

Applicant BISHOP & COMPANY, INC.
"PATHWAYS"

Application Submittal Checklist

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

- 1) Certificate of Good Standing (If the Applicant is an Organization)
- 2) Declaration Statement
- 3) Verify that grant shall be used for a public purpose
- 4) Background and Summary
- 5) Service Summary and Outcomes
- 6) Budget
 - a. Budget request by source of funds ([Link](#))
 - b. Personnel salaries and wages ([Link](#))
 - c. Equipment and motor vehicles ([Link](#))
 - d. Capital project details ([Link](#))
 - e. Government contracts, grants, and grants in aid ([Link](#))
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing


AUTHORIZED SIGNATURE

JUDY BISHOP, PRESIDENT
PRINT NAME AND TITLE

1-18-19
DATE



**STATE OF HAWAII
STATE PROCUREMENT OFFICE**

CERTIFICATE OF VENDOR COMPLIANCE

This document presents the compliance status of the vendor identified below on the issue date with respect to certificates required from the Hawaii Department of Taxation (DOTAX), the Internal Revenue Service, the Hawaii Department of Labor and Industrial Relations (DLIR), and the Hawaii Department of Commerce and Consumer Affairs

Vendor Name: BISHOP & COMPANY, INC.

DBA/Trade Name: BISHOP & COMPANY, INC.

Issue Date: 01/14/2019

Status: Compliant

Hawaii Tax#: W10219465-01
New Hawaii Tax#:
FEIN/SSN#: XX-XXX5214
UI#: XXXXXX2128
DCCA FILE#: 213357

Status of Compliance for this Vendor on issue date:

Form	Department(s)	Status
A-6	Hawaii Department of Taxation	Compliant
	Internal Revenue Service (Compliant for Gov. Contract)	Compliant
COGS	Hawaii Department of Commerce & Consumer Affairs	Compliant
LIR27	Hawaii Department of Labor & Industrial Relations	Compliant

Status Legend:

Status	Description
Exempt	The entity is exempt from this requirement
Compliant	The entity is compliant with this requirement or the entity is in agreement with agency and actively working towards compliance
Pending	The entity is compliant with DLIR requirement
Submitted	The entity has applied for the certificate but it is awaiting approval
Not Compliant	The entity is not in compliance with the requirement and should contact the issuing agency for more information

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

The undersigned authorized representative of the applicant certifies the following:

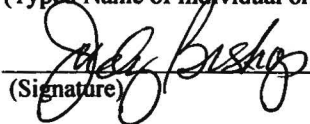
- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
 - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide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

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

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

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

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

<u>Bishop & Company</u>	
(Typed Name of Individual or Organization)	
	<u>1-18-19</u>
(Signature)	(Date)
<u>Judy Bishop</u>	<u>President</u>
(Typed Name)	(Title)

Purpose and Need to be Served:

This grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

With over 3,000 members making up the Hawaii National Guard, Pathways provides a service that is targeted specifically to the state's population - civilians who are foremost charged with the protection and providing support to the State of Hawaii and the nation. These citizen soldiers are unique in that at any given point in time, they may be activated, potentially sent out of the state for long periods of time, with little warning and are tasked with being ready to serve immediately or with little warning.



Authorized Signature

JUDY BISHOP, PRESIDENT

Print Name and Title

1-18-19

Date

I. Background and Summary

1. Brief description of the applicant and their background:

Pathways staff have over 50 years of counseling, administrative, and teaching experience in higher education, military, not for profit, and private business sectors. Deborah Nakashima, the Program Manager has over 30 years of experience in higher education, not for profit operations, and government contract work, and has held senior leadership positions in all areas. All Pathways staff are local with relationships throughout the state.

The contractor for Pathways, Bishop & Company, is a locally owned and operated corporation and has been helping Hawaii businesses since 1986. Bishop & Company provides valuable opportunities to all of our candidates; those seeking permanent jobs, and our contract staff, from entry level to executive. Bishop & Company provides assistance to employers and job seekers for temporary, temp to hire, direct hire and other employment solutions. We specialize in Administrative, Accounting, Technical, Professional, and Human Resources recruiting, as well as executive search and human resources consulting and outsourcing.

2. Goals and Objectives:

The grant request is based on the following operating goals and objectives:

Pathways was intentionally designed in 2016 to support Hawaii National Guard Soldiers and Airmen and their family members by preparing them to earn sustainable, living wages jobs that will enable them to stay in Hawaii – which in turn will increase the retention and recruitment of the Hawaii National Guard. Pathways also supports Hawaii National Guard sustainment efforts by working with new recruits, the University of Hawaii ROTC, Youth Challenge, and local businesses and employers on awareness of the National Guard and its mission and benefits. This in turn helps to maintain a sustainable force for the safety and security of the State. Pathways provides intentional, individualized assistance on career counseling and services to support national efforts for veterans, transitioning servicemembers, and students.

Pathways specifically assists the Hawaii National Army Guard's Ready and Resilient Campaign by maintaining Soldier readiness in the area of financial and personal stability. It is seen as part of the cultural change by the Army to directly link personal resilience to Soldier readiness at all times, whether it be an international deployment or a national or state emergency. Pathways supports and recognizes resilience as a critical component of Soldier and unit readiness, by emphasizing the importance of physical, psychological, and emotional factors in determining comprehensive fitness, and by promoting a deliberate approach to building and sustaining resilience. The same focus is also held for the Hawaii Air National Guard.

Pathways Program Specific Objectives:

- Prepare Hawaii National Guardmembers and their Families to effectively apply and interview for living wage employment opportunities in the civilian community.

- Assess military skills, education, knowledge and abilities that are able to transfer into positive employment.
- Connect the Guardmember to employment opportunities that match their abilities and experiences.
- Assist with resume development, interview assistance, and career awareness.
- Coordinate efforts with business and the local community to engage and facilitate employment for Guardmembers and their Family members.
- Follow up with client and employer for retention and evaluation of successful placement.

3. Public Purpose and Need to be Served:

This grant will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

With over 5,500 members making up the Hawaii National Guard, Pathways provides a service that is targeted specifically to the state's population - civilians who are foremost charged with the protection and providing support to the State of Hawaii and the nation. These citizen soldiers are unique in that at any given point in time, they may be activated, potentially sent out of the state for long periods of time, with little warning and are tasked with being ready to serve immediately or with little warning.

4. Target Population:

The target population served are unemployed and underemployed Hawaii National Guard members, their immediate household family members, University of Hawaii ROTC cadets, and new recruits to the Hawaii National Guard. In addition, Pathways supports active duty transition programs for members entering the Hawaii National Guard, or maintaining residence in Hawaii. Pathways also provides support to Veterans and transitioning Servicemembers.

5. Geographic Coverage:

Pathways is a statewide entity and staff travel to the neighbor islands to provide services and maintain relationships with Guardmembers and employers on all the main Hawaiian Islands.

II. Service Summary and Outcomes

1. Describe the scope of work, tasks and responsibilities;

Pathways' scope of main scope of work and responsibility is to provide Guard and family members with career and job assistance. Pathways is intentional, targeting Guardmembers who are unemployed or underemployed and/or experiencing financial difficulties by working with them individually. Tasks include, resume and interview preparation, job search assistance, referrals to employment opportunities and educational and training opportunities for career and job advancement. Presentations are conducted with Guard units, leaders of the National Guard, and the community at large to bring awareness of the program and its benefits to Guardmembers and the community in which they live and work.

Pathways annually does outreach and presentations to over 3000 Guard and community members. Pathways maintains successful relationships with over 300 employers and community providers, attends job fairs, and represents Guardmembers at military focused transition work force meetings and committees within the State.

Pathways supports on a regular basis the baseline, secondary, and tertiary effects that underemployment and unemployment have on Guard members. The majority of government and Department of Defense (DOD) funds directed to establish programs for Servicemembers are focused on those separating from military service or those who are disabled. The Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011 mandates that all Servicemembers separating from Title 10 active duty (>180 days) must complete a defined set of tasks in an effort to improve their re-employability by recognizing the frustration experienced by Servicemembers who simultaneously balance multiple deployments with family and personal responsibilities. Few programs focus on the specific challenges faced by only Hawaii National Guard members (HING), such as job or business loss, an unstable job market, or underemployment due to deployments, state active duty requests, and the geographical isolation and unique high cost of living expenses in Hawaii. It is vital that the HING maintain a critical link between existing employment services/resources available from government agencies to the Guardmembers in need not only for those returning to their civilian life, but also for those in the home station in need of employment services and opportunities.

Hawaii's Guardmembers embody an enormous pool of the most talented, dedicated, drug-free, and fully trained individuals available to the State's employers. Employers readily prefer to hire people from a skilled labor force, which reduces their business costs for recruiting and training. When an employer hires a Citizen Soldier/Airman, they receive an employee with a strong work ethic, integrity, loyalty, and leadership. By helping our Guard members gain and maintain employment, the HING builds and stabilizes the force, as well as the local economy.

Pathways prepares Guard members to effectively apply and interview for employment opportunities, and connects them with careers and employers according to their individual talents and skills-representing an exceptional value for employers. Several

military employment program pilots have proved the model of one-on-one direct assistance while connecting Servicemembers with local community business and industry leaders-both private and public to be extremely effective. Pathways intends to add the component of this invaluable service's impact on recruiting and retention activities.

Effective May 1, 2017, **Hawaii Army National Guard Policy Memorandum 17-001 HIARNG Pathways Program**, officially defined Soldiers required to meet with Pathways Counselors and solidified the Pathways program for the Hawaii Army National Guard:

- 1) Hawaii Army National Guard Soldiers who are employed full time by the Hawaii Army National Guard for at least 60 consecutive days in any ADOS, Technician, State Active Duty, or Active Guard Reserve (AGR) status, (this policy is not required for Soldiers retiring from Title 10 or Title 32 Active Duty),
- 2) Soldiers who indicate they are experiencing financial, or employment related stressors on their monthly Wellness Checks,
- 3) all HIARNG Soldiers who indicate a desire to transfer to Active Duty (Compo 1) or leave the state solely for financial gain.

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

Pathways has been in existence since August of 2016 and the annual timeline follows the federal fiscal year of October through September.

Pathways provides continual, ongoing assistance, and provides services until employment is secured, or the requested service is completed. At any point in time, a Guardmember may return to Pathways to request additional services or assistance. As of August of 2016, Pathways has provided successful direct assistance to over 300 National Guard clients (additional information provided in section V, item #1). In addition, Pathways provides services to Hire Our Heros (Department of Labor Veterans services) events, and other federal, State and local agencies who request career assistance related to servicemembers. In the 4 days at the 2018 United States Chamber of Commerce Transition Summit, Pathways staff provided assistance to over 90 transitioning servicemembers.

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

Pathways conducts weekly meetings, and submits weekly, monthly and quarterly reports and data reports to Hawaii National Guard leadership, the National Guard Bureau, and the overseeing Contractor to ensure quality assurance and evaluation of the program's effectiveness.

The Quality Assurance program set by the Hawaii National Guard is the means by which it assures itself that its work complies with the requirements of the contract. Procedures that address the areas identified in the performance metrics set with the Hawaii National Guard. The Hawaii National Guard will periodically evaluate the Contractor's performance by appointing a representative(s) to monitor performance to

ensure services are being received. The HIARNG representative will evaluate the Contractor's performance through intermittent inspections of the Contractor's quality control program and feedback from the COR and/or system users. The government may inspect each task as completed or increase the number of quality control inspections if deemed appropriate because of repeated failures discovered during quality control inspections or because of repeated customer complaints. Likewise, the government may decrease the number of quality control inspections if performance dictates. The government will also receive and investigate complaints received from CORs and/or system users.

Quality Assurance (QA). The HING will evaluate the Contractor's performance under and in accordance with its Quality Assurance Surveillance Plan (QASP). This plan is primarily focused on what the HING must do to ensure that the Contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and acceptable quality level(s) [defect rate(s)].

The HING reserves the right to change elements of the QASP at any time. This will serve to ensure that the appropriate areas of the program are measured for determining success, and that the results obtained are meaningful to the program.

Data is also shared with units and presentations made to the community as requested. Pathways has developed and implemented procedures to identify, prevent, and ensure non-recurrence of defective 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.**

Pathways provides weekly, monthly, and quarter reports to the Contractor, the Hawaii National Guard (who in turn submits reports to the National Guard Bureau).

Successfully employed Guardmembers are the priority measure of effectiveness of the Pathways program. In addition, the completion of requested specific tasks, such as updated resumes, interview assistance, or training assistance and recommendations are also measured. Guard and family members who self-refer for services or referrals from other Hawaii National Guardmembers and HING support services are measured for results. Increased numbers of employers requesting to list their job postings with Pathways and using Pathways as a referral service are also used as measured of Success with community partners.

All activities must be facilitated to prepare and connect Soldiers to employment opportunities. In addition, direct outreach to employers can result in a more effective direct connection of the Soldier into a viable living-wage employment opportunity. These activities will result in decreased Soldier unemployment rates, increased Soldier resiliency, and a more stable and ready force.

III. Financial

Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**
 - a. Budget request by source of funds - attached
 - b. Personnel salaries and wages - attached
 - c. Equipment and motor vehicles – attached
 - d. Capital project details – none, not applicable
 - e. Government contracts, grants, and grants in aid - attached

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2020.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$129,294.50	\$129,294.50	\$129,294.50	\$129,294.50	\$517,178

Actual operating expenses may vary by quarter dependent on neighbor island travel to support pre-, mid-, and post-deploying troops. Initial funding in Quarter 1 will also be used to purchase telecommunication items (mobile phones and mobile wifi). Funding of telecommunication devices were provided by the Hawaii Army National Guard for the past 3 years.

Pathways will start to lose federal operational funding starting in June 2019; this grant is intended to be used to bridge the gap between the current “proof-of-concept” federal funding stream to a recurring federal funding stream.

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

Additional sources of funding for fiscal year 2020 include applying for additional funding from the Department of the Defense, National Guard Bureau through the Hawaii Army National Guard (federal fiscal year 2020 (FY 2020), which runs from October 1, 2019 through September 30, 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.**

Bishop & Company has not received or applied for any state or federal tax credits in the prior three (3) years.

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

the prior three years and will be receiving for fiscal year 2020 for program funding.

Attached.

Federal funding has not been received for fiscal year 2020.

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

No unrestricted current assets exist for Pathways as of December 31, 2018

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2019 to June 30, 2020

Applicant: Bishop and Company - Pathways

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Cell Phones monthly rental	5.00	\$3,600.00	\$ 3,600.00	3600
Mobile Wifi monthly rental	5	\$3,000.00	\$ 3,000.00	3000
			\$ -	
			\$ -	
			\$ -	
TOTAL:	10		\$ 6,600.00	6,600

JUSTIFICATION/COMMENTS:

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

COMMENTS: Pathways staff are mobile to meet with Guard and family members in the field throughout the state using personal vehicles.

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Bishop & Company - Pathways

Contracts Total:

1,439,005

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Hawaii Army National Guard-Pathways#1	8/11/18-8/10/19	National Guard Bureau	U.S./HI	254,514.25
2	Hawaii Army National Guard-Pathways#2	10/1/18-9/24/19	National Guard Bureau	U.S./HI	181,076.14
3	Hawaii Army National Guard-Pathways#3	9/11/18-6/10/19	National Guard Bureau	U.S./HI	68,287.08
4	Hawaii Army National Guard-Pathways#1	8/11/17-8/10/18	National Guard Bureau	U.S./HI	248,145.70
5	Hawaii Army National Guard-Pathways#2	10/3/17-9/30/18	National Guard Bureau	U.S./HI	188,932.00
6	Hawaii Army National Guard-Pathways#3	9/11/17-9/10/18	National Guard Bureau	U.S./HI	92,690.00
7	Hawaii Army National Guard-Pathways#1	8/22/16-8/10/17	National Guard Bureau	U.S./HI	229,980.00
8	Hawaii Army National Guard-Pathways#2	10/5/16-10/2/17	National Guard Bureau	U.S./HI	175,380.00
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

V. Experience and Capability

1. Necessary Skills and Experience

The contractor for Pathways, Bishop & Company, is a locally owned and operated corporation and has been helping Hawaii businesses since 1986. Bishop & Company provides valuable opportunities to all of our candidates; those seeking permanent jobs, and our contract staff, from entry level to executive. Bishop & Company provides assistance to employers and job seekers for temporary, temp to hire, direct hire and other employment solutions. We specialize in Administrative, Accounting, Technical, Professional, and Human Resources recruiting, as well as executive search and human resources consulting and outsourcing.

Pathways staffing consists of 1 Program Manager, who possesses a Master's Degree and executive program management experience. Four Training and Development staff have at a minimum bachelor's degrees, or the equivalent with an average of over 25 years of experience in human resources, database management, recruiting, education, counseling, and teaching experience. Staff are educated and trained in career counseling and related skillsets.

For the past 3 years, since August of 2016, Pathways has verifiable and direct experience in providing services to the Hawaii National Guard and community by:

- Average annual reach: 3000 personnel (Guard and family members, employers & community agencies)
- Federal YR 1 (Fiscal Year (FY) 16 & 17) - over 90 Guardmembers/family members with resume and/or job placement; with over 30 Guardmembers /family members successfully employed. FY 16 operations comprised of 6 weeks. Calendar time August 2016 to September 2017.
- Federal YR 2 (FY 18) - assisted over 200 Guardmembers /family members with resume and/or job placement assistance; with close to 50 SM/family members successfully employed. Calendar time October 2017 to September 2018.
- Federal YR 3 (FY 19) to date - assisted over 25 Guardmembers /family members with resume and or job assistance, with 2 successful employments. Calendar time October 2018 to December 2018.

Pathways' staff structure is based on the federal wage scale and minimum qualifications defined for that scale.

2. Facilities

Facilities will be provided by the Hawaii National Guard.

VI. Personnel: Project Organization and Staffing

1. Proposed Staffing, Staff Qualifications, Supervision and Training

The current staff of the Pathways program consists of one (1) Program Manager and four (4) Training and Development Specialists.

Program Manager

Qualifications: Bachelor's degree, Project Management Professional experience, minimum of 10 years work experience in business management and/or government contract management and supervisory experience. **Preferred:** Master's degree and military experience.

Specific Responsibilities include:

Responsible for maintaining all accountability for program staff time.

Personnel Management-the Program Manager shall conduct travel coordination, work delegation, training requirements and sync all reports/tasks. Create/submit travel requests exceeding \$500 to Contracting Officer's Representative (COR) NLT two weeks prior to travel in MS Excel, create/submit a trip report for all travel exceeding \$500 to COR NLT seven days after travel conclusion.

Performance Metrics -The Program Manager shall create/submit to COR weekly in MS Power Point. Quarter AAR reporting is conducted the Hawaii Army National Guard.

Internal Program Review (IPR). The Program Manager shall create/submit to COR/conduct brief monthly in MS Power Point.

Program Status Update-The Program Manager shall create/submit monthly

Program Success Stories- The Program Manager shall create/submit to monthly.

Workshops and Events- The Program Manager shall coordinate/conduct a minimum of one per month/location. Conduct program briefings at local armories and Yellow Ribbon Reintegration Program events (as needed). Attend military and state relevant meetings, job fairs, special networking events and local chamber of commerce meetings to help build community awareness and support. Develop relationships with local employers to provide job opportunities for Guard and family members and promote incentives and services available to employers and disseminate information detailing benefits.

Program Manager additional responsibilities – The Program Manager also performs the duties of the Training and Development Specialist and maintains an active client caseload.

Training and Development Specialists

Qualifications:

Associate's degree and 12 months related work experience (i.e. business/sales, Master Recruiter Badge). **Preferred:** Bachelor's degree and military experience.

Specific Responsibilities include:

Provide one-on-one assistance including resume review, interview skills, job search assistance and personal contact with local employers (*via phone or in person*). Shall

provide encouragement, career mentoring and job counseling (*via phone or in person*). Assess training needs through surveys, interviews, or consultation with local employers and local Military leadership. The Training and Development Specialist shall attend meetings and seminars to obtain information for use in training program. Conduct program briefings at local armories and Yellow Ribbon Reintegration Program events (as needed). Schedule workshops based on needs and interests of participants and schedule classes based on availability of classrooms, equipment, and instructor. Design, plan, organize and offer specific training programs or workshops to help participants maintain or improve job skills at local armories. Present information, using a variety of instructional techniques and formats such as role playing, simulations, team exercises, group discussions, videos and lectures. Develop alternative training classes if expected outcomes are not seen. Monitor, evaluate and record training activities and program effectiveness. Update database with case notes, updated resumes and client information. Provide frequent and current job announcement emails for clients. Monitor new clients and review last contact dates to ensure all clients are contacted in a timely manner. Refer clients to appropriate military family readiness support representatives if warranted and coordinate support services from other agencies. Maintain a comprehensive resource database and contact list. Maintain appropriate and positive relationship with Hawaii National Guard leadership. Coordinate job applications and interviews for Pathways participants with local employers. Provide documentation of program success through articles, emails, pictures and Soldier and employer interviews. Follow up with participants once they are employed to ensure that employment data is captured and ask the participant to complete a survey. Create/submit reports requested by the Program Manager.

2. Organization Chart

Pathways' Program Manager, manages day-to-day operations and supervises the Training and Development Specialists. The Program Manager reports to the Contracting Officer with the Hawaii National Guard and to the Contractor, Bishop and Company.

Billing and accounting for invoices and payroll reside with Bishop and Company and are submitted to the Hawaii National Guard.

3. Compensation

The three highest paid officers, directors, or employees of the organization by position title are:

Program Manager, \$103,126

Senior Training and Development Specialist, \$58,801

Training and Development Specialist, \$55,556

These salaries coincide with federal wage schedules (WG 9-12).

VII. Other

1. Litigation

There is no outstanding litigation.

2. Licensure or Accreditation

No licensure or accreditation is required, however the Program Manager is a member of the Society of Human Resource Managers Aloha Chapter, the National Career Development Association, the National Association of College Admissions Counselors, the Hawaii Association of College Admissions Counselors.

Bishop & Company is a member of the Hawaii Chamber of Commerce, the Better Business Bureau, the Society for Human Resource Management, Staffing Industry Analysts, The American Payroll Association – Hawaii Chapter, and other minority recognized organizations.

3. Private Educational Institutions

The grant will not be used to support or benefit any sectarian or non-sectarian private educational institution.

4. Future Sustainability Plan

Pathways will continue to pursue funding options through the National Guard Bureau and through other private and public funding sources, to include the potential opportunity of permanent funding through the State Department of the Defense.