

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

Type of Grant Request:

Operating                       Capital

Legal Name of Requesting Organization or Individual:    Db:

Achieve Zero

Amount of State Funds Requested: \$ 3,747,341.42

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

It's a Kakou Thing! - Obtain fee simple land. Build small affordable package housing units with private bathrooms within rural Oahu, preferably Regions 3 and/or 5, for those at-risk houseless or homeless willing to make a concerted effort to the best of their ability to sustain a home while being reintegrated as a contributing community member. Kakou encompasses, "All human beings are born free and equal in dignity and rights."

Amount of Other Funds Available:

State:            \$ 327,000.00

Federal:        \$ 75,161.00

County:         \$ \_\_\_\_\_

Private/Other: \$ 81,921.00

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

\$ 1,830,000.00

Unrestricted Assets:

\$ 60,152.00

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:

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City:

Wahiawa

State:

HI

Zip:

96786

Contact Person for Matters Involving this Application

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Federal Tax ID#:

State Tax ID#

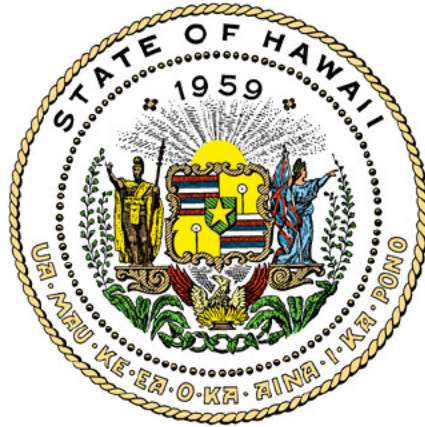
  
\_\_\_\_\_  
Authorized Signature

Nicole S. Winter, Executive Director

\_\_\_\_\_  
Name and Title

Jan. 18, 2022

\_\_\_\_\_  
Date Signed



## 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

#### ACHIEVE ZERO

was incorporated under the laws of Hawaii on 01/20/2016 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



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

Dated: January 10, 2022

Director of Commerce and Consumer Affairs

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

The undersigned authorized representative of the applicant certifies the following:

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

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

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

Achieve Zero  
(Typed Name of Individual or Organization)

  
(Signature)

Jan 17, 2022  
(Date)

Nicole S. Winter  
(Typed Name) Executive Director  
(Title)



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**Nicole S. Winter**  
Executive Director

January 17, 2022

Re: Public Purpose Statement

To: Senate Committee on Ways & Means and House Committee on Finance

This memo serves as official agency documentation, specifying that funding requested through the Grant-In-Aid FY 2023 (\$3,747,341.32) titled *It's a Kakou Thing!* will be used for public purpose. I am assuring the Legislature that if awarded, State funds will be used for a public purpose pursuant to Section 42F-102 of the Hawaii Revised Statutes. This homeless housing project represents a comprehensive, community-based response to address the issue of homelessness in Central Oahu, North Shore, and surrounding communities.

More specifically, this GIA-CIP respectfully requests funding to obtain fee simple land. Build small affordable package housing units with private bathrooms within rural Oahu, preferably Regions 3 and/or 5, for those at-risk houseless or homeless willing to make a concerted effort to the best of their ability to sustain a home while being reintegrated as a contributing community member. *Kakou* encompasses, "All human beings are born free and equal in dignity and rights."

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

Sincerely,


Nicole S. Winter  
Achieve Zero Executive Director  
[nwinter@achievezero.org](mailto:nwinter@achievezero.org)  
(808) 694-0311

## 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 (Attachment 1)
  - b) Personnel salaries and wages (Attachment 2)
  - c) Equipment and motor vehicles (Attachment 3)
  - d) Capital project details (Attachment 4)
  - e) Government contracts, grants, and grants in aid (Attachment 6)
  - f) AZ Unrestricted Assets (Attachment 7)
- 7) Experience and Capability
- 8) Personnel: Project Organization and Staffing

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 AUTHORIZED SIGNATURE	NICOLE S. WINTER, EXECUTIVE DIRECTOR PRINT NAME AND TITLE	Jan 18, 2022 DATE
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## **Application for Grants**

### **I. Certification – Please attach immediately after cover page**

#### **1. Certificate of Good Standing (If the Applicant is an Organization)**

Find attached to this proposal one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs dated no earlier than December 1, 2021.

#### **2. Declaration Statement**

Find attached to this proposal a signed Declaration Statement affirming that Achieve Zero (AZ) is presently in compliance with Section 42F-103, Hawaii Revised Statutes.

#### **3. Public Purpose**

Find attached to this proposal a signed Public Purpose Statement. The grant proposed herein will be used for a public purpose pursuant to Section 42F-1 02, Hawaii Revised Statutes.

### **II. Background and Summary**

1. A brief description of the applicant's background;

**Who is Achieve Zero?** Simply, People with heart. People who care about people. A warm body, a friendly face. Tell us your story. We'll listen. And then sincerely ask, "How can we help you?" Being always there for you! Especially when you're feeling down, alone and just need a friend. Our Program is All About You! Peace of mind, safe and warm, happy and content in your own home. Make dreams come true. End homelessness one at a time. Achieve functional 0.

#### **What is Achieve Zero?**

- Achieve Zero: 501-c-3 non-profit organization
- Date of Incorporation: January 2016
- Vision: Reducing homelessness on Oahu through the delivery of quality, comprehensive services & effective partnerships.
- Mission: End homelessness.
- Hope, Purpose, & Success: Empowers people in need to strive towards permanent housing & achieve self-sufficiency. Connects clients to vital resources while lending helping hand-up to rebuild their life. By living, instilling & incorporating values of compassion, commitment, respect, & integrity in our homeless social venture, builds relationships based on trust. Supportive collaborations accomplish more collectively. AZ Breaks the Cycle & Reverses the Trend of generational homelessness & poverty via creative innovative solutions that think outside or gets rid of the box. So as leaders ...
- AZ Overarching Policy: When a client acknowledges readiness to change, AZ serves as a catalyst coaxing each one to identify their own purpose that starts them on their individual path to regain their inherent right as a person to be valued, respected on their own, and treated ethically with human dignity.

2. The goals and objectives related to the request;

**Change Catalyst: Affordable Housing to Change Homelessness One Person at a Time**

- 1) Obtain land. Design and build small pre-fabricated affordable housing unit models within rural Oahu, preferably Regions 3 and/or 5, for those at-risk houseless or homeless willing to make an effort to the best of their ability to sustain a home while being reintegrated as a contributing community member. *Kakou* encompasses, “All human beings are born free and equal in dignity and rights.”
- 2) Innovative affordable housing units that blends into the community as well as environment. Takes the best of state-of-the-art technology. Takes the best of the old plantation style bamboo housing. An amalgamation of the best of both old and new worlds. We choose to create a livable “real” community or public realm.
- 3) A livable community creates life changes. Walking about provides access, connection and diversity of experience. You still possess the individual freedom to own a car, but drive less. Well-designed public spaces attract people like flowers do bees. Livable communities promote diversity and proximity. It’s a healthy festive lifestyle that invites people of different ages, genders, and backgrounds to congregate and use open spaces. The affordable units’ art and architecture melds becoming one with the livable community, just as the people do.
- 4) Unlike former tiny home projects, clients must contribute to the community up to the ability they are capable of. No matter how small, they must pay rent. They must be able to contribute to the betterment of the community as whole. A number of them hold jobs within the local community. No freeloaders doing nothing.
- 5) Initially, AZ would like to screen clients for eligibility. Conduct active outreach-case management of clients as they acclimate to living for the first time in a new home off the streets. Create a sustainable social enterprise that does not just depend on grant funding.
- 6) Viability entails economic return to State, County and most importantly community. Building and expanding relationships with public and private stakeholders interested in maintaining a certain image of Hawaii will allow fund raising to construct permanent affordable housing. Viability entails affordable home, human connection and “dignified income” to the client.
- 7) When successful at addressing homelessness, scale program.

**Housing First Goals and Objectives:** AZ with appropriate resources reliably addresses barriers facing communities so that homelessness becomes rare, brief & non-recurring experience

- 1) Prevention. Diverting at-risk houseless from getting on the streets;
- 2) Getting houseless on the streets off;
- 3) Reducing those recycling through the housing system from returning to homelessness;
- 4) Reducing time people remain on the streets and are houseless; &
- 5) Getting street houseless off by increasing successful housing placement.

3. The public purpose and need to be served;

**Public Purpose & Concept:** AZ will lend a helping hand up to those “houseless in their own homes” and at-risk houseless who want to change their lives. In turn, houseless must do their part by working up to their capability to become a contributing community member.

*Hānau kū'oko'a 'ia nā kānaka apau loa, a ua kau like ka hanohano a me nā pono kīvila ma luna o kākou pākahi. Ua ku'u mai ka no'ono'o pono a me ka 'ike pono ma luna o kākou, no laila, e aloha kākou kekahi i kekahi.*

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Consider a Community First Village, Austin Texas like model implemented local Hawaiian style to fit the environment and most importantly the houseless. The Way Home Continuum of Care in Houston, Texas demonstrates that permanent housing is not only the best, but the most cost-effective solution to homelessness. Tiny homes are not a new nor necessarily innovative being used following the 2006 San Francisco calamity. Is the tiny home for homeless movement a solution or a passing fad? It's counterintuitive that not one solution fits all those receiving shelter. It's also defeating the process of telling a houseless person to live in a tiny home when in the first place it is not their own idea. For a number of homeless living a simpler life, material things don't mean much. Meeting basic needs like food and water remain important. But what's most important is the love and respect of their peers. Yet, it is proven that Housing First and by giving someone a tiny shelter who has nothing can work by instilling hope. Unfortunately, in Regions 3 & 5, little or no affordable housing exists for houseless persons.

The Waianae Boat “Harbor” demonstrates that no one shoe fits all and that the best solutions evolve from within the community. Twinkle Borges, the de facto leader and company, did not start with building a permanent village. Nobody at first envisioned the Harbor as long-term housing. This all started from grassroots. Despite each persons' circumstances, the group shared their kindness and whatever they had. This led to forming bonds and relationships which evolved into the foundation for communal family-style living. Now they want to make this a safer and more permanent solution.

Homelessness remains a growing, festering cancer. At best, an unfathomable enigma if left unchecked. More people entering homelessness than exiting. If we keep treating the indigent homeless traditionally the same ole way, the problem will only persist as we morph into wall headbangers. The public government sector pretends to be doing something via smoke and mirrors by pathetic feeble efforts to serve trespassing notices and enforce eviction of homeless from place to place. Timing is right for a real solution to prevent, address and end homelessness.

#### **Homeless Causes:**

- 1) In the last +20 years, those who made the least money saw their earned income growth drop while those who made the most monies saw their earned income growth rise. This reality is the growing wealth gap or economic inequality.

- 2) Drastic shortage of affordable housing especially for extremely low-income households plus a lack of employment with living wages.
- 3) Racial disparities in homelessness also coexist. COVID-19 pandemic impacts disproportionately households at-risk for eviction. Clients suffer trauma from mental-health issues and/or drug and alcohol addiction.
- 4) Often overlooked trauma cause: Loss of Family or the Human Connection.

A community plan to end homelessness requires a multi-strategy approach. Based on the Santa Clara County Plan that states, “Every member of our community deserves a safe and stable home—and it is our collective responsibility to make this vision a reality.” Housing is a basic human right. A Multi-Strategy Approach consists of:

#### **Strategies to Meet the Public Need:**

- 1) Recognize and address the root causes of homelessness. Change the existing system and infrastructure by implementing improved policies and processes.
- 2) Expand homeless prevention programs that work. Create affordable housing programs that meet the need.
- 3) Create healthy communities for all that includes the homeless and unsheltered.

These strategies result in specific actions to improve our specific community.

#### **Homeless Data Demonstrating Public Need**

**The Point-In-Time-Count (PITC) 2020** revealed 4,448 people experiencing homelessness on January 22, 2020. It accounted for the 7 Oahu outreach regions 2,346 unsheltered individuals in 1,926 households including 2,238 adults & 108 children. Native Hawaiian (NH) & Pacific Islanders (NHPI) (31%) and Multiracial Individuals (25%) made up the largest percentages of the PITC population. Region 5 (Mililani-Wahiawa-North Shore): 164 unsheltered homeless (151 adults & 13 children). 42 chronically homeless. Of 82 persons surveyed: 16% had a mental health problem; 17% have a substance use problem; 20% possess a disability; 9% or 8 were veterans. Median age of those surveyed was 47 years of age. NH count = 33. NHPI = 72. NHPIs were over-represented by 210% but somehow underrepresented in Region 5. Household Types in Region 5: 46% or 75 Singles Only; 38% or 63 Adult Only Households; 9% or 15 Unaccompanied Youth; and 7% or 11 Adults & Children in Families. Region 5 also has a higher percentage of Adult Only households. 61% are male & 27% female. PITC 2020 does not show the lack of dedicated resources, supportive services, & accessible facilities. Presently, the City and/or State do not have any plans to expand programs or build new facilities in these areas.

**The 2020 AUW ALICE Report** indicates 42% (190,390 households) of Hawaii’s 455,138 households still struggle to make ends meet. Of this 42%, 33% are living just above the federal poverty level and are often unable to survive even a minor financial challenge. An additional 9% are living in poverty. ALICE lives in every community. ALICE affects every ethnicity. Just one crisis — loss of employment even for a short period, an unexpected health emergency, car repair, or an increase in monthly rent — jeopardizes these families and individuals putting them at even greater risk of long-term problems like chronic health issues or housing loss.

Many at-risk houseless and homeless in Region 3 and especially those in Region 5 do not want to move from their present location even if available housing were available in another region. Unfortunately, at any given time, there is little available housing on the island of Oahu to meet the needs of the total growing homeless population. This exasperating problem is even more accentuated in rural Oahu regions which have little or no existing affordable housing inventory.

4. Describe the target population to be served; and

**Target Group:** At-risk houseless and unsheltered homeless individuals, families, veterans and youth transitioning to permanent housing. A number may be fleeing/attempting to flee domestic violence. Target clientele shall be living on the streets or places not meant for human habitation. They are also unwilling or unable to access services in an emergency shelter. Primary Causes of homelessness by surveyed Region 5 adults were inability to pay rent & substance use. Central Oahu does harbor special population of COFA migrants.

**Categories of Homeless**

Recently (6-12 months) houseless or at-risk homeless represent low hanging fruit who still may want to change and evade chronic homelessness. Chronic homeless (>12 months) who have a change of mind and heart who no longer want to remain houseless.

Those suffering mental illness and/or substance abuse. A quadrant classification system shown below describes the mix of co-occurring diagnoses.

Mental Health Disorder	Severe	1	Mental Health Disorder	Severe
Substance Use Disorder	Mild/Moderate	1	Substance Use Disorder	Severe
-----		1	-----	
Mental Health Disorder	Mild/Moderate	1	Mental Health Disorder	Mild/Moderate
Substance Use Disorder	Mild/Moderate	1	Substance Use Disorder	Severe

Chronic homeless often involves occasional to reoccurring involvement with the criminal justice system. Eg. History of violence or incarceration; court ordered treatment; outstanding warrants; and other problematic behaviors. Possess higher rates of acute and chronic health problems. Eg. hepatitis C; diabetes; hypertension; HIV; obesity; oral diseases; malnutrition; tobacco use disorder; old poorly healed fractures; and chronic diseases of the liver, heart, lungs and kidneys.

You need to match clients with the appropriate level of services. Typically, there will be more men than women when targeting persons living on the street.

5. Describe the geographic coverage.

**Target Geographic Area:** Oahu City & County of Honolulu Point-In-Time Count (PITC) Region 3 (Aiea-Pearl City–Waipahu-Ewa Beach-Kapolei) combined with Region 5 (Mililani-Wahiawa-Haleiwa-Waialua-North Shore from Mokuleia up to Turtle Bay). A large area that consists of over half the island of Oahu.

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

The Service Summary shall include a detailed discussion of the applicant's approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:

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

**CIP Project:** Affordable Housing Plan for Rural Central Oahu – North Shore Houseless  
*It's a Kakou Thing!*

Strategies to end homelessness include:

- 1) Recognize and address the root causes of homelessness. Change the existing system and infrastructure by implementing improved policies and processes.
- 2) Create and expand affordable homeless prevention programs that work and meet the need.
- 3) Foster healthy communities for all that includes the homeless and unsheltered.

In this Service Summary, **AZ addresses three phases to end homelessness.**

**Phase 1:** Rural Oahu Land Acquisition by Purchase or Lease

**Phase 2:** Tiny Affordable Housing Construction

**Phase 3:** Small Community Center plus Hawaii Dignity Museum with Resident Parking

**This tiny affordable housing combines the best of the old world with the new creating livable communities that reintegrate those houseless who want to return back into community treating them with human dignity as productive members of society.**

**This Capital Improvement Project (CIP) request only encompasses Phases 1 and 2.** Phase 3 presented conceptually only to provide overall plan completeness; accommodate follow-up to Phase 2; as well as securing future monies.

#### **Scope of Work**

##### **Phase I Land Acquisition Site – \$1,539,266.40**

Landowner: TMK: 62006006; Class: Agricultural; Area: 2.68 acres; Fee Owner: DOLE FOOD CO INC 1116 WHITMORE AVE. WAHIAWA HI 96786-5132 POID & Tax Pin: 5148  
Ohana: (None) Address List: 66-763 JOSEPH P LEONG HWY.

Preliminary discussions with Dole Food Company indicates that the first preference of the company is to sell the property to Achieve Zero for approximately \$1,539,266.40. Option 2 entails entering into a 13-year lease with AZ at a cost to cover the annual land tax cost.

A former State homeless shelter project known as Weinberg Village - Haleiwa built previously on-site and that opened in 1994 remains as controversial now as it was 27 years ago. The project only operated for five years due to the limited lease. The proposed property previously used as a houseless project plus being out of direct public sight may add to the chances for success.

NIMBYism Movement: Not in My Back Yard. This remains a killer and a bitch! Guess what? Homeless are thriving in your back yard. And .....doesn't look like they plan on moving soon. We need to reduce not just the stigma of homelessness or houselessness, but of poverty. We need

to change the mindset so that people feel comfortable around others who may differ from themselves, who they normally do not encounter. Having people more adapted to living in mixed-income multi-racial communities. Communities should not fear housing and integrating houseless into their neighborhoods. Wouldn't it be better for the houseless to live in their own safe place where community provides a support system that they need and want. Outreach-case managers know where to find and work with them. Plus, the location needs to be near the town core.

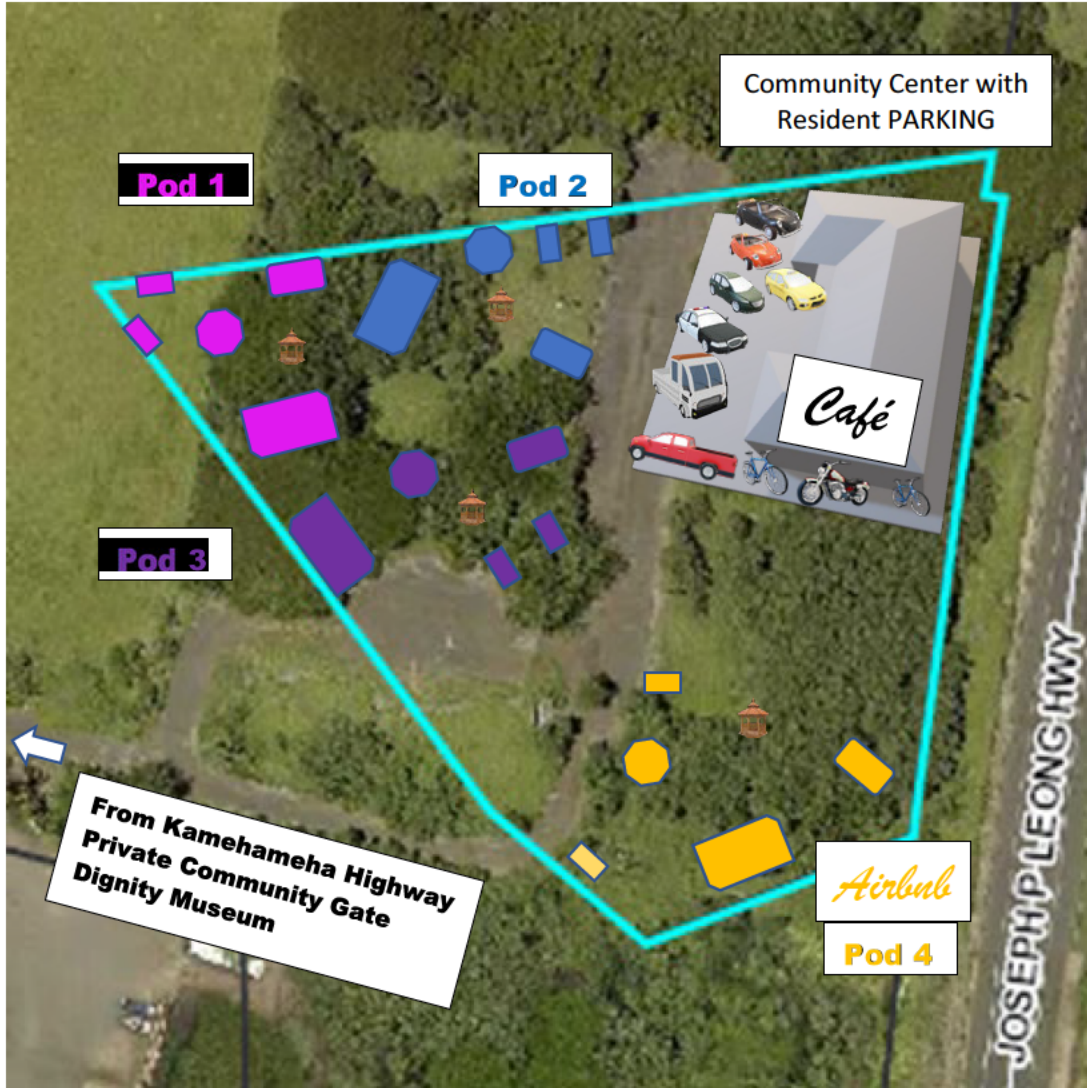
It will take a whole community, local support and involvement remain crucial for a successful community plan to end homelessness to work. The plan to work must encompass collective action by community (collective impact); homeless or those with lived experience; government; private sector; philanthropists, and non-profits. This model only works as dedicated volunteers and supporters come out weekly to help out with whatever needs tending to. We need to build strong cross-system partnerships.

Create indoor/outdoor spaces that complement and merges into the existing community environment. Takes advantage by blending the best of the old and new culture. People of all ages, young and old, families and individuals all drawn to and want to spend time in these user-friendly spaces that foster "a feeling of belonging" stimulates innovative thought. How do we share and maximize the positive experience of place for residents and visitors alike? For residents, this represents your community that you are proud to live in and call home.



Triangular area is TMK 62006006, former site of the homeless Weinberg Village in Haleiwa.





Recommended Housing Model

Blend the old with the new. Contemporary bamboo style living in older plantation style structures. Modern but somewhat rustic, prefabricated bamboo housing kits of double wall construction nicely blend in with most local Hawaiian tropical settings.

A “Pod” of five double wall bamboo pre-fab units consists of:

- 1) One Kona 192 model - 1 person studio unit with bathroom;
- 2) Two Ohana 15 model - 1 person studio unit with bathroom;
- 3) One Puna 352 model - 2 persons studio unit with bathroom;
- 4) One Zen 880 model - 3 persons 2 bedroom, 2 bath
- 5) One Octagonal Gazebo





I. Kona 192 model 16' x 16' with 192 sf interior and 64 sf porch. Priced from \$21,120. Affordable housing solution with open gable. sf = square feet.



II. Ohana 15 studio model 242 sf interior with 157 sf porch. Priced from \$30,399. 15' "baby yurt" octagon shaped bedroom with bathroom shown below.





- III. Puna 352 studio unit model for two persons priced from \$34,240. Smallest size home that qualifies as a dwelling. U-shaped kitchen, walk in closet, a nice sized enclosed bathroom as well as a loft for sleeping/storage. The tall ceilings make this tiny home feel bigger than you'd expect. The flying gables give an Asian flair while allowing hot air to exit through the triangular vents. Build it on a slab foundation or raise it up on posts. If you need more space down the road, you can add an extra satellite bedroom or two.



IV. Zen 880 2 bedroom, 2 bath unit model with 880 sf interior with 192 sf porch for +3 persons priced from \$86,945.



To maximize use of outdoor space, each Pod will add a small 10' octagonal gazebo to house a picnic table plus adjacent outdoor barbecue area. Protects people from the sun/rain while creating a romantic charm to the outdoor space. Price of the gazebo with plywood board roofing alone not including foundation priced from \$7,680.



**Pod Cost + Number of Pods**

Pod Cost	Model	Interior ft <sup>2</sup>	Exterior ft <sup>2</sup>	Double Wall Cost \$	Constructi on (60%)	Change Order (15%)	Baseline Cost (15%)	Units	Total Double Wall \$	Total Double Wall + Tax \$
1 person	Kona 192	192	64	\$21,120	\$12,672	\$3,168.00	\$3,168.00	1	\$40,128	\$42,018.83
1 person	Ohana 15	242	157	\$30,399	\$18,239	\$4,559.85	\$4,559.85	2	\$57,758	\$120,959.32
2 persons	Puna 352	352	96	\$34,240	\$20,544	\$5,136.00	\$5,136.00	1	\$65,056	\$68,121.44
3 or more	Zen 880	880	192	\$86,945	\$52,167	\$13,041.75	\$13,041.75	1	\$165,196	\$172,979.51
	Gazebo	10		\$7,680	\$4,608.0	\$1,152.00	\$1,152.00	1	\$14,592	\$15,279.58
										<b>\$419,358.68</b>

Houses consist of double wall construction. Construction costs based on 60% of materials cost. Change order cost estimated at 15%. Baseline over costs estimated at 15%. Hawaii general excise tax of +4.167%. Total Pod Cost: \$419,358.68

The *Kakou Project* will consist of a total of four pods. Three pods will be used to house project residents. A fourth pod will serve as an air bed and breakfast. It is hoped that by buying 20 prefabricated kits that the cost of bamboo housing will be slightly lower and that we are able to realize a cost savings.

It’s a *Kakou Thing!* introduces the concept approximately five or so tiny homes along the village front to serve in compliance with the State as an Airbnb for rent. This allows the visiting public the opportunity to experience first-hand for themselves what the *Kakou* lifestyle is like — and to interact with the residents. If you want a hot bath, sauna or an overnight stay, that’s all possible while even doing your laundry.

**Facility Reserve Charges**

**Water**

The Board of Water Supply may waive the Water Systems Facilities Charges and new meter cost for qualified on-site affordable and homeless dwelling units, up to 500 dwelling units per year. Hoping by working with the City & County of Honolulu will lead to reduced Facility Reserve Charges.

The FRC for the typical residential 5/8-inch water meter is about \$14,115. Twenty (20) dwelling units cost \$282,300. With tax, total is **\$295,602**.

**Electrical**

How long does it take to get electrical service in Hawaii? How long does the easement process take? The process can take 3 to 4 months to complete. Proposed new electrical service requires Hawaiian Electric infrastructure such as a distribution pole, handhole (pullbox), or pole mount / pad mount transformer to be installed on the customer’s property.

Typical residential electric meter hookup is \$800. Twenty (20) dwelling units cost \$16,000. With tax, total is **\$16,754**.

**Septic System**

Require septic tank of 3,000 – 5,000 gals/pod Installation	\$ 8,000
Excavation	\$ 3,200
Permit	\$ 2,000
Percolation Test	\$ 2,000
Leach Field Test	\$ 9,000
Alternative Septic Tank	<u>\$13,000</u>
Total	\$37,200

Total Septic System of 4 pods and 1.047% tax **\$155,811.46**

**Phase II Total Costs**

4 Pods Cost	\$1,677,434.72
Water FRC	\$ 295,602
Electrical FRC	\$ 16,754
Septic System	<u>\$ 155,811.46</u>
Total Phase II	\$2,145,602.18

Land Cost	\$1,539,266.40
Admin Staff Costs	\$ 22,852.96
Equipment	\$ 39619.99

**Total Phase I & Phase II Costs \$3,747,341.42**

**Phase III Small Community Center plus Hawaii Dignity Museum with Resident Parking**

**Shipping Container Covered Garages (5 adjacent garage units @ 3 vehicles; 15 Resident Parking Stalls ); Storage Space (4 containers); Studio Lounges (2 containers). Second story community center meeting area of 4,800 square feet; Remaining area open deck (use TBD; 3,200 square feet). Partial roof area with solar panels.**

Residents of affordable housing projects often park their vehicles haphazardly. Here, residents neatly park their vehicle in an assigned covered stall. Five covered garages which house 3 cars each will house a total of 15 resident vehicles. Each pod will have one container 320 square feet x 9 feet or 2,880 cubic feet of storage area. Two rows of five containers with eight feet of space between them form the roof of the five garages as well as create a community meeting room with a total floor area of 4,800 square feet. The eight feet of space between the containers will create a higher spaced roof which can let light in. The remaining 3,200 square feet can be converted into an open deck with use TBD i.e. outdoor cafe. The ten containers on the second floor can serve as space for solar panels. Modern containers blend the new with the older plantation homes. Optimize use of pavement. Expandable to third floor.

**Estimated Design Cost: \$100,000**

**Estimated Building Cost: \$2M.**

**Total Estimated Design & Building Cost: \$2.1M**

We envision Phase III to look and be functional like the PUMA City Container building. PUMA City is conceived as a three-level stack of containers, shifted to create internal outdoor spaces, large overhangs and terraces. PUMA City is conceived as a three-level stack of containers, shifted to create internal outdoor spaces, large overhangs and terraces. The structure is comprised of two full retail spaces on the lower levels, both designed with large double height ceilings and 4-container-wide open spaces – as a counterpoint to the modular box-quality of the container inner space. The second-level houses offices, press area and storage, while a bar, lounge and event space with a large open terrace is placed at the top. The building uses 40-foot long shipping containers as well as a number of the existing container connectors to join and secure containers both horizontally and vertically. Each module is designed to ship as conventional cargo container through a system of structural covering panels that fully seals all of its large openings to be removed on site to re-connect the large, open interior spaces. At 11,000 square feet of space, it is the first container building of its scale to be truly mobile.



**Use of Modern Container Units:** Modern contemporary or industrial look with custom design or prefabricated kits. Two story multi-unit dwelling or prefabricated single units that allows expansion for two or more persons and/or including families. Eg. MODS 20' Efficient Living Unit. The small living space, around 160 square feet is equipped with everything a person needs.

It comes with a shower, toilet, sink, cooking area, sleeping area, air conditioning, and heat. MODS units are readily available online at Amazon.



Building bamboo houses under existing or newly planted trees would go a long way in alleviating homeless housing shortage in this area. Building a few contemporary container houses, meeting spaces, and/or offices would also contribute to housing but mark and beautify the entrance way.





Envision a foldout Illy coffee café constructed from a shipping container.

On the upper deck, a shipping container café would fit nicely into the design and generate economic return.

A yellow gate forms the entrance to this formerly homeless community. A shipping container Dignity Museum will move you and change the way you look at Hawaii Homeless. The Hawaii Dignity Museum will focus upon the challenges and bias of homelessness. It will help you to see that the people fighting to get out of homeless are human too. The shipping container structure is meant to act as a metaphor for people experiencing homelessness. These containers travel around from place to place. Every shipping container has a story, and every shipping container carries something of value. Homeless people move around from place to place, but it does not mean that they don't have value. After visiting the Dignity Museum and learning about homeless here in Hawaii, visitors can walk up a path past the air bnb to see the small community center with resident garage to see "Our solution to homelessness here in Hawaii". Visitors will not be allowed to trespass among the tiny homes to maintain the privacy and dignity of the residents. Homeless in exchange would also be responsible for being stewards of the area and their homes making it a desirable place that people want to visit.





**Dignity Museum in College Park.**

**As you can see, this is a much bigger project than just housing the homeless.**

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

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

Description	Start Date	End Date	Duration
<Project Start> It's a kakou Thing!	Sep 2021	---	---
<i>*Activities below are unfunded</i>	---	---	---
Initial Project Development Concept	Sep 2021	Dec 2021	16 weeks
Community Assessment	Oct 2021	Dec 2021	12 weeks
Secure Partnerships	Nov 2021	March 2022	20 weeks
Preliminary Site	Nov 2021	Dec 2021	8 weeks
Secure Project Funding (State GIA – CIP)	Dec 2021	Jun 2022	27 weeks
<b>&lt;Phase 1&gt; Land Acquisition</b>	Jun 2022	Jul 2023	52 weeks
<i>*Activities below are funded through State GIA-CIP</i>	---	---	---
Contract Negotiations/Release Funding	Jun 2022	Dec 2022	24 weeks
Building Concept Plans Finalized			
Land Acquisition, Design, & Permitting	Jan 2023	June 2023	24 weeks
<b>&lt;Phase 2&gt; Pre-Fab Bamboo Housing Construction</b>	July 2023	June 2024	48 weeks
Site Preparation & Renovation	July 2023	Sept 2023	12 weeks
Construction Pod 1	Oct 2023	Dec 2023	12 weeks
Construction Pod 2	Jan 2024	Mar 2024	12 weeks
Construction Pod 3	April 2024	June 2024	12 weeks
Construction Pod 4	July 2024	Sept 2024	12 weeks
<b>&lt;Phase 3&gt; Community Center, Resident Garage &amp; Dignity Museum</b>	July 2024	Jun 2026	104 weeks
Final Design & Permitting	July 2024	Sept 2024	12 weeks
Site Preparation & Renovation	Oct 2024	Dec 2024	12 weeks
Community Center & Resident Garage Construction	Jan 2025	Jun 2026	72 weeks
Dignity Museum	Jul 2025	Dec 2025	24 weeks

Project completion including Phase III is anticipated to be June 2026 or a total of 3.5 years. Phase 1 Land Acquisition - Obtaining and contracting for available funding is estimated to take 6 months. Actual land purchase and acquisition will take place over a second six months. Site preparation and renovation is expected to take another 3 months. Construction of four pre-fabricated bamboo housing pods will take 12 weeks/pod for a total of one-year. Community Center & Resident Garage construction entails 72 weeks for completion. Though simple to construct and build, it will take 24 weeks to correctly build and setup the Hawaii Dignity Museum.

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

Quality Assurance and Evaluation – Construction Project

- **Develop a construction project plan** with work schedule, cost estimates (labor, materials, contingency fund), contract management, quality & safety considerations; Construction Project Manager & Executive Director to develop, monitor, and revise/update as needed.
- **Communications & Progress Monitoring** - Daily project supervision, interaction and communications with Architectural Designer, General Contractor, and Construction Project Manager; proactively address issues to ensure progress toward stated objectives & timeline.
- **Ongoing (daily stand-up, weekly/bi-weekly) status meeting** between Executive Director, Program Director, Construction Project Manager, General Contractor to monitor progress, address issues, recommend & approve change orders.
- **Monthly status meeting and reporting** on project status (completion of deliverables, manage/adjust schedule & resources), budget, and compliance. To include Executive Director, Program Director, Construction Project Manager, Accounting Generalist. Quarterly internal audit/process evaluation to ensure compliance, quality outcomes, and facilitate process improvement.

Even a small housing development project like *It's a Kakou Thing!* requires a “big picture” overview as well as attention to detail for successful implementation. A myriad of Housing Development Tools exist. Rather than recreating the wheel and starting from scratch, picked a standard toolbox plan to use titled Housing Toolbox for Massachusetts Communities.

Four major phases of housing development:

- 1) Concept;
- 2) Predevelopment;
- 3) Construction; and
- 4) Lease-up/Occupancy plus Ongoing Operations.

Breakdown the housing development process into the following sections:

- 1) Creating a Development Strategy (information gathering);
- 2) Site Selection;
- 3) Predevelopment / Site Assessment;
- 4) Selecting Developer & RFP;

- 5) Construction;
- 6) Occupancy & On-going Operations; and
- 7) Municipality's On-going Role.

#### I. Initial Development Concept.

Serves as starting point. Demonstrated need in local rural Oahu real estate market for tiny affordable housing. Establish target houseless clientele to be served.

Preliminary location. Identify if preliminary land site has available water, electricity, and sewer infrastructure. Preference in regards to quantity of housing, type of residence style, and residence unit sizes (number of bedrooms/bathrooms) in relation to lot size.

Final determination of housing quantity, type of, unit sizes and amenities dependent of site physical characteristics, available financing, existing market conditions, community tolerance, and surrounding environment.

If it is a privately owned piece of property, how will the land be disposed of (sale or lease)? How do you ensure compliance with procurement laws?

#### **IA. Initial Development Concept Tasks & Responsibilities**

Who in the community needs affordable housing?

What type (rental, owner-occupied, family, elderly) & quantity of housing is needed?

What physical characteristics (accessibility, bedrooms/bath per unit, amenities) are appropriate?

Where are the best sites? Developable sites could include already developed, but underused sites, publicly owned (state, municipal, local housing authority), or privately owned sites.

What are the current market conditions for such housing? i.e. Do the types of housing needed already exist? If so, how great is the demand for additional housing?

If it is a publicly owned site, how will the property be disposed of (sale or lease)? How will compliance with procurement laws be ensured?

#### **IB. Task: Identify Site Location**

##### 1) Site Criterion

- Utilities, public sewer, & water availability
- Ability to accommodate preferred building types & number of units
- Proximity to established residential area
- Not situated within environmentally sensitive area
- Public transportation convenience
- Nearness to employers
- Convenience of services such as shopping & schools

##### 2) Identify Site

- Research & identify land that is currently on the market or municipally owned.
- Surplus land disposition
- Federal, state, or municipal agency parcel disposition following procurement
- Tax title land owned by the public entity

- Lenders with real estate owned (REO) properties
- Research brokers and foreclosure notices

### 3) Land Acquisition & Site Control

A long-term land lease is also considered a disposition.

## **II. Pre-development**

Predevelopment begins by gathering adequate information to assess if housing development on a particular site is both physically & financially feasible. First choice entails purchasing of property fee simple as opposed to lease of 13 years.

### **IIA. Pre-development: Site Assessment & Financial Feasibility Tasks & Responsibility**

#### 1) Standard Predevelopment Due Diligence Steps for Potential Site Development

Preliminary site evaluation: Site's physical characteristics. Include site boundaries, topography, identification of abutting properties & current uses, identification of anything that would indicate environmental issues, access points to the site, site utilities and/or existing utilities in abutting streets, current zoning & allowable use assessments. For sites that do have wetlands or other setbacks the buildable areas & related setback requirements should be indicated on the site plan. Review federal, state & local regulations: Do a title search of the property to ensure clear title. Determine the value of the property through an appraisal.

Preliminary engineering & conceptual site design. Developers plus their teams (including architects) have a depth of expertise in "placing" buildings on a site, taking important building and site configuration information into consideration. If there is an existing building on the site, it is highly recommended that the municipality contract with a structural and/or environmental engineer to perform a physical inspection of the building to identify structural flaws or the existence of pollutants such as asbestos, lead-based paint, & PCBs.

Preliminary financial feasibility analysis: The developer will be responsible for securing all of the financing for the development. The preparation of a preliminary financial feasibility analysis is typically done by a consultant or technical assistance provider who is familiar with affordable housing programs and development. Refine the preliminary financial feasibility analysis as more accurate data becomes available.

#### 2) Develop a Request for Proposals (RFP). Selecting a developer

If the selected site is ideal for housing development, and the proposed development is financially feasible, the municipality can begin the process of disposing of the land.

Solicitation by Request for Proposals (RFP): An RFP provides a formal process for soliciting information from prospective developers/owners & will enable the municipality to fairly compare submissions to ultimately choose a developer and dispose of the site.

Select a Developer: Decide which type of developer is the best fit for their development. A nonprofit developer, often a community development corporation (CDC), is a private, mission-driven organization that is engaged in housing and/or economic development activities, usually for a specific neighborhood, community, or region. For-profit developers may be driven by the potential for longer term value of a property. If for profit developer selected, they should be committed to the principles of affordable housing and understand the goals for the new

development. A service sponsor, an organization whose primary business is to provide services to its residents, may also be a property developer and owner. Eg. Senior assisted living. Selection should be open, fair and transparent.

Contract Execution: Agreement executed that clearly delineates the expectations of both the developer and the municipality during the time between selection of the developer and the execution of the land lease/sale. The selected developer required to assemble the necessary components of a successful development, ie. Financing and permits, prior to the actual land disposition This agreement also sets forth the terms and conditions under which the municipality will convey the property and the developer will acquire and develop the property. It is a consensual, binding contract and extends benefits to both the developer as well as the municipality.

Land Disposition through a Fee-Simple Sale or a Long-Term Lease Agreement

The public entity can sell the land to a developer with a deed restriction to ensure affordability. In this way, the seller (the municipality) has the advantage of getting affordable units developed without a serious investment of staff time, money, and risk. A good RFP and selection process will help ensure that the development reflects the goals of the community.

A public agency can use such a lease to dispose of land, granting a long enough time to allow for project financing. It can also specify affordability monitoring and/or a lease payment.

### **III. Construction**

During the construction phase, zoning issues have been resolved, contractor hired, construction financing closes, and permit issued. Construction work initiates. Property marketing gets under way during construction. State- and federally- supported affordable housing will have marketing requirements, including an affirmative fair housing marketing plan. This plan must be followed at the initial lease-up/sales period and during the project's operations. If the selected site is ideal for housing development, and the proposed development is financially feasible, the municipality can begin the process of disposing of the land. Assuming initially to dispose of the property to a developer through a Request For Proposal procurement rather than develop it themselves. Cheaper and less legally stringent.

#### **IIIA. Construction Tasks & Responsibilities**

- 1) Select a general contractor: The general contractor subcontracts the major areas of building construction, site work (utility line installation, grading, storm water management, etc.), framing and finish work, mechanical (heating, ventilation, and air conditioning), electrical, plumbing, and landscaping.
- 2) Conduct Construction oversight: It is the developer's responsibility to monitor construction and necessary inspections and to ensure that work is being done on time, within budget, and according to the project plans and specifications
- 3) Marketing and lease-up: The developer is responsible for resident selection, including the drafting of the resident selection plan, marketing, administering the initial lottery process and determining whether potential residents are qualified.
- 4) Management plan: Clearly defines both the property manager's and the owner's responsibilities for the daily operation of the project, such as lease-up, rent collection, maintenance, emergency maintenance, contracting, supportive services, and required

financial reporting. The plan should also include forecasts for income, operating expenses, and capital improvements so the development can project the fiscal performance for the coming years.

- 5) Marketing and outreach plan/affirmative fair housing marketing plan: The use of public funds, including local funds, requires the development of a marketing and outreach plan. Developers must create an affirmative fair housing marketing plan (AFHMP) to ensure fair and open access to affordable housing and to promote compliance with state and federal laws.
- 6) Management plan: Includes a clear definition of both the property manager's and the owner's responsibilities for the daily operation of the project, such as lease-up, rent collection, maintenance, emergency maintenance, contracting, supportive and other site services, and required financial reporting. The plan should also include forecasts for income, operating expenses, and capital improvements so the development can project the fiscal performance for the coming years.

**During construction, pre-fab housing structures will be assembled and completed.**

1. Prepare Construction Site / Pour Foundation
2. Complete Rough Framing
3. Complete Rough Plumbing, Electrical HVAC
4. Install Insulation
5. Complete Drywall & Interior Fixtures, Start Exterior Finishes
6. Finish Interior Trim, Install Exterior Walkways Plus Driveway
7. Install Hard Surface Flooring, Countertops; Complete Exterior Grading
8. Finish Mechanical Trims; Install Bathroom Fixtures
9. Install Mirrors, Shower Doors; Finish Flooring, Exterior Landscaping
10. Final Walk-Through

**IV. Lease-up/Occupancy & Ongoing Operations**

Planners must have a good understanding of the entire development process. Once construction is complete and a predetermined percentage of the units are occupied, the developer can close on the project's permanent financing and proceed to property and asset management.

**IVA. Occupancy and Ongoing Operations\* Tasks & Responsibilities**

Once construction is complete and a predetermined percentage of the units are occupied, the developer can close on the project's permanent financing and proceed to property and asset management.

- 1) Occupancy and ongoing operations consist of:

Closing on permanent financing: Permanent lenders require a certain level of occupancy before closing on the development's permanent financing. Once this is achieved, the developer can pay back the construction lender, encumbering the property with long-term debt from the permanent lender.

Property management involves the day-to-day operations. Property management tasks consists of:

- Showing/leasing apartments
- Rent collection
- Establishing occupancy policies and building rules
- Overseeing short- and long-term maintenance, including contracting with third-party contractors for repairs
- Operating within proposed budget
- Generating necessary reports for lenders, owner, and others as required by any and all legal documents affecting the property (zoning, and loan/subsidy documents)

In addition, property management includes ensuring compliance with affordable housing restrictions and fair housing laws.

Asset management is the positioning of the property to ensure its soundness as an asset and resource. Asset management takes a longer view of the health of the property and is part of overseeing real estate as a long-term investment. Asset management tasks consists of:

- Periodic review of the property's ownership plan. Make adjustments as necessary.
- Measuring a property's ongoing financial performance against expectations, and revising the operating budget as necessary to include realistic projections of income and expenses
- Reviewing key property indicators such as days vacant/unit, outstanding accounts payables, and timely response to maintenance calls
- Maintenance of adequate reserve balances
- Monitoring a property's physical condition
- Projecting capital improvement needs and responding to those needs
- Ensuring that the property is in compliance with all reporting requirements and other requirements of lenders, investors, and subsidy providers
- Ensuring that the property continues to meet social goals
- Providing services (if applicable).

## 2) The municipality's ongoing role

A municipality should be keeping track of the expiration date of restrictions on affordable properties in the community. Whether it is a deed restriction or a long-term lease, losing track of when a development's affordability restrictions are scheduled to end could mean the loss of valuable affordable units within the community. With enough warning, the community can initiate a process to maintain the affordability of expiring use properties.

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



- Measures of Effectiveness – Construction Project
- Cost Management & Variance – starts with a good project estimate; manage/reduce/avoid cost-overruns; potential and realized cost-savings; includes the successful management of contracts, invoices. Primary responsibility Administrative Staff including Executive Director, Accounting & Program Director.
- Schedule Management & Variance – managing the construction timeline and avoiding delays; includes successfully managing delays and ability to multitask, run concurrent activities, and bring the project back online. Primary responsibility of Construction Project Manager & General Contractor.
- Utilization of Resources – this includes both contracted as well as volunteers and in-kind services. Primary responsibility of General Contractor & Executive Director
- Productivity, Efficiency, & Quality of Work – successfully meeting and exceeding project deliverables with minimal waste on time and materials; can also be measured with the satisfaction level of construction committee, workforce, and target consumer. Primary responsibility of General Contractor and Executive Director.
- Safety Factors – taking the necessary precautionary steps to avoid/minimize incidents onsite. Primary responsibility General Contractor.
- Risk Management – adequate planning and implementation of mitigation strategies. Primary responsibility of Construction Project Manager & General Contractor.

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

**IV. Financial Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.

a. Budget request by source of funds (Attachment 1)

• Total State Funds Requested	\$4,074,241.42
• Total Federal Funds Requested	\$ 75,161.00
• Total County Funds Requested	\$ 0
• Total Private/Other Funds Requested	<u>\$ 81,921.00</u>
Total Budget	\$4,231,323.42

b. Personnel salaries and wages (Attachment 2)

Requested to fill gap in funding for AZ administrative salaries and wages. All other personnel salaries and wages in-kind. Payroll Taxes & Fringes FUTA: 0.6% - Federal Unemployment Tax Act; SUTA: 2.41% - State Unemployment Tax Act; TDI: 0.50% - Temporary Disability Insurance; EPLI: 0.15% - Employment Practices Liability Insurance; MEDICARE: 1.45% part of SSI; 'OASDI: 6.20% Old-Age, Survivors and Disability Insurance part of SSI; WC Social Service 3.63%

• Executive Director (0.1 FTE)	\$ 9,571.04
• Program Director (0.15 FTE)	\$10,501.92
• Accountant Generalist (0.05 FTE)	<u>\$ 2,600.00</u>
Total Budget	\$22,892.56

c. Equipment and motor vehicles (Attachment 3)

To replace Program Director own personal laptop computer +4 years old with AZ laptop computer. Similar model and brand with updated Intel Core i9 chip.  
 Chevrolet Silverado 1500. Cheapest full-size truck available from Hawaii dealer at end-of-the year. AZ presently has only two remaining company vehicles. One remaining donated electric Prius has 137,000 miles - battery replacement cost prohibitive. Past year AZ needed to discard two donated vans that outlasted life usefulness - one with just under 200,000 miles and other with 337,000 miles. Having a dependable backup truck can be used for outreach case management, food pickup, and client services.

- Laptop \$ 2,619.99
- Chevy Silverado 1500 \$37,000.00

d. Capital project details (Attachment 4)

Phase I. Land Acquisition TMK: 62006006; Class: Agricultural; Area: 2.68 acres: \$1,539,266.40  
 Phase II. Construction: \$2,208,875.02  
 Total \$3,747,341.42

e. Government contracts, grants, and grants in aid (Attachment 5)

Total Government contracts, grants, and grants-in-aid \$2,028,198.00

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2023.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$1,498,936.57	\$1,124,202.43	\$ 562,101.21	\$562,101.21	\$3,747,341.42

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2023.

1	State HPO	07/01/22-06/30/23	\$327,000	Secured
2	HUD-YHDP- Mobile Crisis	10/01/21-9/30/22	\$75,160	Secured
3	State GIA 2019	TBD	\$300,000	Pending Release
4	Atherton Family	07/01/22-06/30/23	\$44,220	Submitted
5	HCF Change	07/01/22-06/30/23	\$50,000	Planning
6	AUW	02/01/22-01/31/23	\$15,000	Secured
7	Walmart	01/01/22-12/31/22	\$13,500	Secured
8	Watamull	01/01/22-12/31/22	\$ 5,000	Secured
9	Friends Hawaii	06/01/22-05/30/23	\$5,000	Planning
10	Home Depot	05/01/22-11/30/22	\$5,000	Submitted
11	Golden Pear Award	07/01/22-06/30/23		Request Invite
12	Hawaii Women's Fund	07/01/22-06/30/23	\$5,000	Planning

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

NOT APPLICABLE

5. The applicant shall provide a listing of all federal, state, and county government contracts, grants, and grants in aid it has been granted within the prior three years and will be receiving for fiscal year 2023 for program funding.

NOT APPLICABLE

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2021 (See Attachment 6).

\$60,152.00

## **V. Experience and Capability**

### **1. Necessary Skills and Experience**

The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.

AZ granted a \$1M GIA-CIP in 2017 for the acquisition & construction of a Resource and Navigation Center. Contracted with the Department of Accounting & General Services (DAGS). In March 2018, funds released. AZ then acquired the 123 Mango St. property in April 2018. As of 1/17/22, draw down to date is \$741k. Project in compliance and on target to expend the remaining funds by June 2022 with completion soon thereafter.

AZ granted a \$300k GIA-CIP in 2019 for the plans, land acquisition, and design for permanent housing and supportive services for chronically homeless specifically in the Wahiawa district. AZ currently dialogues with DAGs on the possibility of releasing these funds for a housing option study in the surrounding Wahiawa area. Potential partners encompass private land owners, public sector, other non-profits, community groups, homeless advocates, project stakeholders, civic leaders, American Institute of Architects, and UH Community Design Center. Intent is to do a Proof of Concept that involves pre-procurement research, planning, and design services that can include, but is not limited to stakeholder alignment, community engagement, applied research, design investigations, prototyping, and preliminary costing to better define and fund projects ahead of contracting a professional planning and design team.

Programmatically, AZ has offered rental, financial, and direct client assistance since 2016. In May 2021, AZ completed a City & County of Honolulu Rapid Rehousing service contract. In

December 2020, AZ implemented an Emergency Street Grant – Street Outreach contract. In October 2021, AZ just completed implementation of a City Grant-In-Aid. AZ is presently wrapping up in February 2022, a Tenant-Based Rental Assistance contract.

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

Individuals were connected to other supportive services, which include the following: Transportation assistance (bus Holo card & transport to/from appointments); Assistance in obtaining required documentation & personal identification to include payment of fees; Enrollment assistance for general/public assistance (SNAP, TANF, WIC) benefits (SSI/SSDI) and health insurance (Medicare/Medicaid); Connection to Crisis & Behavioral health services (treatment, counseling, mental health/needs assessment); Provision of meals, clothing, blankets, toiletries, furniture donations & delivery; Referral to legal services (legal aid, immigration, mediation, Community Outreach Court); Referral to employment services, and navigation to various community resources (food pantry, service fair, etc.).

Getting great service should be easy and pain free. Achieve Zero gets things done! Whether we directly provide the service or make a reliable referral, our clients get what they need and want. The success of our efforts is measured by growing changes we are creating in the lives of our unhoused neighbors:

- In 2019, 318 unduplicated encounters (43 after-hours). 93 families housed. Served 260 households with 57 children (46 families with children, 65 adults only, 149 singles & 14 veterans.) 274 packeted for housing.
- In 2020, 305 unduplicated encounters (160 after-hours). Total served 904 individuals, 540 families (130 housed), 32 vets & 27 youth. 204 packeted for housing.
- In 2021, 477 unduplicated encounters. 231 packeted for housing. 101 families housed. 44 adults, 19 children & 9 young adults off the streets in AZ housing programs.

**Helping the homeless is an urgent effort that we all need to undertake—for the sake of our families, our islands, and our future.**

AZ Program Director as prior experience with the State of Hawaii administering and managing GIA-CIP contracts at the Department of Labor & Industrial Relations – Office of Community Resources. Examples of similar contracts worked on include: ORI Anuenue Hale – Helemano Plantation Banquet Hall and grounds; YMCA Kalihi, YMCA Waipahu, Kapolei Easter Seals, and Kapolei Goodwill Industries of Hawaii.

## 2. Facilities

Resource & Navigation Center

123 Mango Street

Wahiawa, HI 96786

DPP permits approved. Blessing to Proceed: 08/31/2021



Target Launch Date – July 2022. Funds secured for construction.

The AZ-owned & operated Resource & Navigation Center (RNC) creates the base location for all our program operations including this Homeless Street Outreach Program. ADA compliant, RNC will also provide a hub for community activities, to include dedicated work spaces for staff and partner service providers, client engagement, housing assistance, access to supportive services & a multi-purpose room suitable as a dining room as well as learning center.

Collaborating community partner organizations will be able to provide a suite of complementary, wraparound services that lend a hand up while supporting the goal of healing, overall wellness, and ultimately a path toward permanent housing. RNC represents the common entry point for clients with low barriers which will enable them to receive immediate care and long-term, on-going assistance. Simultaneously, RNC creates a caring safe-haven needed to serve the most vulnerable within our community.

Within a block of convenient bus lines, RNC encompasses approximately 2800 square feet of office space that offers onsite amenities that include mailbox, high speed internet access, computers, kitchen, food pantry, & hygiene facility. Located in the business district of Wahiawa, RNC is situated nearby to local Federal, State, and County satellite offices, medical facilities such as Wahiawa General Hospital & Wahiawa Health Center, police, post office and banks. Adequate client parking will be available.

## VI. Personnel Project Organization & Staffing

### Project Staffing Remains Our Biggest Asset

#### Our Administrative Team - Bios, Job Descriptions and Resumes



#### **Nicole Winter, Executive Director.**

Honest. Sincere. A rarity—a person who keeps her word. Does what she says she will do! And to top it off, not afraid to roll up her sleeves, get dirty and jump into the fray of things. All this mixed in with a little bit of humble pie. Try talking story about the houseless. Watch the metamorphosis. Vibrant. Full of ENERGY. Passion plus compassion oozes from her pores. Of course, if you really want to make an impact, you need to...be stupendous. Dream big. Do it with excellence! No-nonsense approach to homelessness. Working to end homelessness day by day. Focused. Committed. Eyes locked on the target: homelessness. No time to mark her territory on fire hydrants, as she likes to say. Somehow, despite doing the possible and impossible every day, she still dreams that unicorns fart rainbows.

**Favorites:** Puzzles, she loves a challenge. Exercise, hence loving challenges.



#### **Keith Yabusaki, PhD. Program Director.** Local Boy.

Hatched at Wahiawa General Hospital in the upper Waianae Uka ahupuaa. Leilehua High School mule, not jackass. University of Hawaii alma mater: Major Soil Physics. Minor Hydrology. Worked what seemed like a millennium for the dark side (State) at Departments of Agriculture (DOA), Labor & Industrial Relations (DLIR) & Office of Hawaiian Affairs (OHA) before seeing the light at Achieve Zero. While at DOA responsible for transition of former sugar & pineapple lands into diversified agriculture. Toiled in the Molokai fishponds, assisted acquiring land & initializing the Waialua Farmers' Cooperative/Market, & experienced the white owls as well as sand dunes of Kau during community planning efforts. Did the Dance of Deceit at DLIR & OHA procuring grants and contracts. Enjoyed every minute giving away other

peoples' money. Just one 'ole bust up Honey Badger that now champions for the downtrodden houseless. Now overjoyed spending other people's money. When not working with the homeless, often busy spending time with 18 previously feral cats. **Favorites:** Color: BLACK. Has a cold BLACK Heart! Rock Group: AC/DC. Song: In Hell I Will Be In Good Company by the Dead South. Favorite Food: Sashimi. Veggies: Bitter melon or watercress. Winnie the Pooh Character: Eeyore, "Just another day!" Keith truly believes that when we die, we'll spend enough time in the grave. Some view and think his tumultuous journey thus far as a "Life with lemons." He likes to think that at times lemons can be the main ingredient in life, sweet and savory.





**Kor Battsooj. Accountant.** Warrior. Born in the Land of the Eternal Blue Sky, Mongolia. AKA, Land of the Horse. Entrusted with the same characteristics of such. Strong-willed. Emotionally intelligent. Incredible love for people. Energy and traumahealer. Believes in the absolute best of others. BA in Accounting. MA in Public Management. Currently in training as a Marriage and Family Therapist. Made the great voyage from the Land of the Eternal Blue Sky to the Land of Aloha, Hawai'i. Trilingual. Mongolian, Russian, English. Can and will fight to end homelessness in all three languages. Community advocate. Detail-oriented. Appreciates the small things in life. Reminds us all to do the same. Lover of nature. Grounded. Level-headed. Calm and collected, even when everyone else is losing their mind. Which happens often. Go-getter. Woman of action. Fought cancer twice. Won both times. Cancer now runs away from her.

### **Our Program Outreach Case Managers**



#### **Christiana Machida, Outreach Case Manager.**

An activist from birth. Burst into the world at Kapiolani Hospital with a fist raised high. Hails from Home School Elementary-Middle-High. Lancaster Bible College Charger: Major Social Work. UH Rainbow Warrior, endowed with bulldozing superpowers used for the common good. Former competitive jump rope player. Lacrosse extraordinaire. Brings the GRIT into her advocacy and career. Leaped headfirst into the fire after Graduate school, dousing flames at Child Welfare Services. Transitioned from one wildfire to another, diving into homeless services at Achieve Zero. Hiking enthusiast. Problem solver. Bulldozing over all barriers to housing. Detective in the making having acquired the ability to find you no matter where you are. A contemporary of Sherlock Holmes. Not afraid of works in progress. Local girl, with local values, and a big 'ole heart for local issues and local people.



**Dawn Palafu, Outreach Case Manager.** Local Tita raised from the red dirt roads of Pakala, Kaua'i. Podagee (Portuguese) to the bone. Strongly opposed to Dawn, not the dish soap. Known on the streets as DeeDee. Weaknesses consist of a big soft spot for overweight Doggies, specifically 100 lbs. Pitbull's named Chuckles, and occasionally 25-lbs ones named Zero. Resembles the Mighty Menhune of her alma mater, Waimea High School. Short. Clever. Strong. Dabbled in the dark arts for nearly twenty years. Navigating addiction, homelessness, and motherhood. Clawed herself out of the pit, pulling along her family of 6. Developed a strong grip in the process, birthing supernatural tenacity, and an abnormally strong right hook. Poet at heart. A modern-day Dr. Seuss. Fiery compassion. Fights tooth and nail to end homelessness. A mothers-tough-love approach to services. Pigeon-lady at the park, if you see her feeding the birds, just let it be.

**Favorites:** Color: Red. Food: Burritos. Show: GoldenGirls, she will be one soon. Tattoo lover as she is numb to pain.



**Tessa Palafu, Community Engagement Coordinator/Data Specialist.** California-born, Hawai'i grown. Plump like an Oompa-Loompa, with the same sense of humor and work ethic. Laughs at everything, to a fault. Leilehua High School Mule, and a jackass, unlike Keith. Upgraded food chain rank to a Shark at Hawai'i Pacific University: Major Political Science and Psychology. Introvert at heart. Recharges social battery by devouring YA novels and listening to excessive amounts of BTS. Analytical. Detailed. Perfectionist mindset, learning to love correction and growth. College-intern at Achieve Zero, navigating the ins, and outs of homeless services. Fueled by lived-it experience as a child. Compelled to serve. Data enthusiast. Data justice warrior. Believes in using data to create tangible changes in the lives of those within our communities. Data for the sake of change, not just data for the sake of having data. Future goals of using research to end homelessness.

**Favorites:** Color: Pink. Book: The Book thief, loves anything that can make her cry. Song: Magic Shop by BTS, additional evidence of her loving anything that can bring tears to her eyes. Food: Pizza. Papa Johns. Without sauce. Life is to be lived outside of the box.



**Executive Director** Chief Executive for Achieve Zero, overseeing all staff and programs, ensuring all business operations are in support of the organization's Mission, Vision, and Values. Reports to the Board of Directors.

Scope of Responsibilities:

- Responsible for the execution of the overall strategic, tactical and operational plans for Achieve Zero
- Provide timely communications and accurate data to the Leadership Team (Board of Directors, Advisory Board, Strategic Advisory Group, Executive Committees, Key Volunteers) to allow for well-informed decision-making
- Actively engage the community to recruit and retain board members, committee members, volunteers, partner organizations, and funders
- Facilitate open and effective communication with key stakeholders to maintain partnerships and community support
- Lead the effort in establishing administrative policies and procedures for staff, committees, and volunteers
- Serve as the primary spokesperson to the organization's constituents, media, and the general public
- Ensure effective systems are in place to document, evaluate, and report on program performance. Anticipate issues and propose appropriate corrective action plans
- Secure appropriate funding sources, expand/diversify revenue sources and fundraising activities to support existing program operations
- Develop and manage an operating budget
- Responsible for the fiscal management and integrity of the organizations budget and finances; ensures maximum resource utilization and maintain a positive financial position
- Identify new opportunities for organizational growth and professional development.

Qualifications for an effective Executive Director include:

- Excellence in organizational management with the ability to hire, coach, manage, and develop high-performance teams
- Ability to set and achieve strategic goals & objectives
- Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders and cultures
- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills
- Action-oriented, entrepreneurial, adaptable, and innovative approach to business planning
- Ability to work effectively in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed

Nicole “Nicky” Winter, Executive Director of Achieve Zero, was born and raised in Honolulu, Hawaii and moved to the mainland in 2000, spending nearly a decade living in places such as Washington, Arizona and Colorado before returning to Oahu and settling in Wahiawa. She is a passionate believer in giving back to the community and her belief is that it is NOT a choice, but rather a responsibility. She has always had a passion for working specifically in the homeless sector and searched for a place to use her extensive talents to make a difference. Nicky found Achieve Zero formerly ALEA Bridge in March of 2016; two months after the organization’s inception in January of the same year and started as a volunteer. In AZ, she didn’t just find an organization to work with, she found a place to belong. She found a place that tackles one of the biggest issues on the island and faces down adversity and hardship with compassion, innovation and collaboration. After six years with the organization, her passion for this work has not wavered and she continues to work to Break the Cycle and Reverse the Trend of homelessness.

# Programs Director

## Position Summary

The Programs Director is responsible for managing Achieve Zero programs and supervision of the staff and volunteers providing direct client services (Outreach, Case Management, Housing & Financial Assistance, and Community Engagement)

**Supervisory Responsibilities**      Staff 5-12; Volunteers 10-25

## Essential Functions

The PD is the primary Supervisor of all direct-service personnel, monitoring operations to ensure progress towards established program goals. The PD will provide management & oversight of all AZ programs, collect & analyze data, prepare reports, and document quality control outcomes with recommendations for corrective actions. Understand HMIS or comparable data elements, standards, and ensure continual compliance with these guidelines. Review data regularly and produce reports on quality, timeliness, and outcome measures, provide training and technical assistance to staff.

Manage client information, data quality and integrity. Manages the activities of the Program Staff on a regular basis to ensure completeness and accuracy. Analyze program reports and numbers to identify trends and make projections or recommendations for program modifications.

## Other duties include

Assist in the development and management of the organization's Strategic Plan, working to achieve long-term sustainability of Projects mission and goals.

Manage the action or tactical plan to achieve short term deliverables and program milestones.

Act as liaison with external partner agencies and funders, and assist with community engagement, building relationships with community leaders and stakeholders.

Standardize program forms, processes regarding Screening, Intake, Assessment, Case Management; employee and service handbook, overall program policies and protocols, etc.

Track and monitor progress and outcomes, engage with others Leads/Directors of partner organizations, and assist with data collection and reporting of overall Project outcomes.

Manage invoicing and reporting for service contracts and grants, providing other administrative support to Executive Director and Leadership Team.

Coordinates program & fund development, capacity building and budget/fiscal management activities.

## **Keith Yabusaki**

216 Iliwai Drive | Wahiawa, Hawaii 96786 | Email: [Stupendousm33rkat@gmail.com](mailto:Stupendousm33rkat@gmail.com) |  
Cell: (808) 352-8090

Position Applied for: Achieve Zero Program Director

Date Available: Immediately

Available to Work: Full Time

Willing to work flexible hours and travel if the job requires it.

Desired Salary: Negotiable

### CAPABILITIES

- Excellent management, planning, and interpersonal skills;
- Effectively train, supervise, communicate, lead, mentor, advise and evaluate existing as well as new employees. Motivates and advocates for own team;
- Establish positive working partnerships with private and public sectors; and work with community-based programs;
- Excel as a team player but able to work independently; yet trustworthy to work with confidential information;
- Source and obtain project funds; initiate, organize, manage, monitor and execute all project phases from start to finish;
- Write and present visually and orally technical manuscripts, progress and final reports, business plans, request for proposals; and grants;
- Responsible for formulating and tracking program budgets;
- Working knowledge of State Procurement Office Procedures and Contracting Processes for Chapters 103D, 103F and 42F; Delegated as the procurement officer for Department of Labor and Industrial Relations-Office of Community Services;
- Working experience managing Federal grant social services programs;
- Develop and implement performance-based contracts for core employment programs;
- Oversee and implement program performance measurement, monitoring, evaluation, tabulate/analyze databases, and reporting;
- Procure and implement on-line grants, case management and loan software;
- Familiar with Managing for Results organizational culture;
- Extensive work experience with State of Hawaii Office of Hawaiian Affairs; Labor and Industrial Relations, Department of Agriculture; and University of Hawaii; and
- Proficient in a variety of technologies: MS (Word, Excel, Powerpoint, & Outlook), Adobe Acrobat, and Adobe Photoshop.

### PROFESSIONAL EXPERIENCE – Grants Manager, Procurement Officer, and Planner

**Office of Hawaiian Affairs (OHA), Grants & Consumer Microloan Program Manager**

June 2011 – May 2018

Overall administers and manages all OHA grants programs as well as internal support.

OHA contracts primarily via grants and loans non-profit social service agencies that lend a

helping hand up to assist Native Hawaiian beneficiaries remove barriers thus leading to economic stability and self-sufficiency. Completely redid grants program over four-year transition. Supervised from six to ten staff members. Responsible for overseeing \$10M - \$14M or approximately 25% of annual budget, grants database, and grants annual report.

Supervisors: Denise Iseri-Matsubara (June 2011 – January 2012)  
Hawley Iona (February 2012 – February 2017)  
David Laeha (May 2017 – April 2018)

### **Department of Labor & Industrial Relations-Office of Community Services**

Held five different positions, some simultaneous, over 14 years from 1997-2011.

#### **1) Rural Cooperative Coordinator** February 1997 – 2005

Responsible for facilitating collaborative activities with parties that are involved in the development of agriculture, aquaculture and fishery industries including restoration efforts of ancient Hawaiian fishponds and streamlining the required permitting process.

#### **2) Senior Planner** October 1997-December 2004

Responsible for conducting research/needs assessment, developing project specifications to fill identified needs, arranging and leading workshops and meetings, evaluating programs, and preparing reports, plans, request for proposals and policy recommendations. Functions as the office's contracts and procurement officer; establishes, implements and maintains the contract system and processes.

#### **3) Program Administration & Evaluation** January 2005 – Sept. 2006

Responsible for administering statewide programs that provide social services via purchases of service/grant contracts with private and public agencies. Conducts research, needs assessment, and workshops; develops project specifications to fulfill identified needs; evaluates programs; prepares reports, plans, requests for information, requests for proposals and policy recommendations; and performs other related duties as assigned. Responsible for supervising seven program specialists. Coordinates work flow between clerical, program specialists, fiscal and administrative team.

#### **4) Research, Planning & Resource Development** Oct. 2006 – May 2011

Responsible for analyzing federal, state and county programs concerning the needs of disadvantaged persons, immigrants and refugees in Hawaii. Evaluates the availability, adequacy, and accessibility of services, with particular emphasis on employment-related activities for the above-mentioned target group. Assists and coordinates efforts of public/private agencies providing social services focusing on employment-related programs that affect low-income persons, immigrants and refugees, including the State Departments of Health, Human Services, Labor & Industrial Relations, and Education. Report such efforts to the Legislature and Governor. Maintains contacts and encourages local action with local, state, county, and federal officials as well as public/private agencies concerned with planning for the disadvantaged, immigrants and refugees. Responsible for supervising two staff members.



## 5) Interim Executive Director

April – December 2010

Supervisors while at Department of Labor & Industrial Relations:

Sam Aiona (November 2006 – March 2010)  
Michael Hane (May 2006 – October 2006)  
Sam Aiona (May 2003 – April 2006)  
Josephine Chang (December 2002-April 2003)  
Karl P. Espaldon (August – November 2002)  
Mark L. Forman (May 1999 – July 2002)  
Bob Hoffman, Ph.D. (August 1997 – April 1999)  
John Sabas (February – July 1997)

**Agribusiness Development Corporation (ADC), Administrative Services Officer**  
1996 - 1997

Responsible for providing administrative support to the ADC Board and Executive Director; being adept in state and financial procedures; conducting special studies of operational and administrative problems; and preparing, coordinating, implementing and evaluating tactical plans for redevelopment of prime agricultural lands, water, and resources to encourage expansion and diversification of Hawaii's agriculture.

Supervisor: Chin-Nyeon Lee, Ph.D., Executive Director

**Barrett Consulting Group, Field Consultant** 1995

Responsible to collect and analyze field data to determine leachate potential at a Waianae sanitary landfill site. Work completed.

Supervisor: James R. Dexter, Ph.D.

**University of Hawaii at Manoa-Water Resources Research Center, Project Coordinator**  
1993-1995

Lead the Kunia Watershed Nitrate Study funded by state, federal and private agency grants that focused upon identifying the sources and movement of nitrate to groundwater in the Pearl Harbor aquifer. Primary responsibilities involved: collecting *insitu* soil samples in sugar, pineapple and corn fields (25,000+ samples collected), 2D and 3D computer modeling, creating GIS databases, and writing progress reports and proposals. Supervised up to ten field workers and one Ph.D. student funded by the project.

Supervisor: Aly El-Kadi, Ph.D.

**University of Hawaii at Manoa-Biosystems Engineering, Research Associate** 1989-1993

Investigated incorporating soil hydraulic properties into drip system design. Collected extensive field data of soil hydraulic conductivities and drip wetting patterns. Comparison between field and modeled data allowed predicting drip emitter spacing.

Supervisor: Richard E. Green, Ph.D.

**University of Hawaii at Manoa-Department of Agronomy & Soils**, Research Assistant  
1986-1989

Responsibilities included: Teach irrigation class/lab; present irrigation seminars for the Maui Extension Service; Install and maintain automated weather stations; Design and install a low maintenance, solar powered irrigation system for the U.S. Navy on Kahoolawe; Co-design a drip irrigation lateral installer; installed sub-irrigation system for Cooperative Extension Service at a Naalehu dairy; Design and install irrigation of turf grass with wastewater effluent project; Served on Department of Health committee on wastewater irrigation guidelines. Supervised three M.S. students funded on various projects.

Supervisor: I-Pai Wu, Ph.D.

**University of Hawaii at Manoa-Biosystems Engineering**, Research Assistant 1981-1986  
Operated a Hydraulic Testing Stand (HTS) for five years to test the hydraulics of drip tubes and emitters. Modified the HTS to conduct studies of temperature effects upon drip emitters. Supervised two project funded student helpers.

Supervisor: Calvin Saruwatari, MS

#### EDUCATION

Ph.D. Department of Agronomy and Soil Science  
University of Hawaii at Manoa, Honolulu, Hawaii  
Major: Soil Physics Minor: Hydrology  
Degree Received: 1993

M.Sc. Biosystems Engineering Department  
University of Hawaii at Manoa, Honolulu, Hawaii  
Major: Irrigation Engineering  
Degree Received: 1987

B.S. College of Tropical Agriculture and Human Resources  
University of Hawaii at Manoa, Honolulu, Hawaii  
Major: Mechanized Agricultural Production  
Degree Received: 1981

Leilehua High School  
Wahiawa, Hawaii  
Diploma Received: 1976

#### ADDITIONAL WORK EXPERIENCE

1995 MNS Limited; ABC Stores  
Hyatt Regency Hotel, Hawaii  
Assistant Manager - Bondable  
1988-1990 Marina Pet Supply  
Hawaii Kai, Hawaii  
Salesperson

1978-1980    University of Hawaii Student Housing Office  
                 Honolulu, Hawaii  
                 Desk Receptionist/Housing Staff

REFERENCES (upon request)

APPLICANT CERTIFICATION

I certify to the best of my knowledge and belief, all of the information on and attached to this application is true, correct, complete and made in good faith.

*Keith Yabuaki*

Signature

*November 21, 2021*

Date Signed

## ACCOUNTANT GENERALIST POSITION DESCRIPTION

An Accountant Generalist performs various financial functions for a company or organization such as Achieve Zero. An accounting generalist must be knowledgeable enough in most areas of the financial world to handle any issue that arises. General duties include preparing daily cash deposits, providing change and dues for staff that handles cash, tracking accounts payable and receivable, and performing monthly account audits. You process invoices and statements, prepare check requests and payments for vendors, process taxes and reports, file and manage billing related paperwork, maintain contract files and certificates of insurance.

Minimal requirement of associate degree in accounting, finance, or related field. A bachelor's degree preferred. Previous bookkeeping and accounting experience. Proficient with computers and programs such as Microsoft Office including Excel and accounting systems. Strong knowledge of spreadsheets, both building and maintaining. Comprehends financial principles and accounting terminology. Excellent verbal and written communication skills. Good time management. Well organized.

**Accountant Generalist Duties:** Prepares asset, liability, and capital account entries by compiling and analyzing account information. Documents financial transactions by entering account information. Recommends financial actions by analyzing accounting options.

- Plan, implement and oversee overall accounting strategies;
- Recommend, establish and enforce proper accounting policies, principles and methods while adhering to existing relevant accounting policies, principles, and methods;
- Oversee budget report preparation and analysis;
- Establishing financial status by developing and implementing systems for collecting, analyzing, verifying and reporting information;
- Monitoring and analyzing accounting data to produce financial reports or statements; and
- Oversee financial reports for stockholders, taxes, regulatory agencies, and other financial groups relating to company finance

**Responsibilities:** Bookkeeping tasks, such as making journal entries and posting accounts payable, receivables, and payroll taxes. Handles most of the day-to-day financial tasks of Achieve Zero.

- Comply with and follow Generally Accepted Accounting Principles (GAAP) financial statement policies;
- Accounts payable/receivable functions, cash receipts, general ledger, utilities, treasury, budgeting, cash forecasting, check runs, fixed asset activity, and debt activities;
- Track and record day-to-day financial activities of the organization into i.e. QuickBooks;
- Establish and maintain fiscal files and records to document transactions;
- Revenue and expenditure variance analysis;
- System process improvements. Initiate corrective actions as needed;
- Meeting monthly and annual financial accounting objectives;
- Periodic financial reports or statements;
- Maintain internal and external fiscal communication; and
- Assist with I-990 plus annual audit.

# KHONGORZUL BATTSOOJ

211 KELLOG ST, APT 207, HI 96786 USA | (808) 349-5290 | [kbattsooj@achievezero.org](mailto:kbattsooj@achievezero.org)

## SKILLS

- Organizational skills, attention to detail
- Problem-solving, creativity
- Critical thinking, emotional intelligence
- Communication, teamwork
- Customer service
- Responsibility, decision making
- Well educated, highly motivated administrative professional with a solid work ethic

## RELEVANT EXPERIENCE

### **Accountant**

**July 2021 – Present**

#### **Achieve Zero, Wahiawa, HI**

- Plan, implement and oversee overall accounting strategies
- Recommend, establish and enforce proper accounting policies, principles and methods while adhering to the existing ones
- Oversee budget report preparation and analysis
- Establishing financial status by developing and implementing systems for collecting, analyzing, verifying and reporting information
- Monitoring and analyzing accounting data to produce financial reports or statements
- Oversee financial reports for all parties involved

### **Outreach Case Manager**

**January 2021 – May 2020**

#### **Achieve Zero, Wahiawa, HI**

- Build rapport with encampment residents and offer case management
- Have a case load of a 20-30 clients
- Provide available services, resources, and referrals where fit
- Maintaining and updating physical and digital client records
- Responsible for all client related communications between all parties involved

### **Business Owner/Operational Manager**

**September 2019 – Present**

#### **Rainbow Playhouses LLC., Wahiawa, HI**

- Financial management
- Communication and negotiation
- Updating website and product data
- Marketing, sales, and customer service
- Project management and planning

### **Paraprofessional**

**January 2018 – August 2018**

#### **RCM Healthcare Services, Waipahu, Hawaii**

- Provide supervision to students aged 3 to 22 to help them adapt the community and school settings.
- Work with children who have behavioral, social and/or communication deficits.
- Assess academic, vocational, behavioral and community activities.

## EDUCATION

### **In Training for *Marriage and Family Therapy (MA)***

Argosy University, Honolulu, HI  
Completed 21 credit

### **Master's Degree in *Public Management***

National Academy of Governance, Ulaanbaatar, Mongolia  
School of Governance and Management  
*Degree awarded on May 17, 2013*

### **Bachelor of Business Administration in *Accounting***

The National University of Mongolia, Ulaanbaatar, Mongolia  
*Degree awarded on December 30, 2009*



## TECHNICAL SKILLS & LANGUAGES

### Computer

- QuickBooks Intuit
- Microsoft Office Suit
- Digital Marketing (Google Adwords, Google Analytics, Google Trends, SEO, Social Media)
- Wordpress (Website Building)

### Foreign Languages

- English, Fluent
- Russian, Conversational
- Mongolian, Native

## REFERENCES

### ACHIEVE ZERO

Ron Porter – Chair

T: (808) 940-6693

E: rporte@achievezero.org

### ACHIEVE ZERO

Nicky Winter – Executive Director

T: (808) 379-2532

E: nwinter@achievezero.org

### RCM TECHNOLOGIES, INC.

Alex Sanchez – Sr. HR Generalist

T: (973) 658-3122

E: alex.sanchez@rcmt.com

## **Accounting Generalist**

Works under the direct supervision of the Executive Director of Achieve Zero. Also supports the Operations Manager and the Program Director to provide general direction and financial oversight of Achieve Zero operations and various programs under the Homeless Program Office Street Outreach. Tasks includes organization and management of financial information, and recording/reporting transactions to monitor/maintain the organization's accounts, assets & liabilities.

### **Responsibilities include, but are not limited to:**

- General bookkeeping duties to include recording receipts, reconciliation & classification of expenses/revenue/bank account, recording disbursements, accounts analysis, etc.
- General accounting duties to include maintaining a general ledger, documenting financial transactions, entering account information, maintaining the organization's QuickBooks account, etc.
- Assist in developing required reports to ensure billing/invoicing are completed in a timely manner
- Prepare monthly expense report and quarterly financial statements (e.g. balance sheet, profit and loss statements, financial position, cash flow, account activity, and other reports)
- Submit a monthly written and/or oral financial report to the Board of Directors
- Assist in preparing and filing required Federal, State, and County tax forms and documentation
- Assist in year-end financial reporting and pre-audit tasks
- Assist with contracting, purchasing, invoicing, reporting, accounting, and inventory management
- Assist in developing forms, staff in-service, policies and procedures regarding financial transactions
- Perform other duties as assigned

### **Basic requirements for this position include:**

- Knowledge of generally GAAP (Generally Accepted Accounting Principles) standards and procedures
- College degree, Training, and/or Certification in Accounting, Business, or Finance; at least 2 years of significant work experience
- Attention to details and producing quality data
- Excellent communication skills (verbal, written, email)
- Excellent time management skills, ability to multi-task and effectively prioritize work
- Ability to learn and utilize various productivity, collaboration, and data management tools (e.g. MS Office, QuickBooks, Salesforce, etc.)
- Self-motivated, reliable, independent problem solver, with the ability to function efficiently with a diverse team and dynamic work environment
- Flexible working hours (some evenings, weekends, In-state travel)
- Reliable form of transportation

\*This is currently a part-time position, with potential to increase to a full-time position with benefits. Scope of work, responsibilities, and compensation, to be discussed. Additional stipends may include mileage, cell allowance, BYOD (Bring Your Own Device), training and professional development.

# GARRETT SISSON

garrettsisson@hotmail.com  
94-435 Hokuili St., Mililani, HI 96789  
808.445.0907

## OBJECTIVE

To obtain and excel in a financial position with ALEA Bridge, which will allow me to continue to impactfully contribute to the organization that is doing so many good things for so many people in need on Oahu.

## EDUCATION

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### **University of Texas at Arlington**

#### *Bachelor of Business Administration*

**May 10, 2014**

- Track: Finance
- GPAs: Overall 3.95, Major 4.0 – Summa Cum Laude Honors

### **Kaplan University**

**2005**

#### *Texas Real Estate License*

- 180+ hours of real estate coursework to obtain real estate license

## EXPERIENCE

---

### **ALEA Bridge**

#### *Co-Founder, Board of Directors Treasurer*

**Jan 2016 - Present**

- Established AB's founding bylaws, articles of incorporation, conflict of interest policy, IRS 1023 tax exemption approval, and all federal and state registrations.
- As a volunteer, I perform bookkeeping, financial statement preparation, applications, financial oversight, and preparation and submission of all Hawaii & IRS/government paperwork and tax filings.
- Volunteer at outreach, community, and fundraising events.

### **Paradise Ice LLC**

**July 2015 - Present**

#### *Owner and President*

- Installed Oahu's first self-service ice vending machine which is revolutionizing Oahu's ice market.
- Responsible for marketing, bookkeeping, preparing financial reports, submission of all state and federal paperwork/tax filings, researching and forecasting other possible investment opportunities.
- Deliver ice to various businesses, events, and locations on Oahu.
- Responsible for all activities associated with operating, repairing, and maintaining the equipment.

### **SIA Realty**

**Nov 2014 - 2016**

#### *Realtor-Associate (Hawaii License # RS-76618)*

- Responsible for all aspects of my business including providing exemplary service to all clients.

### **American Airlines**

#### *Sales Representative*

**2008 - 2010**

- Booking domestic airline travel, making itinerary changes, and assisting customers with all other travel needs.
- Operating quickly and efficiently in high stress environment during weather events and providing unhappy clients a solution to their concerns.
- Consistently ranked in top 10 of team for sales per call and sales per hour.

### **Coldwell Banker Residential Brokerage**

#### *Realtor*

**2005 - 2008**

- Responsible for all aspects of running and maintaining my business, including servicing all client needs
- Member of office Advisory Council
- Top average commission rate in office in 2007; 98% sales price to list price ratio 2005 - 2008

## COMMUNITY INVOLVEMENT

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### **YMCA**

#### *Volunteer with the YMCA Partners' Campaign*

**2007 - 2012**

- Non-Profit organization that provides scholarships to YMCA programs for lower income families.

### **Common Ground Ministries**

#### *Board of Directors*

**2006 - 2007**

- Non-Profit organization that provides afterschool programs to inner-city youth.

## **Outreach Case Manager**

Basic position description: Provide homeless and at-risk individuals, families and groups with the outreach support needed to identify physical, mental and substance abuse issues to overcome homelessness. Services include intake and assessment, providing client education, employment readiness, shelter services, counseling, housing, navigation of services and making referrals to partner agencies through active case management, Individual Services Plans and Housing Navigation.

- Conduct outreach by visiting facilities such as shelters, treatment programs, transitional housing, sober living programs, encampments and other locations where homeless or at-risk families may congregate to publicize services and assisting clients with intake processes at various facilities.
- Builds and maintains effective and professional working relationships with participants and community agencies.
- Assists with screening for appropriate placement into partner programs as necessary and facilitates a warm handoff.
- Coordinates care and case management with others on behalf of client to obtain permanent housing, wraparound services and maintain sustainability.
- Maintains outreach client information database (internal, external) and referrals to all programs.
- Schedules screenings and/or transportation to/from treatment facilities, programs, service agencies, appointments and other activities as needed.
- Produces a weekly report of encounters, engagements, referrals, outcomes, and progress
- Participates in community resource fairs and other events.
- Attends scheduled team meetings and trainings.
- Bachelor or Associate degree preferred. Other duties and special projects as assigned.

### **Other skills and qualifications:**

Communication – communicate effectively, speak clearly and listen actively

Empathy – capacity for empathy and compassion, even if they have never been in a similar situation as their client

Organization – keeping track of the progress of potentially dozens of clients, notetaking, data entry, reporting

Desire to Help Others – strong desire to help others, willing to work for the benefit of others

Friendliness – being friendly and outgoing will help outreach workers go into these unknown environments and build strong relationships and mutual trust with the individuals that need their help

Trustworthy – relied upon by their clients to protect their interests, keep their information confidential, and to act on their behalf in a professional manner

# Christiana E. Machida

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| 808-230-0825 | [anakurashige@gmail.com](mailto:anakurashige@gmail.com)

## Education

**MASTER OF SOCIAL WORK | GRADUATION DATE: MAY 2019 | UNIVERSITY OF HAWAII**

**BACHELOR OF SOCIAL WORK | GRADUATION DATE: MAY 2017 | LANCASTER BIBLE COLLEGE.**

## Work Experience

**OUTREACH CASE MANAGER WITH ACHIEVE ZERO| AUGUST 2021 TO PRESENT|**

- Providing case management services to houseless clients by assisting clients in accessing the necessary services they need to obtain housing which include: connecting clients to mental health/physical health services, obtaining vital documents for clients, enrolling clients in housing voucher programs, establishing care coordination with other service professionals, finding employment for clients, and providing any other assistance clients may need while living on the street.

**DHS CHILD WELFARE SOCIAL WORKER III| AUGUST 2019 TO AUGUST 2021|**

- Worked to improve the overall quality of life of families and children within the context of their environment through the remediation and prevention of their problems, and by improving accessibility, accountability and coordination of service delivery among a variety of professionals and/or agencies tasked with providing appropriate services to clients. Every day work includes: establishing working relationships of mutual respect and trust with the clientele served, and utilizing a variety of helping interventions to enable these clients to function as effectively as possible.

## Practicum Experience

**CHILD WELFARE SERVICES |FALL-SPRING 2018-2019 |675 HOUR INTERNSHIP**

- Interned at Child Welfare Services to learn the skills and practices of a case manager by conducting home visits, creating court reports, going to court, working directly with families, providing services to clients, and assessing for the safety, permanency, and well-being of children.

**THE GOOD SAMARITAN SHELTER| FALL-SPRING 2016-2017| 420 HOUR INTERNSHIP**

- Interned at a non-profit homeless shelter for women and their children. Learned the tools of engagement, assessment, intervention, and evaluation while collaborating with the case management team.

**MILAGRO HOUSE | SPRING 2016| 30 HOUR PRACTICUM**

- Assisted the volunteer coordinator for the program's education based program, which allows single mothers to attain their GED by providing them with housing and educational classes.

**COBY'S FAMILY LIFE CENTER| FALL 2015 | 30 HOUR PRACTICUM**

- Worked in childcare for an Incredible Years education class for parents with autistic children

## Professional Affiliations and Awards

- Former President of the Phi Alpha Honor Society for Social Work Students at Lancaster Bible College (2016-2017)
- Former Member of Phi Alpha Nu Sigma Honor Society for Social Work Students at the University of Hawaii

## References

Pamela Nakanelua, MSW, DHS Supervisor: [808.428-6423](tel:8084286423); [PNakanelua@dhs.hawaii.gov](mailto:PNakanelua@dhs.hawaii.gov)

Lena Kakehi, DHS Supervisor : [503-726-8565](tel:5037268565); [lkakehi@dhs.hawaii.gov](mailto:lkakehi@dhs.hawaii.gov)

Shane Uyeda, MSW, Social Worker C/APS: [808-230-9645](tel:8082309645); [suyeda@dhs.hawaii.gov](mailto:suyeda@dhs.hawaii.gov)



1830 Wilikina Dr. Apt. 311  
Wahiawa, HI 96786  
**(808) 351-8290**  
[deedeepalafu@gmail.co](mailto:deedeepalafu@gmail.co)

# Dawn Palafu

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## SKILLS

Customer Service, Communication, Leadership, Organizational skills.

## EXPERIENCE

### **Achieve Zero** – *Outreach Case Manager*

January 2021 - PRESENT

- Conducted outreach to various homeless encampments to connect with clients
- Assisted clients in connecting to various Benefits, obtaining vital documents, employments, etc.
- Helped to navigate clients on the pathway to housing.

### **Aloha Petroleum, Wahiawa** – *Sales Associate*

June 2014 - January 2021

- Received and stocked inventory.
- Serviced customers and boost store sales.
- Managed store finances.

### **Jack in the Box, Wahiawa** – *Food Service Worker*

January 2013 - June 2014

- Maintained cleanliness of the facility.
- Took, prepped, and delivered food orders.
- 

## EDUCATION

### **Waimea High School, Waimea** – *High School*

August 1987 - May 1991, Waimea

General High School diploma.

# Tessa Palafu

Responsible. Effective Communicator. Passionate.

1830 Wilikina Dr. Apt. 311  
Wahiawa, HI 96786  
(808)450-6155  
tessa.palafu17@gmail.com

## EXPERIENCE

### **Achieve Zero, Wahiawa, HI — Outreach Case Manager/Resource Navigator**

August 2019 - Present

- Assisted houseless individuals connect to supportive services.
- Data management in two data platforms.
- Searched for and wrote funding grants.

### **National Model United Nations, Honolulu, HI — Undersecretary-General**

February 2021 - Present

- Participated in the National Model United Nations Conference.
- Prepared and delivered speeches.
- Prepared monthly informational posts on Sustainable Development Goals.

### **Trinity College Child Care Center, Hartford, CT — Student Worker**

August 2019 - December 2019

- Engaged in educational activities with toddlers.
- Prepared and served food for toddlers.
- Cleaned classrooms and kitchen.

## EDUCATION

### **Hawaii Pacific University, Honolulu, HI — Psychology, Political Science**

January 2020-Present

- Pursuing a Bachelor's degree in psychology and political science.
- Expected graduation date: May 2023

### **Leilehua High School, Wahiawa, HI**

August 2015-May 2019

- Cumulative GPA: 4.02
- CTE Honors Designation. STEM Designation, Academic Special Recognition

## SKILLS

-Proficient communication skills

-Proficient public speaking skills

-Proficient in Final Cut Pro

## AWARDS

-Horatio Alger National Scholar (2019)

-APIA Scholar (2019)

-2019 LHS Mighty Mule

## INTERESTS:

-Cognitive Development

-Childhood Development

-Indigenous Health

# Logan Alexander Frank

A naturally warm, people-oriented and observant addition to any work place. Strong values of compassion, hard work and respect.

42-470 Kalaniana'ole Highway  
Kailua HI 96734  
(808) 266-9555  
LoganFrankStories@gmail.com

## EXPERIENCE

### **SMS Research, Honolulu HI** – *Researcher, Response Coordinator*

2019 - 2020

Successfully completed required daily quotas; conducted phone interviews, handled caller concerns and directed all calls to appropriate departments .

### **Baskin & Robbins, Aiea HI** – *Associate*

2018 - 2019

Assisted customers by appropriately matching ice cream cravings with their palate whilst adhering to B&R service standards. Excellent customer satisfaction reviews.

### **Dong Yang, Wahiawa HI** – *Service Staff*

2018

Maintained an immaculate ambiance for walk-in guests by providing quality customer service and a clean and sanitary environment.

## EDUCATION

### **Leilehua High School, Wahiawa HI** – High School Diploma

August 2015 - May 2019

Excelled in mathematics, reading and logical thinking. Multicultural interests provided a therapeutic departure from a complicated personal life. Library enthusiast.

## SKILLS

Friendly  
Service Oriented  
Observant  
Industrious  
Adaptable

## AWARDS

Wahiawa Middle School  
Scholastic Merit Award  
Recipient.

## LANGUAGES

English Literary Proficiency

## INTERESTS

Various Instruments  
Vocalist  
Voice Acting  
Sharing about Overcoming  
Colorful Past

## 1. Proposed Staffing, Staff Qualifications, Supervision and Training

### A. Staffing

#### 1. Proposed Staffing

Informal ad hoc administrative team consists of Executive Director (ED) / Chief Executive Officer (CEO) and corresponding Directors or Leads to coordinate interagency partnerships as well as staffing contributions from each partnering agency.

At minimal, AZ will create two outreach canvassing teams. Each team will consist of: a) two outreach – case managers, b) one youth specialist (one subcontracted to RYSE), and

c) a behavioral health specialist or licensed social worker. Team 1 will be primarily assigned to Region 3. Team 2 will be primarily assigned to Region 5. As needed, teams should be interchangeable and capable of helping and filling in for one another.

An additional halftime intern outreach case manager will likely be assigned to Region 3 due to the anticipated higher caseload. The intern duties also entail AZ webpage maintenance and posting to the AZ Facebook and Twitter accounts.

Canvassing teams distribute food, hygiene, and medical packs as incentives for outreach. Food is not one of our major programs, but it serves as an enticement for homeless to attend joint outreach events. We also pass out food bags when we do street or after-hours outreach. Our AB Food Distribution Program in 2020 served 1,394 adults, 752 children and 566 families.

AZ outsources human resources and payroll services to experienced ProService Hawaii. Outsourcing allows AB to focus upon its employees, scale, and do what it does best – serve the homeless while being in compliance with labor laws.

AZ hires and outsources an 1.0 FTE accountant generalist. The Accountant Generalist duties entails: prepares daily cash deposits, providing change and dues for staff that handles cash, tracking accounts payable and receivable, and performing monthly account audits. Processes invoices and statements, prepares check requests and payments for vendors, process taxes and reports, file and manage billing related paperwork, as well as maintain contract files and certificates of insurance.

AZ subscribes annually to Apricot Solutions – a cloud-based nonprofit case management software. Apricot offers a secure, flexible, and easy-to-use solution for everything from case management to donor management to volunteer tracking, and even outcomes management. In addition, AB inputs data into the PIC-CoC HMIS data system. Presently, AB utilizes a volunteer in-house data management specialist to help troubleshoot any data barriers with Apricot Solutions.

## 2. Staff Qualifications

ALEA Bridge Name/Position	Role	Experience & Training Qualifications
Executive Director Nicky Winter 0.07FTE	Integrate program into agency & community; Ensure program success	5.5 years homeless programs administration
Program Director Keith Yabusaki 0.15 FTE	Oversee daily program operations; Coordinate partnerships	PhD relevant field; +10 years Social Work Program Administration
Accountant Generalist Kor Baatsooj 1.0 FTE	Process invoices & statements, prepare check requests & payments for vendors, process taxes & reports, file & manage billing related paperwork, maintain contract files & certificates of insurance.	BA in Accounting. MA in Public Management.
Outreach Case Manager Christiana Machida 1.0 FTE	Provides outreach; Case management; Linkages & supports	MSW Degree; +3 years relevant experience
Peer Outreach Case Mgr Dawn Palafu 1.0 FTE	Provides outreach; Case management; Linkages & supports	Over 18; HS equivalency; lived experience
Peer Youth Outreach Case Manager Specialist Logan Frank 1.0 FTE	Provides youth outreach; Case management; Linkages & supports	Over 18; HS equivalency; lived experience
Youth Development Specialist; To Be Hired 1.0 FTE	Provide youth outreach case management services, linkages & supports	BA degree in relevant field, plus +2 years' experience
Outreach Case Manager Intern Tessa Palafu 0.5 FTE	Provides outreach; Case management; Linkages & supports	Over 18, HS Degree, Pursuing degree in relevant field

### B. Project Organization

#### 1. Supervision & Training

##### Supervision

AZ leadership i.e. executive director, program director, accountant generalist etc. devotes adequate time to properly supervise employees, especially new employees, to ensure the delivery of high-quality services both efficiently and effectively. AZ outsources ProServiceHawaii to handle its Human Resources from payroll services, healthcare benefits, workers' compensation, risk assessment and provides an employee handbook with a code of conduct during

new employee onboarding. Supervisors make sure that employees are oriented and trained to perform their specific job duties. Specific information and techniques are shared on how to deal with the homeless population.

Health Insurance Portability Assurance Act (HIPAA) training is covered as it applies to client confidentiality. Personnel often "shadow" experienced workers and/or program supervisor, as appropriate. Staff receive cultural competency training to ensure that personnel are sensitive to diverse ethnic populations including language access.

Achieve Zero possesses an innovative shared leadership organizational structure. AZ holds staff meetings every bi-monthly. Program staff discuss any issues, problems or any other needs. If client issues arise, supervisors keep an open-door policy so that issues can be dealt with in a timely manner. These team meetings also share information between various programs and solve any problems relevant to all programs.

#### Volunteer Supervision

AZ holds itself responsible to recruit, screen, orient, train and supervise volunteers.

Leadership conducts interviews with volunteers to determine appropriate assignment to available program tasks. Reference checks are conducted on all volunteers as deemed necessary especially when it involves access to confidential client information.

#### Training

AZ takes staff training seriously. Our staff remains our biggest assets. Staff training brings value both to the organization as well as the individual.

Excellence requires striving to create a proactive culture of continuous improvement. Investing in your workers via staff trainings builds staff capacity leading to higher production due to greater efficiency and effectiveness, improved processes, and reliable data. Training gives the worker the tools to enhance job performance and make an impact. A satisfied trained worker proves to be a valuable company asset, tends to be more engaged, builds strong internal partnerships, increases productivity, reduces downtime and over time less apt to leave. It also creates peer mentoring opportunities. All of this creates a return on investment in terms of benefits to AZ. All staff members including BOD are encouraged and do take several trainings a year. Leadership meets periodically with staff to address their progress toward identified professional goals and training needs.



## 2. Organization Chart

The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organization chart that illustrates the placement of this request.

The attached Organizational Chart clearly illustrates the position title, name and full-time equivalency of each staff as well as line of responsibility/supervision. It indicates the minimal amount of staff needed to maintain a program of this size and stature. The Board of Directors (BOD) is ultimately responsible, including fiscally, for the overall policies, well-being, fund development and sustainability of the agency. The Executive Director (ED), the chief professional officer, provides direct oversight to Programs, Data/IT, Fiscal, Volunteer as well as Communications and is responsible for the day-to-day agency operations. The ED reports directly to and does the bidding of the BOD. She is supported by the leadership team consisting of Program Director and Accountant. The Program Director oversees community outreach, grants and social enterprise.

An "Organization-wide" chart is attached. This project titled, "It's a Kakou Thing!" falls under the Social Enterprise heading.

### AZ Board Members



**Ron A. Porter, PhD**  
Chairperson



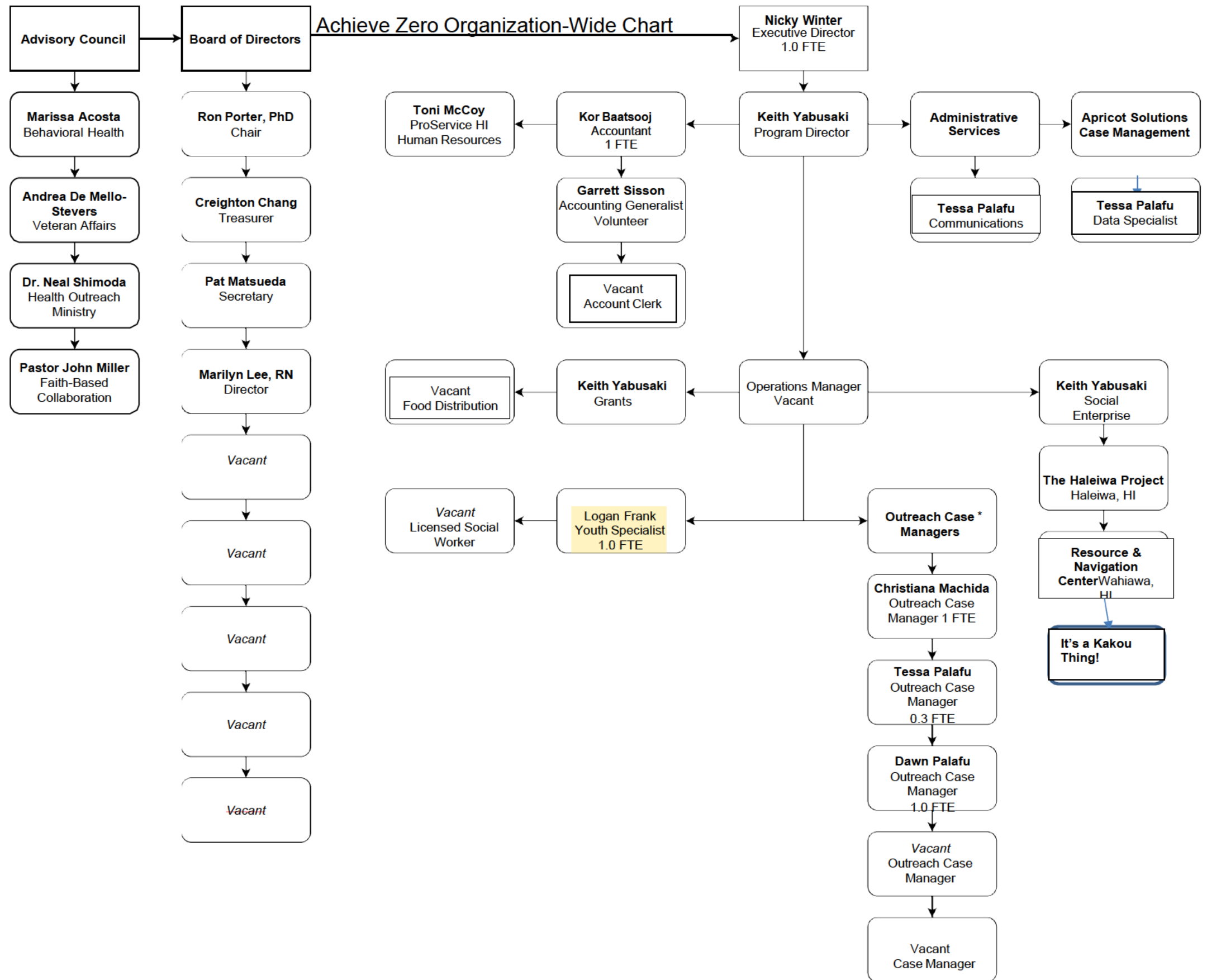
**Creighton Chang**  
Treasurer



**Patricia Matsueda**  
Secretary



**Marilyn Lee, RN**  
Director



### 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.

Depending on the knowledge, experience, skills & abilities of the staff member:

- |                          |                     |
|--------------------------|---------------------|
| 1. Executive Director    | \$80,000 - \$98,000 |
| 2. Program Director      | \$52,000 - \$70,000 |
| 3. Outreach Case Manager | \$42,000 - \$60,000 |

## VII. Other

### 1. Litigation

AZ possesses no pending litigation. If this changes, AZ will disclose and explain any pending litigation to which it is a party, including the disclosure of any outstanding judgement.

### 2. Licensure or Accreditation

The Licensed Clinical Social Worker (LCSW) license is the highest level of social work licensure in Hawaii. LCSWs can provide both clinical and non-clinical social work services without supervision. Because this license allows for the highest level of independent practice, LCSW candidates must complete a certain amount of supervised experience before they can apply for licensure. Presently AZ has one LCSW on staff at AZ to supervise interns requiring service hours.

### 3. Private Educational Institutions

If awarded and contracted, AZ shall not use grant funds to support or benefit a sectarian or non-sectarian private educational institution.

### 4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2022-23 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2022-23, but

Phases 1 & 2 once funded then constructed will be sustainable as a social enterprise. AZ will commit to outreach case management services allowing residents to live with dignity in their own home as they reintegrate into the community as contributing sustainable members.

Phase 1 Land Acquisition proves imperative for project sustainability. Fee simple land purchase results in the most feasible solution. It is highly unlikely that the present landowner will negotiate and enter into a +35 years long-term contract with a renewal clause. With short-term leases, what's to prevent a third party from buying the land from right under your feet? With

affordable housing built on the existing property, this makes the land acquisition that much more attractive. And the land is available for sale now at a fair price. For program sustainability and longevity, we humbly ask the legislature to grant us monies to acquire this currently underutilized property for longer term project stability.

Phase 2 Plan, purchase & build affordable bamboo housing kits on the acquired property. We based bamboo housing costs listed on the internet by a local Island of Hawaii vendor. Based on experience, AZ estimated the cost of a housing contractor at 60% cost of materials. Above baseline costs estimated @15% as is change order costs @15%. Definitely not cheap, but the cost remains affordable for longer term solution. If the wisdom of the legislature makes *It's a Kakou Thing!* a reality, hoping local vendor gives us a reduced price on bamboo housing kits to provide a solution to a local dilemma. If volunteers via Habitat for Humanity and various trades actually help build the homes, this will lower construction costs. Volunteers are presently being trained to construct homes at the Waianae kauhale. Reuse Hawaii, HomeAid Hawaii and other construction supply vendors contribute materials or make them available at affordable prices. One of the four pods of bamboo houses will serve as a cottage industry air bnb.

At The Haleiwa Project that AZ partners with RYSE Hawaii, monies paid to the program from youth housed on-site go to cover the program costs. AZ hopes that *It's a Kakou Thing!* earns a small profit of 2-3% as a social enterprise with all remaining monies going back into the program and thus making it self-sustaining. Likewise, AZ plans to operate *It's a Kakou Thing!* more as a permanent housing than a transitional shelter. AZ does not intend to run and micromanage *It's a Kakou Thing!* indefinitely. While AZ may for a time end up managing the land and initially commit to helping the homeless adapt to their new housing plus lifestyle in the first three years, AZ does not want to operate the housing as a long-term on-going project. Residents of *It's a Kakou Thing!* operate their own village that's reintegrated as part of the larger Haleiwa community.

(b) Not received by the applicant thereafter.

AZ remains confident that once Phases 1 & 2 executed and successful, raising sustainable funds for Phase 3 will be plausible. People will want to support the tiny village thru donations of money plus resources that offers a real solution to ending homelessness here in Hawaii. This phase blends the new contemporary containers plus wi-fi with the old plantation style housing. It creates an open space area that residents as well as visitors gravitate too.

Phase 3 remains an integral part of the *It's a Kakou Thing!* AZ confident that once Phases 1 & 2 constructed, money plus resources will be readily made available to complete the final phase. Covered shipping container garage spaces create an aesthetic space for 15 resident vehicles. Six containers form the foundations of the roof for the five three-car garages. Minimal three of these containers serve as storage spaces for residents living in the tiny homes. Other three can be used to meet the various needs of the community such as mini reading /study room, weight room, and/or lounge area. Containers forming the garage roof can be converted into a sizeable community meeting room with an open deck space. The second-story open deck space can

accommodate a fold out container café. A second container vendor adjoins the space next to the coffee café. Envision Phase 3 to take advantage of already existing paved area with structure like the Puma City, Shipping Container Store. The top roof of the community meeting room provides space for solar panels.

A Dignity Museum constructed of one-two shipping containers greets visitors at the entrance along Kamehameha Highway. Not only educational, this mini-museum changes your mind on how you think about homelessness. The exhibition focuses upon the biases and challenges of Hawaii homelessness. The container themselves serve as a metaphor for those living a life of homelessness. Homeless people travel from place to place. Each person has their own story. And yes, it doesn't mean homeless don't have value. Transient shipping containers move from place to place. Every container has a story and carries something of value.

The mini-museum humanely but candidly presents our local houseless issues. A sidewalk leads out the back of the "Dignity Museum" past a small air bnb to the "Tiny Village" to show this is our solution of how we reintegrate the homeless back into community. *It's a Kakou Thing!*

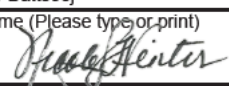
### **VIII. Attachments**

- Attachment 1 - Budget Request by Source of Funds
- Attachment 2 - Budget Justification – Personnel Salaries and Wages
- Attachment 3 - Budget Justification – Equipment and Motor Vehicles
- Attachment 4 - Budget Justification – Capital Project Details
- Attachment 5 - Government Contracts, Grants and/or Grants In Aid
- Attachment 6 - AZ Unrestricted Assets

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

Applicant:     Achieve Zero    

BUDGET CATEGORIES	Total State Funds Requested (a) CIP +HPO	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	168,813	34,349		15,403
2. Payroll Taxes & Assessments	25,118	5,676		1,841
3. Fringe Benefits	16,419	5,136		1,498
TOTAL PERSONNEL COST	<b>210,350</b>	<b>45,161</b>		<b>18,741</b>
B. OTHER CURRENT EXPENSES				
1. Airfare (Inter-Island)				
2. Audit Services	2,000			1,000
3. Contractual Services - Administrative	\$ 17,160.00			
4. Contractual Services - Subcontracts	\$ 55,785.50			
5. Depreciation	\$ -			
6. Food	\$ 1,428.24			15,000
7. Insurance	\$ 3,000.00			1,200
8. Interest	\$ -			
9. Lease/Rental of Equipment	\$ 3,600.00			
10. Lease/Rental of Motor Vehicle	\$ -			
11. Lease/Rental of Space	\$ -			
12. Mileage	\$ -			
13. Postage, Freight and Delivery	\$ 600.00			
14. Program Activities	\$ 16,000.00			28,800
15. Publication, Printing, and Advertising	\$ 2,400.00			
16. Repair and Maintenance	\$ 4,000.00			
17. Staff Training	\$ 4,905.00			1,200
18. Subsistence/Per Diem	\$ -			
19. Supplies	\$ 6,720.00			10,919
20. Telecommunication	\$ 11,904.00			1,200
21. Transportation	\$ -			1,500
22. Utilities	\$ 6,000.00			
23. Client Assistance	\$ -			
24. Indirect Costs		30,000		8,200
B. TOTAL OTHER CURRENT EXPENSES	<b>135,503</b>	<b>30,000</b>		<b>59,319</b>
C. EQUIPMENT PURCHASES	<b>6,520</b>			<b>3,860</b>
D. MOTOR VEHICLE PURCHASES	<b>37,000</b>			
E. CAPITAL	<b>3,684,868</b>			
<b>TOTAL (A+B+C+D+E)</b>	<b>4,074,241</b>	<b>75,161</b>		<b>81,921</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	4,074,241	Kor Battsooj (808) 349-5290		
(b) Total Federal Funds Requested	75,161	Name (Please type or print) Phone		
(c) Total County Funds Requested	0	 Jan 18, 2022		
(d) Total Private/Other Funds Requested	81,921	Signature of Authorized Official Date		
<b>TOTAL BUDGET</b>	<b>4,231,323</b>	Nicky S. Winter, Executive Director Name and Title (Please type or print)		





**BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES**

Period: July 1, 2022 to June 30, 2023

Applicant: Achieve Zero

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
15.6" Touch-Screen 2-in-1 Laptop - Intel Core i9 - 16 GB Memory - NVIDIA			\$ -	
GeForce GTX 1650 Ti - 1 TB SSD - Slate Gray	1	\$2,619.99	\$ 2,619.99	2619.99
			\$ -	
			\$ -	
			\$ -	
TOTAL:	1		\$ 2,619.99	2,619.99

**JUSTIFICATION/COMMENTS: Administrative staff member using own personal computer for work that will be +4 years old should this GIA/CIP be approved. Maintenance replacement of existing laptop due to work usage.**

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
Chevrolet Silverado1500	1.00	\$37,000.00	\$ 37,000.00	37000
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:	1		\$ 37,000.00	37,000

**JUSTIFICATION/COMMENTS: Cheapest full-size truck available from Hawaii dealer at end-of-the year.**

**AZ presently has only two remaining company vehicles. One remaining donated electric Prius has 137,000 miles - electric battery replacement cost prohibitive. Past year AZ needed to discard two donated vans that outlasted life usefulness - one with just under 200,000 miles and other with 337,000 miles. Having a dependable backup truck can be used for outreach case management, food pickup, and client services.**

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant:  Achieve Zero

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: 2020-2021	FY: 2021-2022	FY:2022-2023	FY:2022-2023	FY:2023-2024	FY:2024-2025
PLANS						
LAND ACQUISITION			\$1,539,266.40			
DESIGN					100000	
CONSTRUCTION (includes \$22,852.96 admin costs)			2,168,455.03		2000000	
EQUIPMENT			39,619.99			
<b>TOTAL:</b>			<b>\$3,747,341.42</b>		<b>2,100,000</b>	
<b>JUSTIFICATION/COMMENTS:</b> Purchasing land remains best option. Long-term land lease poses a viable option but proves prohibitive should a third party decide to purchase or sells the land. Prime 2.68 acres within Haleiwa town. Construction costs include water, septic tanks, & electric hookups. Tiny village consists of 4 pods. A pod has 5 tiny houses that can house 8-9 persons. Equipment justified on separate sheet.						

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Achieve Zero

Contracts Total: 2,028,198

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)	CONTRACT VALUE
1	ESG Homeless Prevention FY20	06/16/20-05/31/21	Dept. Community Svcs	C&C Honolulu	\$128,406.40
2	ESG Street Outreach FY20	05/01/20-05/31/21	Dept Community Svcs	C&C Honolulu	\$83,100.00
3	City GIA FY20	11/01/19-10/30/21	Dept Community Svcs	C&C Honolulu	\$125,000.00
4	State GIA Operating FY19	11/01/18-06/30/20	Homeless Programs Of	State	\$148,350.00
5	HUD Tenant-Based Rental Assitance	05/06/20-02/28/22	Dept. Community Svcs	US-HUD	\$435,020.00
6	HUD-YHDP- Mobile Crisis	10/01/20-9/30/21	RYSE subcontract	US-HUD-YHDP	\$79,160.75
7	HUD-YHDP- Mobile Crisis	10/01/21-9/30/22	RYSE subcontract	US-HUD-YHDP	\$75,160.75
8	State Homeless Program Outreach	06/15/21-06/14/22	Homeless Programs Of	State	\$327,000.00
9	State Homeless Program Outreach	06/15/22-06/14/23	Homeless Programs Of	State	\$327,000.00
10	State GIA 2019	TBD	DAGS	State	\$300,000.00
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Achieve Zero FY 2022 Budget

**Statement of Financial Position**

<b>ASSETS</b>		
Current Assets		
Bank Accounts		
<b>Total Bank Accounts</b>	0.00	
Other Current Assets		
Inventories	4,301.42	
Rental Deposits	20,636.66	
<b>Total Other Current Assets</b>	<b>24,938.08</b>	
<b>Total Current Assets</b>	<b>24,938.08</b>	
Fixed Assets		
Computers & IT	156.31	
Furniture, Fixture & Equipment	1,466.50	
Outreach Equipment	8,181.48	
Land	427,881.27	
Vehicle	22,173.50	
Building	19,738.64	
Construction in Progress	648,506.62	
<b>Total Fixed Assets</b>	<b>1,128,104.32</b>	
<b>TOTAL ASSETS</b>	<b>1,153,042.40</b>	
<b>LIABILITIES &amp; EQUITY</b>		
Liabilities		
Loans from Non-profit Organizations	34,070.96	
<b>Total Liabilities</b>	<b>34,070.96</b>	
Equity		
Unrestricted Net Assets	60,152.00	
Temporarily Restricted Net Assets	778,723.18	
Retained Earnings	543,788.38	
Net Revenue	<b>(262,891.12)</b>	
<b>Total Equity</b>	<b>1,119,772.44</b>	
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,153,843.40</b>	