to achieving behavioral change. RT will be available to the highest risk youth under the service plan and may be offered to youths participating in partnering agency's programs (i.e. Waianae Intermediate School Truancy Court) depending on the youth's needs.

Specialized RT groups will work toward reducing the youth's risk for reoffending. RT groups redirect anti-social attitudes, values and beliefs through social learning where new skills are learned, practiced, and rehearsed. Specialized RT groups are located in targeted schools and

neighborhoods. The AFY way is to always meet the youth on his or her own turf so communication is more effective.

### **Community Connections**

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

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

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

MACC staff will also provide critical information about the laws, juvenile justice system, and community resources based on the case plan. MACC staff will work with status offenders in District 8 to seek out resources and advocate for new services when they are non-existent. MACC staff will advocate on behalf of the status offenders in order to secure the necessary

resources to achieve the goals and objectives identified in the case plan. The proposed program establishes a strong collaborative and integrated approach to outreach and advocacy for youth.

AFY also proposes to meet with stakeholders from MACC'S respective communities to support networking and understanding the needs of the targeted population. We look forward to working with our partners and engaging in collaborative efforts that ultimately serve to benefit entire communities and their residents.

Key stakeholders in this program include but are not limited to youth, youth's families, school officials, law enforcement personnel, community programs (i.e. Weed and Seed), other community agencies/partners, and representatives from Hawaii's business community. The MACC will collaborate with other public and private entities that may impact or be impacted by services.

Key stakeholders need to work together to develop a coordinated strategy(s) to effectively utilize resources to provide positive learning and development opportunities for youth to break the cycle of juvenile and adult incarceration. Meetings with appropriate collaborators and community connectors (i.e. Honolulu Police Department, Hawaii State Department of Education, the City and County of Honolulu's DCS WorkHawaii Youth Program, Liliuokalani Trust, Waianae Intermediate School Truancy Court, and other partners) will help ensure that the program is developmentally appropriate, gender specific and culturally responsive to meet the needs of targeted youth. A formalized agreement will be established between AFY and sub-contractors that provide support services.

### **Transportation**

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

### **Strengthening Families**

MACC staff may also provide family strengthening (outreach, phoning and emailing parents/guardians, home visits, and language translation services through the RS).

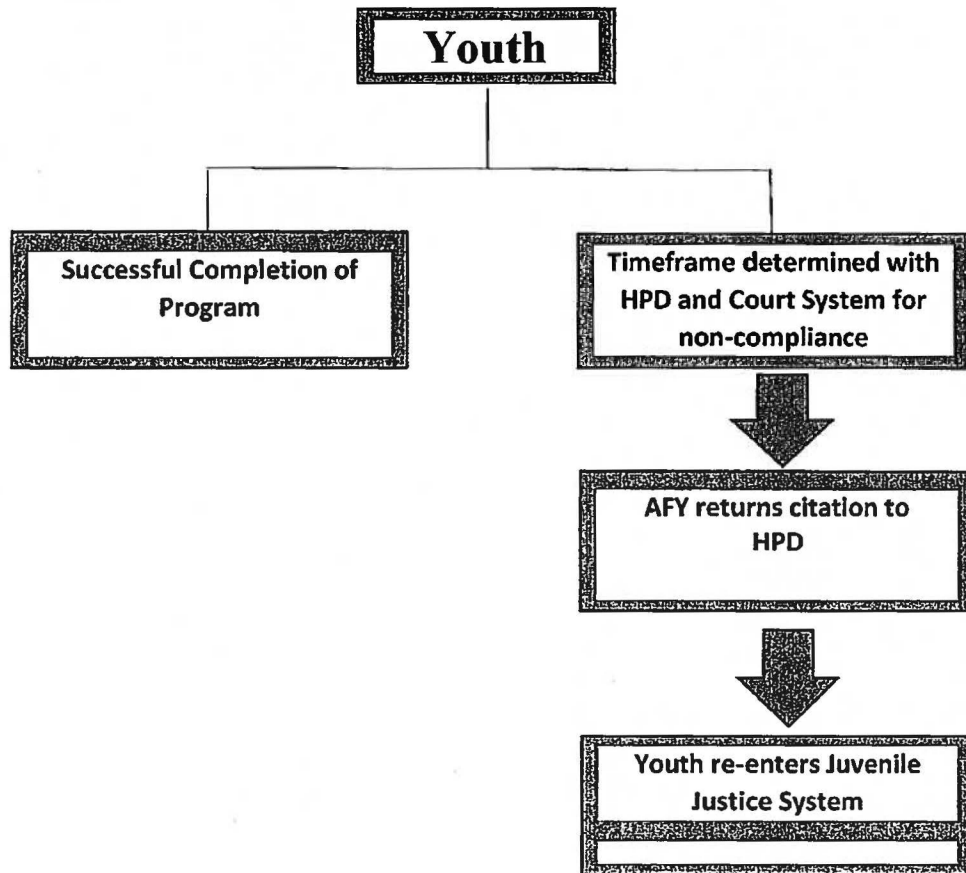
One of AFY's philosophical principles is, "children are capable of influencing their families" The precept "a child will lead them" has therapeutic value. It implies that as children change, they influence changes in their families and the world around them. As parents begin to see the child in a positive light (i.e. as capable and with admirable qualities), the child begins to see him/herself that way as well and performance improves accordingly. Parents and teachers subsequently feel better about themselves and are more likely to work harder on behalf of the child.

In-house and contracted family strengthening activities will result in engaging families through improved communication, wrap around family services, and parental involvement. Family services will be provided as needed.

**Case Closure**

Closure of a case will end with the youth successfully completing the program. However, at times youth cases may be closed prior due to 1) unwillingness to participate, 2) non-compliance, 3) inconsistent participation in the program, and 4) disruptive behavior that leads to the non-compliance of other youth. Early discharge from the program will be conducted on a case-by-case basis and will be the last resort. Youth dismissed from the program will need to be processed for the juvenile justice system.

Chart: MACC case closure process. The left column indicates successful completion of the program. The right column illustrates the process for youth that do not successfully complete the program



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

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

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

In Phase II (Action Phase), the benchmarks involve addressing the community's need through services that involve working with targeted youth; communicating with youth and families for the purpose of the intervention; obtaining consent for services and evaluation; engaging in assessment; developing action plans in partnership with youth; determining appropriate community connections to supportive programs or activities; following up with youth and families on the progress on their action plan until the case is ready to be closed successfully or unsuccessfully, and evaluation. Phase II (10-12 months) meets ongoing reporting and evaluation requirements. Designated MACC staff also coordinates services with law enforcement officials and community connectors to ensure a strategic approach to meet the youth's needs.

The timeline, major tasks, and milestones for the program are outlined below:

### **Phase 1: Months 1-2 (Preparation Phase)**

- Ongoing training for staff providing MACC services
- Continue to meet with HPD and other stakeholders to gain support of the program model and clearly articulate program requirements
- Continue to meet with sub-contracted community connections as well as other service providers and clearly articulate program requirements

### **Major Tasks & Milestones for Phase I:**

- Obtain continued MOU's from HPD, stakeholders, sub-contracted community connections, and other service providers

### **Phase II: Months 3-12 (Action Phase)**

- AFY will continue implementation of MACC services in District 8
- Conduct RT
- AFY will conduct evaluation of MACC

### **Major Tasks & Milestones for Phase II:**

- Serve 250-400 status offenders referred by HPD



- 90% of youth who engage in the program will receive the YASI Assessment
- 90% of youth who engage in the program will be provided with a comprehensive service plan
- 80% of youth and their families will successfully complete the program
- 65% of youth will not receive multiple citations or become incarcerated during the grant period

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

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

AFY's Quality Assurance Plan and Process

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

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

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

**Record Review:** The Record Review Committee meets regularly to review a random sample of active youth charts, utilizing established review criteria. MACC staff also conduct random case reviews through discussions at weekly staff meetings as well. Indicators reviewed include completeness of documentation, meeting of agency standards, and presence of accurately filled out required documents. A report summarizing findings is generated, and deficiencies are communicated to staff for corrective actions.

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

**Client Complaints, Grievances and Appeals:** All youth complaints, appeals and grievances, are maintained in a complaint log book and presented at the QA meeting. Responses to such complaints, appeals and grievances are submitted to the appropriate persons in writing within the required time frame. Results of actions taken are noted in the QA meeting minutes, and where warranted, systemic improvements may be made.

**Program Assessment:** If feasible, AFY would like to undergo a program assessment and/or audit conducted by an independent third party designed to deliver quantitative and qualitative feedback to the agency regarding this program. The information gathered from this process will allow AFY to better understand the youth that we serve and provide us with insight into this program as to what works well and what can be improved on.

AFY has utilized independent third party assessments/audits on past programs.

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

Monthly, Quarterly, Annually

- Number of youth cited annually for status offenses in District.
- Number of youth receiving civil citations and referred to MACC.
- Number of youth admitted into the MACC.
- Status of youth in the program monthly, quarterly, and annually.
- Average time from being issued the civil citation to receiving initial assessment.
- Total youth referred to subcontracting community connections that month, quarterly, and annually.
- Total youth referred to other community connections that month, quarterly, and annually.
- Total number of unduplicated youth that month, quarter, and year.
- Problems occurring during the month, quarter, and year with corrective action taken.
- Program progress/measures of effectiveness.
- Major accomplishments during the month, quarter, and year toward meeting the Program's objectives.

- Fiscal report for the month, quarter, and year.

Other Statistics:

- Youth demographics.
- Youth medical records (i.e. insurance), if needed.
- Youth criminal history.
- Number of youth who dropped out of the program.
- Number of youth who completed program services.

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

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

Effectiveness

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

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

Timeline: Monthly, quarterly, annually

Instrument: Arrest and re-arrest records

Obtained by: MACC staff/HPD

Milestones: Serve 250-400 status offenders referred by HPD  
 90% of youth who engage in the program will receive the YASI assessment  
 90% of youth who engage in the program will be provided with a comprehensive service plan  
 80% of targeted youth will successfully complete the program;  
 65% of targeted youth will not receive multiple citations or become incarcerated

## **IV. FINANCIAL**

## 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**
  - b. **Personnel salaries and wages**
  - c. **Equipment and motor vehicles**
  - d. **Capital project details**
  - e. **Government contracts, grants, and grants in aid**

Please see Attachment 1.

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

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$106,156.75	\$106,156.75	\$106,156.75	\$106,156.75	\$424,627.00

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

AFY is not aware of other sources of funding at this moment in time, which will be available for FY 2020.

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

Not applicable.

5. **The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted**

AFY is receiving funding from the 2017 Community Development Block Grant (CDBG) for its Outreach and Advocacy Project to homeless youth residing in the Farrington and McKinley school complex districts. This contract is scheduled to end on March, 31, 2019.

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

AFY was awarded funding for the FY 19 from the State Grant in Aid contract DHS-19-OYS-933 to pilot MACC (Mobile Assessment Command Center) services throughout the Leeward Coast, including the purchase and refurbishing of a specialized vehicle to conduct those services. The MACC program diverts youth who commit status offenses or first-time misdemeanors from the juvenile justice system. MACC staff will assess the youth and identify and link them to a community connection that can provide them with services they need to achieve academic success. AFY will identify the highest risk youth to participate in their Redirectional Therapy program.

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

Additionally, AFY completed a contract with the Honolulu Prosecutor's Office on September 30, 2018 which provided funding to redirect violence, increase academic performance, and educate and inform elementary and middle school students about bullying.

The State Office of Youth Services is currently providing program funding for Outreach and Advocacy Project through contract DHS-16-OYS-605, Supplemental Contract No. 2, which is scheduled to end on June 30, 2019. Supplemental Contract No. 1 ended on June 30, 2018. This is the third year that AFY is receiving funding for their Outreach and Advocacy Project. The State Office of Youth Services is also providing program funding for Truancy Prevention Project through contract DHS-15-OYS-501, Supplemental Contract No.3. The contract ended on June 30, 2018. This is the fourth year that AFY has received funding for their Truancy Prevention Program.

**6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2018.**

AFY's balance of unrestricted current assets as of December 31, 2018 is \$912,415

## **V. EXPERIENCE AND CAPABILITY**

## V. Experience and Capability

- 1. Necessary skills and capabilities - 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.**

AFY has the necessary skills, abilities, knowledge of, and experience to effectively deliver the services that it proposes in order to prevent youth from reoffending and deter low-risk offenders from incarceration through the MACC. AFY also has the experience and capability to decrease high-risk youth's violent behaviors and improve their academic performance through AFY's Redirectional Therapy.

### Capabilities

Adult Friends for Youth has been providing group therapy, individual counseling, assessments, crisis intervention, and community outreach to high-risk youth since its inception in 1986. Over time AFY has worked with over 40 gangs and thousands of high-risk youth, successfully carrying out its mission. In 2008, Mental Health America of Hawaii presented AFY with the Outstanding Community Mental Health Agency Award for its "pioneering therapeutic approach in the field."

The MACC is an extension of existing outreach and therapeutic services that AFY performs daily. AFY has developed skills, abilities, and knowledge providing outreach to high-risk youth on Oahu for over 30 years. AFY services more than 300 youth a week. Hence, the following results were achieved through 17 grants in FY 2016-2017:

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

AFY's therapeutic approach, Redirectional Therapy (RT) is a therapeutic intervention that directly addresses the behaviors of high-risk youth who engage in violent behavior. RT is a non-



judgmental, field-tested, replicable counseling model and aims to reduce violent behaviors and improve the academic performance of its youth. In the 2018 Program Evaluation conducted by Okamoto Consulting Group, 35 youth were evaluated. The data showed that 84.2% refrained from violence and 86.4% graduated or were promoted to the next level. RT assists youth by addressing disruptive behavior, stopping impulsivity, and teaching the necessary competencies - life, coping, refusal, and social skills to attain academic success and stay out of trouble. Our connection with youth is reflected as youth and family members often seek out staff due to AFY's professional reputation in the community.

## **Experience**

President-CEO Deborah Spencer-Chun, Vice President McKay Schwenke, Director of Redirectional Services Malakai Maumalanga, and Director of Operations & Special Programs/Fundraising Coordinator Lisa Tamashiro make up the administrative team at AFY. Combined, they possess over 85 years of social work experience targeting high-risk/gang affiliated youth with AFY. AFY's administration is responsible for hiring and training all staff, specialists, and support. They have established a standard of performance for which all staff must reach and maintain. This ensures the quality of AFY's services remain consistent across youth and time.

Ms. Spencer-Chun has co-authored and published *Toward a Gang Solution: the Redirectional Method* (1996) and *Turning it Around* (2011). Both books address providing outreach to high-risk youth in Hawaii. Ms. Spencer-Chun has received multiple awards for her work with at-risk and high-risk youth. In 2015, she made Hawaii Business Magazine's 20 for the Next 20 list for her past contributions to Hawaii and her expected impact over the next two decades. In 2018, she was recognized as the Honolulu Community College Distinguished Alumni for her dedicated work to youth services and stopping violence in the community. In 2015, Mr. Maumalanga made Pacific Business News' 40 under 40 list for his dedication to working with violent high-risk youth.

## **Related Projects and Contracts**

AFY's experience and capabilities are evidenced in our past and existing contracts for truancy reduction, violence interruption, case management, counseling, alternative education, and outreach programming to vulnerable, high-risk, often homeless adults and juveniles. AFY has received funding from multiple sources, such as government entities, private donors, fundraising, and private foundations to enhance school and community safety over the past 30 years of service to the State of Hawaii. AFY possesses the necessary experience to provide an effective Mobile Assessment Command Center to status offenders as our current work extends into numerous communities (e.g., Kakaako, Downtown Honolulu, Kalihi, Waipahu, Kapolei, and Wahiawa).

AFY's proven work is demonstrated through the Outreach & Advocacy Grant (O&A) (Contract DHS-16-OYS-605) from the State of Hawaii, Office of Youth Services (OYS) in 2016. O&A targeted 15 youth. All of the milestones were exceeded during the project period. Ninety three percent (93%) of students remained crime free, and also demonstrated improvements in their

pro- social behavior and/ or social competence. Finally, 87% of students increased educational competence by advancing to the next grade level.

AFY also showed success through the 2016 City & County GIA (Contract # CT-DCS—1600241). The intention of the grant was to provide Redirectional Therapy to youth at four schools, redirecting 30 high-risk, high school students from dropping out of school and committing acts of violence. Ninety-three (93%) percent of targeted students reduced violence, while ninety percent (90%) graduated or advanced to the next grade level. AFY collaborated with the Institute for Human Services to provide outreach services for homeless youth in the Kakaako area. Under this collaborative effort, 10 clients continue to receive services.

In 2017, AFY was awarded a State GIA grant (Contract # DHS-18-OYS-804) in order to pilot the MACC program on the Leeward Coast of Oahu. Through this grant, much work has been accomplished (i.e. establishing appropriate connections and processes with HPD, identifying appropriate community connections for referral services, and obtaining and customizing a MACC to provide the necessary services). Outreach has also been conducted to identify potential MACC candidates. AFY is asking requesting this grant so that we may continue our pilot program that will address the needs of high-risk and truant youth on the Leeward Coast of Oahu.

AFY has received other grants from organizations in the State of Hawaii that have contributed to the same or similar goals as the State GIA, including but not limited to:

- Liliuokalani Trust

HPD District 5 Community Policing Team: “There is a weekly contact with AFY. We have a good partnership and both sides benefit.”

Judge R. Mark Browning: “It is important that AFY continues to work to keep kids in school and their work with homeless youth in commendable and needed.”

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

AFY’s corporate office is located at 3375 Koapaka Street, Suite B290, Honolulu, HI, 96819. This is a central location that offers equally convenient access to and from the east side, west side, and North Shore of Oahu. AFY possesses an agency vehicle that will be utilized to deliver mobile services to targeted youth in HPD Districts 8. AFY’s corporate office is used to conduct administrative business as well as to host youth for service related activities. The office facility has accessible parking and is positioned close to several major bus lines providing maximum access for the majority of youth and their families.

AFY services are offered in clean, safe, and secure facilities that are compliant with all Federal and State building codes. They offer space that is capable of conducting counseling sessions in a

confidential and private manner. Services that are not conducted at the AFY office take place on DOE school campuses, in the community, or in the MACC.

Youth charts are secured in a locked filing cabinet located at the corporate office in order to maintain strict confidentiality of records. AFY's office as well as the other facilities that are used to provide services are compliant with the American Disability Act (ADA). AFY's services are accessible to those with hearing, speech, psychological, and other disabilities. AFY employs a drug and smoke free workplace policy with staff, volunteers, visitors, and youth. Our program utilizes a variety special needs resources such as those from Mental Health of America, Hawaii Speech, Language, Hearing Association, service directories, referral, and technical assistance.

AFY's office is an environment where everyone is welcome, allowing both staff and youth of diverse backgrounds to feel safe and respected. One of AFY's philosophical principles as an agency is that we provide our youth, their families, their guests, our stakeholders, etc., with an environment that is genuine, caring, and nurturing.

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

## **VI. PERSONNEL: PROJECT ORGANIZATION AND STAFFING**

- 1. Proposed Staffing, Staff  
Qualifications, Supervision, and  
Training**
- 2. Organization Chart**
- 3. Compensation**

**VI: Personnel: Project Organization and Staffing: 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.**

**1. Proposed staffing, staff qualifications, supervision, and training**

AFY's skilled and experienced administration has the ability to identify, hire, train, and retain qualified Redirectional staff. The evidence is in the fact that over the past 32 years AFY has implemented Redirectional Therapy services and outreach to high-risk youth with no break or interruption in services provided. Staff retention at AFY is critical in order to provide consistent services and a stable environment for high-risk youth to develop and thrive. As stated previously, AFY's four administrative staff have been with AFY for over 85 combined years providing a stable foundation for the agency and the services that it offers to high-risk youth.

**Proposed Staffing**

Proposed staffing for this program include administrative staff, Redirectional Specialists, and support staff. The administrative staff are comprised of: Deborah Spencer-Chun – President and CEO, McKay Schwenke – Vice President, Malakai Maumalanga – Director of Redirectional Services, and Lisa Tamashiro – Director of Operations and Special Programs/Fundraising Coordinator. AFY's administrative team are also experienced Redirectional Specialists and do provide services as needed. Director of Redirectional Services, Malakai Maumalanga, will lead the RS team and conduct direct services. He trains and supervises all RS staff to ensure that the services AFY provides its youth are consistent and effective. As stated, all administrative staff will conduct direct services as needed.

The administrative team provides oversight to all Redirectional Specialists who will provide direct services to youth. Redirectional Specialist responsibilities include receiving referrals from HPD; outreach services to meet the youth after they are apprehended; communicate with youth and families for the purpose of intervention; obtain consent for services and evaluation; conduct assessments; develop action plans in partnership with participants; determine appropriate community connections to supportive programs or activities; and follow up with youth and families on the progress on their action plan until the case is ready to be closed successfully or unsuccessfully.

The total number of Redirectional staff assigned, based on FTE (full-time employee) scale, to the program is X. There is one Executive Assistant for this grant, Nicole Hori, who provides clerical, fiscal, and administrative duties at AFY. There is also one Grant Coordinator, Aaron Hare, who conducts research, prepares the grant applications for continued support of programs, and compiles grant-related performance reports.

**Staff Qualifications**

Please see staff resumes in Attachment 2.

**Supervision and Training**

AFY's administrative staff will be responsible for the supervision of Redirectional Specialists and support staff. Training meetings are conducted a minimum of twice a month when staff can discuss specific issues and cases. Case discussion can include comments from colleagues, police officers and supervisors, regarding how a case was conducted and what improvements could be made. Trainings are also conducted in one-on-one meetings between the redirection staff and a supervisor/administrator.

## **2. Organizational Chart**

Please see Attachment 3.

## **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.**

Please see Attachment 4.

## **VII. OTHER**

- 1. Litigation**
- 2. Licensure or Accreditation**
- 3. Private Educational  
Institutions**
- 4. Future Sustainability Plan**

## **VII. Other**

### **1. Litigation**

Not applicable

### **2. Licensure or Accreditation**

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

### **3. Private Educational Institutions – The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution.**

Not applicable

### **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**
- b) Not received by the applicant thereafter**

If AFY receives this grant in fiscal year 2019-20, but not thereafter we will pursue other avenues to secure resources to continue this program.

AFY's administrative team has the capacity to build relationships and find new and creative partnerships to meet the youth's needs as they participate in the MACC program process. Creativity and innovation are important to acquire funding and that is why AFY has been able to keep programs going over years utilizing different grant sources.

AFY's Board of Directors will also have an active role in securing the funding necessary to make the program sustainable. AFY's Board members have exhaustive experience in finance, school administration, healthcare, marketing, law, Unions, and human resources. Board members are also extremely affluent in the state and possess networks through which AFY can secure additional funding and communicate our message and mission to potential donors.

In order to supplement funds received through grants, AFY hosts one of the state's largest silent auctions and live auctions during our Annual Fundraiser. AFY administration has been able to develop strong relationships with private entities over the organization's lifespan and is able to solicit donations through that channel.



## **VIII. ATTACHMENTS**

- 1. BUDGET**
- 2. STAFF  
QUALIFICATIONS**
- 3. ORGANIZATIONAL  
CHART**
- 4. COMPENSATION**

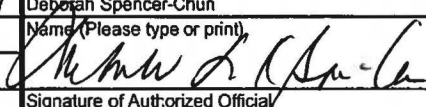
## **ATTACHMENT 1: BUDGET FORMS**

- a. Budget request by source of funds**
- b. Personnel salaries and wages**
- c. Equipment and motor vehicles**
- d. Capital project details**
- e. Government contracts, grants, and grants in aid**

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2019 to June 30, 2020

Applicant: Adult Friends for Youth

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	181,950			
2. Payroll Taxes & Assessments	21,525			
3. Fringe Benefits	25,301			
<b>TOTAL PERSONNEL COST</b>	<b>228,776</b>			
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance	10,603			
3. Lease/Rental of Equipment	1,347			
4. Lease/Rental of Space-includes utilities, parking, etc.	35,207			
5. Staff Training-YASI assessment	6,000			
6. Supplies-Prrogramm & Office	10,984			
7. Telecommunication	2,490			
8. Utilities				
9. Travel -Local -includs gas, mileage, non office parking, etc.	4,101			
10. Contractual fees	9,286			
11. Equipment & furnishings	1,000			
12. Vehicle Maintenance & Repair	2,197			
13. Youth Stipends	1,025			
14. Conferences & Meetings	1,611			
15. Subcontracted Centralized Data Center	30,000			
16. Subcontracted Community Linkages - youth services	80,000			
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>195,851</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>424,627</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	424,627	Deborah Spencer-Chun (808)833-8775		
(b) Total Federal Funds Requested		Name (Please type or print) _____ Phone _____		
(c) Total County Funds Requested				
(d) Total Private/Other Funds Requested		Signature of Authorized Official _____ Date 1/17/19		
<b>TOTAL BUDGET</b>	<b>424,627</b>	Deborah Spencer-Chun, President & CEO Name and Title (Please type or print)		

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

Period: July 1, 2019 to June 30, 2020

Applicant: Adult Friends for Youth

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Redirectional Associate (Direct Service)	1	\$26,500.00	40.00%	\$ 10,600.00
Redirectional Specialist (Direct Service)	1	\$37,000.00	40.00%	\$ 14,800.00
Redirectional Specialist (Direct Service)	1	\$41,000.00	40.00%	\$ 16,400.00
Redirectional Specialist (Direct Service)	1	\$36,000.00	40.00%	\$ 14,400.00
Redirectional Specialist (Direct Service)	1	\$40,500.00	40.00%	\$ 16,200.00
Redirectional Specialist (Direct Service)	1	\$35,000.00	40.00%	\$ 14,000.00
Redirectional Specialist (Direct Service)	1	\$35,000.00	40.00%	\$ 14,000.00
Director of Redirectional Services (Direct Service)	1	\$67,500.00	30.00%	\$ 20,250.00
Director of Operations and Special Programs (Direct Service)	1	\$53,000.00	30.00%	\$ 15,900.00
Vice President (Direct Service)	1	\$72,000.00	20.00%	\$ 14,400.00
President & CEO (Direct Service as needed)	1	\$100,000.00	20.00%	\$ 20,000.00
Grant Coordinator/Program Support	1	\$36,000.00	10.00%	\$ 3,600.00
Executive Assistant/Program Support	1	\$37,000.00	20.00%	\$ 7,400.00
				\$ -
<b>TOTAL:</b>				<b>181,950.00</b>
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

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

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

**JUSTIFICATION/COMMENTS:**

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

**JUSTIFICATION/COMMENTS:**

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2019 to June 30, 2020

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

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						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b>						

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

Apf                      **Adult Friends for Youth**                      Contracts Total:                      1,153,761

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)</b>	<b>CONTRACT VALUE</b>
1	CDBG Outreach and Advocacy Project	10/15/17 - 3/31/19	Dept. of Comm. Services	Honolulu	137,270
2	C&C GIA: Redirectional Therapy	10/1/17 - 3/31/19	Dept. of Comm. Services	Honolulu	125,000
3	Prosecutor's Office: Redirectional Therapy	6/30/17 - 9/30/18	Dept. of the Prosecutor	Honolulu	250,000
4	State GIA: Mobile Assessment Command Center & Redirectional Therapy	7/1/18 - 12/31/19	Dept. of Human Services	State of Hawaii	466,491
5	DHS-16-OYS-605, Supplemental Contract No.1	7/1/17 - 6/30/18	Dept. of Human Services	State of Hawaii	135,000
6	DHS-15-OYS-501, Supplemental Contract No. 3	7/1/17 - 6/30/18	Dept. of Human Services	State of Hawaii	40,000
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**ATTACHMENT 2: STAFF  
QUALIFICATIONS/RESUMES**



# Deborah L.K. Spencer-Chun

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## Education

1990-1993: Masters of Social Work (MSW) University of Hawaii, Manoa, Honolulu, HI.

1987-1990: Bachelors of Social Work (BSW) University of Hawaii, Manoa, Honolulu, HI.

1983-1985: Associates of Arts (AA) Honolulu Community College, University of Hawaii, Honolulu, HI.

1981: Graduate of Farrington High School, Honolulu, HI.

## Professional Experience

July 2007-Present: President and C.E.O., Adult Friends for Youth, Honolulu HI

- Directly supervises directors and administrative staff.
- Oversees clinical supervision for clinicians.
- Manages fiscal matters.
- Implements board policies.
- Serves on all official committees.
- Supervises C-BASE instructor.
- Oversees the C-BASE program.
- Maintains communication with clinical staff and board of directors.
- Over 20 years of experience providing direct services to clients served by agency.

## Other Professional Experience

- 1988-2007: Senior Master Practitioner (Group counseling services for male youth gangs as whole entities which included mediation between individuals, rival gang members and other violent youth).
- 2002-2009: Clinical Competency Based (CBASE) Alternative Education Director and Teacher (Supervised and taught the alternative education program for high risk youth) Adult Friends for Youth, Honolulu, HI.
- 1996: Part-time Graduate Instructor-SW 707 Methods of Group Psychotherapy University of Hawaii, Honolulu, HI Spring.
- 1995-Present: Practicum Instructor Adult Friends for Youth conjunction with the University of Hawaii, Hawaii Pacific University and Chaminade University, Honolulu, HI.

## Professional Presentation Experiences

Presenter at:

- March 2017: Morning co-keynote speaker ECET2 (Elevating and Celebrating Effective Teaching and Teachers).
- July 2015: Hawaii State Department of Education (DOE) Safety, Security and Emergency Preparedness conference (Building relationships with high risk reach students).
- May 2013: Youth Violence and Gang Prevention: Creating Safer Communities by the Coalition for Drug-Free Hawaii and Department of the Attorney General, Honolulu, HI.
- March 2012: Forum on Human Services and Juvenile Justice, Honolulu, HI.
- March 2012: Institute on Violence, Abuse and Trauma, Honolulu, HI.
- Sept. 2011: Institute on Violence, Abuse and Trauma, San Diego, CA.
- March 2010: Institute on Violence, Abuse and Trauma, Honolulu, HI.
- Feb. 2009: Rotarian Foundation Leadership Conference, San Jose, CA.
- Feb. 2009: Models for Change, Tacoma, WA.
- April 2008: National Associate of Pediatric Nurse Associates and Practitioners, Honolulu, HI.
- April 2008: Preventing, Assessing and Treating Childhood and Adult Trauma, Honolulu, HI.
- 2001: Highway Traffic Safety Forum, Adolescent and young Adult High Risk Drivers, Honolulu, HI.
- 1998: Child Welfare League of America, Troubled Youth Conference, Snowbird, UT.
- 1997: Keynote Speaker, Utah Gang conference, Salt Lake City, UT.
- 1994: National Resource Center Conference, Little Rock, AR.

### **Volunteer Experience**

- 1987-1988: Adult Friends for Youth Honolulu, HI.
- 1987: Children and Family Services Group Home Honolulu, HI (Intern Student).
- 1986-1987: Big Brothers and Sisters of Hawaii Honolulu, HI (Big Sister).

### **Member Affiliations**

- 2017-Present: Status Offense Reform Working Group.
- 2014-Present: Juvenile Justice Oversight Advisory Council.
- 2013-Present: Family Reunification Working Group.
- 2012-Present: Co-Leader of Collective Impact At-Risk Youth Group (A Private/Public sector venture of Kui Kupa'a).
- 2012-Present: Hui Kupa'a Leaders Work Group.
- 2012-Present: Kuhio Park Choice Neighborhood Initiative.
- 2009-Present: Keiki Caucus.

### **Publications**

- 2011: Co-authored: Turning it Around: Redirectional Therapy, Vantage Press.

- 1996: Co-authored: Toward a Gang Solution: The Redirectional Method, National Resource Center for Youth Service.

### **Awards**

- 2015: 20 for the Next 20 Hawaii Business Magazine.
- 1999: Awardee of Three Outstanding Young Persons Award, Hawaii Business Jaycees.

# McKay Max Schwenke

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## Education

June 1989: Bachelors of Science (BA) Brigham Young University Hawaii Campus.

## Professional Experience

2007-Present: Vice President, Adult Friends for Youth, Honolulu HI

- Supervises administrative staff.
- Trained in the Redirectional Therapy as a Program Specialist and Master Practitioner for over 16 years before being promoted to Vice President.
- Provides staff instructions.
- Serves as a Liaison to the community.
- Works directly with clients.
- Establishes and maintains relationships with organizations that are relevant to addressing gang violence, victimization, and bullying.
- Provides direct training and support to C-BASE Instructor.
- Oversees C-Base program.

1991-2007: Master Practitioner, Adult Friends for Youth, Honolulu, HI

- March 2005: Developed the first Adult Friends for Youth Aloha Youth Rugby “7-aside Rugby Tournament” to help unify communities and youth through rugby.
- 1997-Present: Field Instructor for Adult Friends for Youth in conjunction with the University of Hawaii, Honolulu, HI.

1983: Recreational Coordinator for the Polynesian Cultural Center’s Employee Recreation Division.

- Organized and Coordinated Departmental sporting competitions for the center’s 1,200 employees.

1982: Head Coach for Western Samoa’s National Women’s basketball team at the South Pacific Games.

- Competed against national teams from Guam, Tahiti, Fiji, American Samoa, New Caledonia, Papua New Guinea, Tonga, and New Hebrides.

## Other Professional Experience

- 1996: Contributor to the book, “Toward a Gang Solution” The Redirectional Therapy (National Resource Center for Youth Services, University of Oklahoma, Tulsa).
- 1989-1990: Health and Physical Education Teacher at Kayanta HS, Arizona.
- 1988: First International Rugby Board Trainer of Referees from Hawaii.
- 1988-1989: Head Rugby coach at BYU- Hawaii.

- 1986-1989: Dance performer at world famous Polynesian Cultural Center. Performing in Samoa, Maori, Fijian, and Tongan sections of the show.
- 1984-1986: Strength and weight training coordinator for BYU-Hawaii rugby team. Three-year letterman.

## **Professional Presentation Experience**

Presenter at:

- Feb. 2009: Models for Change, Tacoma, WA.
- April 2008: National Associate of Pediatric Nurse Associates and Practitioners, Honolulu, HI.
- April 2008: Preventing, Assessing and Treating Childhood and Adult Trauma, Honolulu, HI.
- 2001: Highway Traffic Safety Forum, Adolescent and young Adult High Risk Drivers, Honolulu, HI.
- 1998: Child Welfare League of America, Troubled Youth Conference, Snowbird, UT.

## **Hobbies**

- Teaching.
- Coaching and training youth in all aspects of life.
- Spending time with family, wife Angie and six children.

# **Malakai Maumalanga**

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## **Education**

July 2006-May 2007: Masters of Social Work (MSW) Focus: Child and Family University of Hawaii at Manoa, Honolulu, HI.

August 2003-May 2006: Bachelors of Social Work (BSW) University of Hawaii, Honolulu, HI.

August 2001-May 2003: Associates in Arts Degree in Human Services (AA) Honolulu Community College, Honolulu, HI.

## **Skills and Abilities**

- Fluency in Tongan.
- Captain of Kalihi Raiders Rugby Team.

## **Professional Experience**

2007-present: Director of Redirectional Services, Adult Friends for Youth, Honolulu, HI

- Practicum Instructor in conjunction with the University of Hawaii, Honolulu, HI.
- Trains Redirectional Specialists.
- Supervises clinical staff.
- Provides individual and group counseling to clients.
- Provides mediation for clients as needed.
- Completes intake documentation for new clients.
- Provides outreach to homeless youth.
- Provides advocacy services for clients.

June 2003-2007: Redirectional Specialist, Adult Friends for Youth, Honolulu, HI

- Facilitated and co-facilitated in school group counseling with high risk youth.
- Advocated for high risk youth.
- Counseled high risk youth.
- Provided case management for high risk youth.
- Assisted high risk youth with finding alternatives to negative behaviors.
- Ensured that customers receive safe, enjoyable, and efficient traveling services.

## **Volunteer Experience**

- Dec. 2005: Delivered a motivational speech at the Methodist Church in Oakland, addressing the Tongan Community on gangs and the disadvantages of being in a gang relating to past experiences.
- 2004-2005: Walk for Hunger at Magic Island, Honolulu.

- 2003-Present: Delivered speeches to the School of Social Work Title IV Program at the University of Hawaii at Manoa regarding past experiences with gangs.
- 2003-2005: Summer volunteer to discuss life experiences at JROTC high school program on Hickam Air Force Base, Honolulu, HI.
- 2001-2003: Served breakfast to the homeless community as part of the Human Services Club.
- 2001-2003: Handed out Thanksgiving Day turkey boxes to needy families at the Kalihi Palama Clinic.

### **Awards**

- June 2009: Farrington Way Award presented by the Farrington Alumni Association.
- August 2006: Hawaii Forgiveness Project Award.
- May 2006: UH School of Social Work, 2006 Convocation Honored Student Speaker.
- Nov. 1997: Adult Friends for Youth "Youth of the Year."

### **Hobbies**

- Rugby and other physical sports.
- Playing the guitar.
- Spending quality family time.

# Lisa Tamashiro

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## Education

2005-2011: Bachelors of Social Work (BSW) University of Hawaii, Manoa, Honolulu, HI.

2001-2005: Kaimuki High School, Honolulu, HI (HS Diploma obtained).

1992-2000: Rainbow Gakuen (Japanese Language School).

## Professional Experience

2016-Present: Director of Operations and Special Programs, Adult Friends for Youth, Honolulu, HI

- Coordinates fundraising programs.
- Manages the day-to-day operations of program to ensure agency goal to reduce violence and crime is being addressed.
- Supervises and provides support to the C-BASE program and C-BASE Instructor.

Feb. 2010- April 2013: Redirectional Specialist, Adult Friends for Youth, Honolulu, HI

- Co-facilitated group counseling.
- Applied agency model of Redirectional Therapy.
- Assisted clients in areas of tutoring, job searching, and applying for college.
- Participated in agency events.
- Assisted staff with needs such as correcting homework for C-BASE class or inputting data for master client list.
- Became C-BASE Instructor and taught children in program from April 2013- May 2016.

Dec 2008-Sept 2009: Helpline Representative, Domestic Violence Action Center

- Conducted intake/assessment on possible clients.
- Provided referrals to other services.

Dec. 2008- Dec. 2009: Assistant, Japanese Cultural Center of Hawaii, Honolulu, HI

- Assisting PR Manager by logging media data.
- Creating survey spreadsheets.
- Conducting research for ongoing projects.
- Attend events.

Sept. 2008-Dec. 2011: Server, The Shack, Honolulu, HI

- Take orders.
- Serve food and drinks to customers.



- Responsible for carrying and calculating own bank.

March 2008-Sept. 2008: Server, Benihana of Tokyo Inc., Honolulu, HI

- Attended to drink orders and food orders.
- Assisted chefs.
- Calculated and distributed tips.

Sept. 2006-April 2008: Hall Staff, Yakiniku Toraji, Honolulu, HI

- Served food and drinks.
- Bused tables.
- Helped management with Japanese translations.

July 2004-July 2007: Waitress, Yamagen, Honolulu, HI

- Took food orders for takeout by phone or by walk-ins.
- Cleared tables.

Oct. 2005-May 2006: Student Leader, Manoa Japanese Language School, Honolulu, HI

- Picked up the students from school and escorted them back to the language school.
- Supervised students that were not in class.
- Directed student to pick-up area.

July 2004-Jan. 2005: Sales Representative, Moni, Honolulu, HI

- Promoted jewelry sales.
- Answered phone calls.
- Closed register.

March 2004-August 2004: Student Helper, McCully-Moiliili Public Library, Honolulu, HI

- Shelved books in order.
- Rearranged new shipments.
- Assisted librarians and customers.

## **Volunteer Experience**

2004-2005: Tutor at Kuhio Elementary, Honolulu, HI

- Assisted with the after school tutoring program for students referred by teachers.
- Escorted younger students home if pick was unavailable.

2003: Military Police assistant, Tripler Medical Hospital

- Learned the roles of the military police at the hospital.

- Conducted data filing.
- Made rounds around the hospital.

# Nicole Hori

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## Education

2008: B.A. Degree. University of Hawaii at Manoa, Honolulu, HI.

## Skills and Abilities

- Writing Skills: wrote and edited sections of the Hamilton Library: Intra-system Loan training handbook.
- Experience with addressing patron concerns and inquiries via email.
- Proficient in Microsoft Office, including Word, PowerPoint, and Excel.
- Experience with Adobe Photoshop, Adobe InDesign and Final Cut Pro.
- Ability to work with Windows and Mac OSX.
- Experience with performing general office tasks such as courteously answering telephones, taking messages, and greeting patrons.
- Excellent interpersonal skills such as working effectively with students with diverse learning needs and cultural backgrounds and explaining complex concepts using easy to understand terms.

## Professional Experience

August 2013-Present: Executive Assistant, Adult Friends for Youth, Honolulu HI

- Conducts financial transactions.
- Maintains financial records.
- Services as a liaison with the agency's accountants and auditors.
- Complies and maintains agency database.
- Assist students in the C-BASE program with testing.
- Provides administrative duties.
- Assists with agency logistics.

## Other Professional Experience

- 2005-2010: Student Assistant III, University of Hawaii at Manoa, Hamilton Library, Honolulu, HI.
- 2004-2005: Tutor, Kaimuki Kumon Center, Honolulu, HI.

## Member Affiliation

- Chinagu Eisa Hawaii-Vice President.
- Hui o Laulima.

# Siutiti Telesiaongo Takai

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## Education

August 2013: Bachelors of Science in Human Services (BS) Montreat College, Montreat, North Carolina. GPA: 2.86

## Skills and Abilities

- Experience with assessments.
- Experience with conducting analysis.
- Organizational skills.
- Positive attitude.
- Experience in filing and monitoring client progress.
- Strong writing skills.

## Professional Experience

September 2015-Present: Redirectional Specialist, Adult Friends for Youth, Honolulu, HI

- Lead instructor for C-BASE program.
- Provides direct counseling services to clients.
- Plans and documents therapy sessions conducted.
- Conducts outreach and advocacy services.
- Provides on-call support for clients.
- Collaborates with outside professionals working with clients.
- Provides client tutoring as needed.

February 2014-September 2015: Paraprofessional, Hawaii Behavioral Health, Honolulu HI

- Provided 1 on 1 adult supervision to students who have behavioral health challenges to help them function in school, home, and in community settings.
- Followed each student's Individualized Educational Plan (IEP) of goals and objects in order to address certain skills.

April 2012-September 2013: Front Desk Associate, Montreat Conference Center, Montreat, NC

- Hospitality: Provided friendly and professional customer service at all times.
- Answered phone calls and responded to inquires of residents and the general public.
- Submitted IT and Housing work order requests.
- Signed guests in and out of the halls.
- Completed and maintained paperwork as it relates to guest records and front desk responsibilities.

- Arranged and reserved reservations for guests.
- Provided child care for guest who brought their children.

2010-2012: Assistant Manager, Vtakai Masonry, Honolulu, HI

- Financed: Monitored and handled funds.
- Supervised and managed.
- Coordinated what workers should do.
- Maintained time sheet of hours worked each day.
- Contracted: set up agreements to work on construction.

2005-2009: Babysitter

- Facilitated children with homework and schoolwork.
- Planned, prepared and arranged nutritious meals for children.
- Bathed and dressed children.
- Taught children in health and hygiene, resting, and proper toileting.
- Organized and took part in leisure activities, games, and television.
- Motivated children to change clothing independently and pick up after themselves.
- Kept records of every child, including day by day observations and information regarding activities, meals served, and medicine administered.
- Carried out housekeeping duties such as laundry, running errands, cleaning, dishwashing, and changing linens.

## Hobbies

- 2010-2011: Captain, Women's College Basketball Team.
- 2000-present: Volunteer, St. Augustine Church.
  - Assist in soup kitchen.
  - Assist with church clean up.
  - Assist with youth activities.

# Solomona Daren Levi

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## Education

December 2016: Bachelor of Arts in Political Science, University of Hawaii at Manoa, Honolulu, HI

December 2013: Associates of Arts in Liberal Arts, American Samoa Community College, Mapusaga, AS

## Skills and Abilities

- Proficient in Microsoft Office (word, PowerPoint, and Excel)
- Strong typing skills, 50WPM
- Fluent in Samoan

## Professional Experience

August 2017-Present: Redirectional Specialist, Adult Friends for Youth, Honolulu, HI

- Provides direct counseling services to clients.
- Plans and documents therapy sessions conducted.
- Conducts outreach and advocacy services.
- Provides on-call support for clients.
- Collaborates with outside professionals working with clients.
- Provides client tutoring as needed.

May 2014-August 2017: Student Intern, Department of Criminal Justice, Executive Office Building, Utulei, AS.

- Managed front desk reception area to accommodate customers' needs.
- Filed and organized budget documentation, and assembled session court cases.
- Assisted in planning and division of budget funds to each facility supervised by the Department of Criminal Justice.
- Assisted associated facility inspections for the juvenile facility, correctional facility, police department and more.
- Monitored use of items purchased by funds approved and distributed to each facility and delivered documentation to prospective recipients.
- Complete observations and note taking during public defender meetings with clients and in court sessions.

January 2012-December 2012: Office Assistant for Federal Work Study, American Samoa Community College Music Department, Mapusaga, AS.

- Managed office reception to accommodate students' needs.

- Filed and organized Professors' files.
- Graded student assignments.
- Cleaned and organized office area.
- Assisted Professors' in class session during exams, class activities, and choir practice.
- Assisted in planning and implementing choir and a cappella performance for church functions, banquets, and graduations.
- Organized and conducted errands for professors.

## **Volunteer Experiences**

- February 2010: December 2010: Village Cleanup volunteered through National Honor Society.
- March 2014: Manoa Experience volunteer through the Office of Multicultural Student Services.
- April 2014: Samoan Language Program volunteer, Pacific Islanders in the Arts, University of Hawaii at Manoa,
- April 2014: Traditional Umu Demonstrator with Samoan Language Program.
- October 2014: Ala Mai Conference volunteer through Office of Multicultural Student Services.
- October 2014: Data Auction Fundraiser volunteer, Rugby Club with University of Hawaii at Manoa.

## **Awards**

- 2014: Internship Completion with Department of Criminal Justice.
- 2011: Most Improved Academic Award in English and calculus.
- 2011: Excellent Academic Performance Award in Physics, History, and Physical Science.
- February 2010: December 2010: Member of the National Honor Society.

# Cidney R. K. Tabilang

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## Education

1995-1996: Hawaii Business College, Computer Application & Accounting, Honolulu, HI.

1994: Graduate of Farrington High School, Honolulu, HI.

## Professional Experience

2016-Present: Clinical Apprentice, Adult Friends for Youth, Honolulu, HI

- Co-facilitates redirection services with clinical staff by providing outreach to homeless youth.
- Completes client intake documentation and outreach documentation.
- Provides support to the C-BASE program by assisting students with testing.

2013-Present: Office Assistant, Adult Friends for Youth, Honolulu, HI

- Assists with filing and scheduling appointments.
- Assists with entering data into agency database.
- Assists with ordering office supplies for agency.

## Volunteer Experience

- 2016: Kakaako Park Beautification.
- 2015-2016: Campaign Supporter (Sign Waiving).
- 2014: Kapalama Canal Beautification.

## Hobbies

- Bowling
- Painting
- Drawing



# Janiefer T. Dela Cruz

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## Education

2018: B.A. Degree. University of Hawaii West Oahu, Kapolei, HI.

2016: Associates of Arts. Kapi'olani Community College, Honolulu, HI.

## Skills and Abilities

- Work with diverse populations.
- CPR (BLS) & First Aid Certified.
- Proficient in Microsoft Word, PowerPoint, Excel, Adobe Photoshop, able to operate in PC environment.

## Professional Experience

May 2018 - Present: Redirectional Specialist, Adult Friends for Youth, Honolulu HI

- Advocacy and outreach for high-risk youth in the community.
- Conduct Redirectional Therapy.

January 2018 – May 2018: Administrative Intern, Hawaii Homeless Outreach & Medical Education (H.O.M.E. Project), Honolulu, HI

- Utilize electronic health record system to monitor patient information and progress.
- Administer liability consent and authorization forms to patients.
- Facilitate inclusive environment among volunteers, medical students, and patients.
- Develop a patient flow chart to improve overall patient experience.

May 2015 – Present: Center Sales Associate/Certified Color Consultant, Sephora, Honolulu, HI

- Educate clients on the appropriate use of cosmetics products for their needs.
- Provide client touch up, skin consultation and make overs as required.
- Specialize in complex effects of color solutions for client's personal goals.
- Work in a team setting to create a comfortable and exciting environment and exceed sales goals.
- Regularly participates in skills practices to better understand clients, learn new product lines, and improve artistry.

April 2014 – May 2015: Barista, Starbucks, Honolulu, HI

- Maintain store operations, cleanliness of space and inventory of supplies.
- Ensure products ordered meets company's standards and overall customer satisfaction.

- Perform in high-paced environment while providing excellent customer service to inform product promotions to boost retail sales.

April 2011 – January 2014: Sales Associate/Cashier Lead, Bath & Body Works, Honolulu, HI

- Structure store logistics based on assessment of clientele experience and overall efficiency of store operations.
- Provide best customer experience through identifying needs and developing solutions.
- Execute store operations, including opening and closing registers and mid-day deposits.

# Aaron M. Hare

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## Education

2011: Master of Arts in I/O Psychology. The Chicago School of Professional Psychology, Chicago, IL.

2008: B.A. in History, B.A. in Psychology. University of Hawaii at Manoa, Honolulu, HI.

## Professional Experience

September 2018 – Present: Grant Coordinator, Adult Friends for Youth, Honolulu, HI

- Conducts research for grants.
- Conducts grant writing.
- Completes grant reports.

September 2017 – June 2018: Application Assistant, Kamehameha Schools, Honolulu, HI

- Examine custody documents and accurately tag information for organization-wide retrieval.
- Analyze legal documents to determine custody and identify issues relating to custody
- Received extensive training from the Kamehameha Schools legal team on how to read and interpret legal documents from Family Court.
- Work with the Legal Department to analyze custody disputes that could negatively impact the organization's ability to serve its mission.
- Conduct sensitive phone conversations with families applying their children to Kamehameha regarding family dynamics and history.
- Trained existing Kamehameha Schools Employees on the functions and responsibilities of the position of Application Assistant.

2014-2016: Front Desk Representative, Honolulu Club, Honolulu, HI

- Meet and greet members, trouble shoot conflicts.
- Coordinate housekeeping duties.
- Responsible for monetary transactions within facility.
- Assist training of new employees.

2010-2011: Patient Relations Intern, Rush University Medical Center, Chicago, IL

- Supported the management of the Press Ganey survey process.
- Provided leadership in the interpretation of the Press Ganey survey information and assistance in helping clinical departments make improvements.

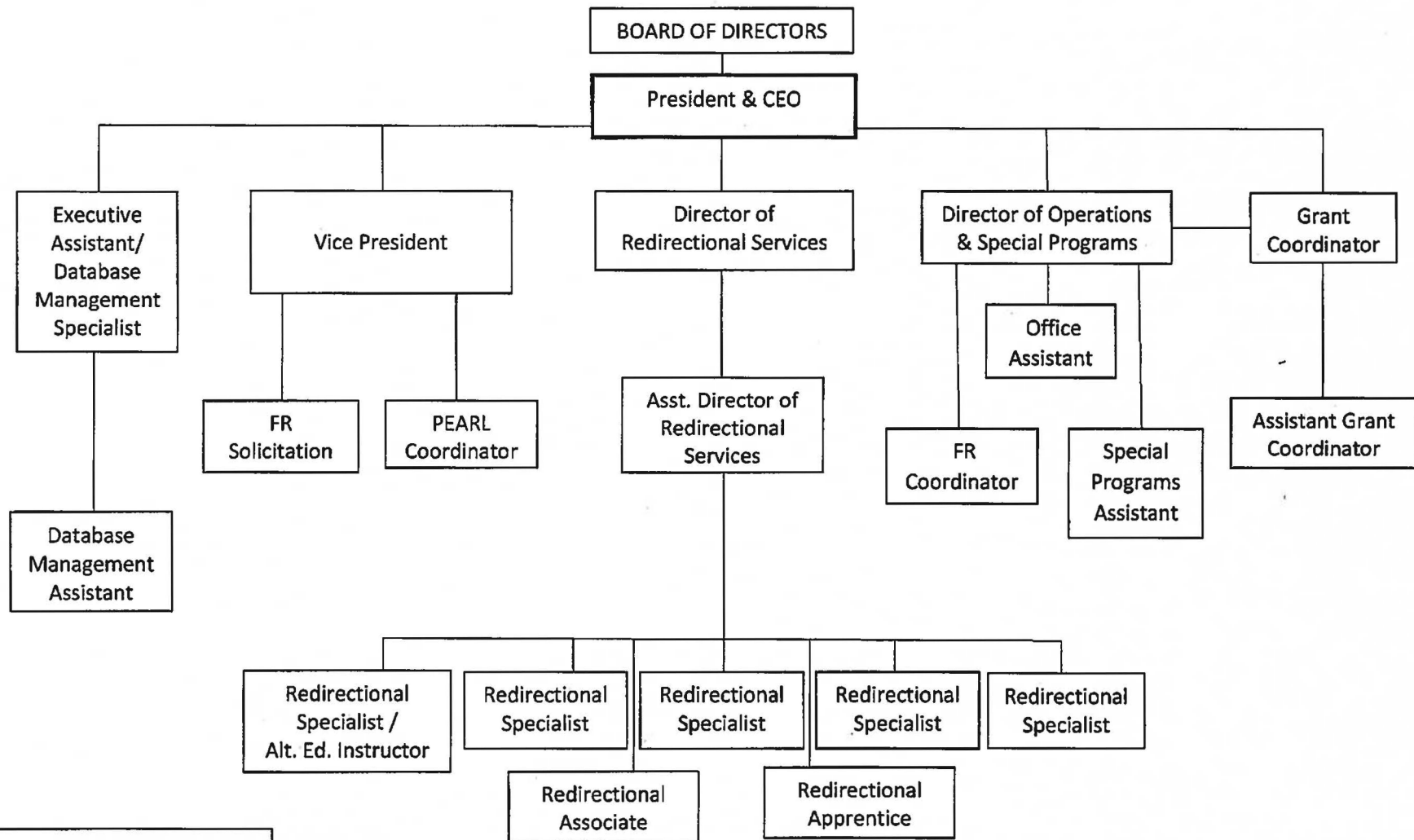
- Assisted in the organization and in the facilitation of several standing “Patient and Family Advisory Councils”.
- Provided analysis and advising on an innovative new system to provide patient feedback to Rush’s Stroke Center.
- Created reports and PowerPoint presentations.
- Collaborated in presenting important findings to key members throughout the organization.

## **Hobbies**

- Reading
- Learning

**ATTACHMENT 3: ORGANIZATIONAL  
CHART**

**Adult Friends for Youth  
Organization Chart**



**PRACTICUM SUPERVISION**  
Practicum students are supervised by a master's level staff or VP/Director

Special Programs includes youth services i.e. Social Entrepreneurship, Community Service, coding, college prep and other except PEARL. \*\*\*President, VP and all Directors provide Redirectional services as needed (all have experience & training in providing these services.)\*\*\*

Figure 1

## **ATTACHMENT 4: COMPENSATION**

## **Highest Compensated Employees**

President & CEO - \$100,000

Vice President - \$70,000

Director of Redirectional Services - \$64,000