





## 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

HAWAIIAN COMMUNITY ASSETS, INC.

was incorporated under the laws of Hawaii on 01/20/2000 ; 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 11, 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.

\_\_\_\_\_  
(Typed Name of Individual or Organization)

  
\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Typed Name)

\_\_\_\_\_  
(Title)

# Application for Grants

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

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

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

If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2021.

See Attachment A

### **2. Declaration Statement**

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

See Attachment B

### **3. Public Purpose**

The applicant shall specify whether the grant will be used for a public purpose pursuant to [Section 42F-102, Hawaii Revised Statutes](#).

HCL confirms that Grant-in-Aid funds will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes. More specifically:

- (1) The name of the requesting organization is Hawaiian Community Assets, Inc.
- (2) The public purpose for the grant is to assist Asset Limited Income Constrained Employed (ALICE) and below households in becoming financially qualified to rent or own affordable homes throughout the State of Hawaii.
- (3) The services supported by the grant include HUD-certified housing counseling and grants to match savings of ALICE and below households for obtaining affordable rentals and mortgage financing.
- (4) The target group for the project is ALICE and below individuals in Hawaii who are often living one paycheck away from homelessness and complete financial ruin.
- (5) The cost of the grant and the budget totals \$440,061.

## **II. Background and Summary**

This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

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

Hawaiian Community Assets (HCA) is Hawaii's largest HUD-certified<sup>1</sup> housing counseling agency that builds the capacity of low- and moderate-income communities to achieve and sustain economic self-sufficiency. HCA owns Hawaii Community Lending (HCL), a Department of Treasury certified community development financial institution, that offers grants and loans to meet HCA client needs for becoming mortgage qualified and renter ready. Together, HCA and HCL co-locate at Financial Opportunity Centers across the state and strategically located in all 4 counties.

Since its founding in 2000 on the island of Maui, HCA has provided free housing education and counseling to over 21,000 Hawaii residents and helped 7,231 underserved individuals secure or sustain affordable housing. Together, HCA and HCL, have assisted underserved Hawaii communities access \$172 million for affordable housing through grants, match savings accounts, loans, and mortgage financing.

Key to HCA's success has been its ability to coordinate its services and broad-based partnerships with public agencies, private foundations, financial institutions, and developers to ensure our ALICE and below households can access affordable housing when it comes available.

HCA has utilized these partnerships and its services to assist more than 1,500 native Hawaiian beneficiary households qualify for Department of Hawaiian Home Lands developments since 2000. The organization has served as the primary financial education and housing counseling provider for affordable housing developments in Kauai County since 2009, helping build a list of over 400 local families ready to move into for-sale opportunities when they come available. Over the last decade, HCA has used Office of Hawaiian Affairs funding to provide HUD housing counseling and match savings grants to assist 330 Native Hawaiian families obtain affordable rentals and for-sale homes.

More recently, efforts have been furthered in Hawaii County and Maui County. The County of Hawaii has worked with HCA's Financial Opportunity Center in Hilo to establish partnerships with developers so the center's clients can qualify for county-approved affordable housing projects. In Maui County, HCA was contracted to develop the [Maui County Comprehensive Affordable Housing Plan](#), which aligns HUD housing counseling, grant and loan capital, and public-private partnerships to create 5,000 affordable homes for households below 120% area median income through 2025.

---

<sup>1</sup> HUD-certified housing counseling agencies are nonprofit organizations that are certified to provide housing counseling and financial education services by the Federal Department of Housing and Urban Development. To maintain HUD-certification HCA is required to submit quarterly reports of services provided and undergo annual audits to determine proper information is being disseminated to clients according to Federal CFR regulations and documentation is being maintained with the highest level of confidentiality according to a required Annual Housing Counseling Plan.

In January 2021, HCA expanded its reach and lifted up affordable housing as a COVID economic recovery strategy when it partnered with HCL, Hawaii Community Foundation, County of Hawaii, Aloha United Way, University of Hawaii, and Rural Local Initiative Support Corporation (LISC) to launch the nation's first-and-only statewide network of Financial Opportunity Centers. The centers are focused on assisting ALICE and below households increase income, build assets, and secure affordable housing. Today, HCA employs 11 HUD-certified counselors with more than 100 years of combined relevant experience and are located at the centers actively serving ALICE and below households.

2. The goals and objectives related to the request;

The *Affordable Housing for ALICE and Below Families* project will assist 500 ALICE and below individuals increase their financial capacity to rent or own affordable homes. To achieve the project goal, HCA will meet 3 objectives:

- **Objective 1:** Serve 500 ALICE and below individuals with HUD-certified housing counseling services to increase their knowledge of the renting or homebuying process, develop affordable household budgets, review credit, and create action plans to obtain rentals or mortgage financing.
- **Objective 2:** Provide 50 ALICE and below households with \$4,000 grants to match their savings for first month's rent/deposit or down payment/closing costs.
- **Objective 3:** Partner with 10 developers to make affordable rentals and for-sale homes available to ALICE and below households.

By the end of the project, an estimated 250 (or 50%) ALICE and below individuals served will have increased their capacity to obtain rentals or mortgage financing for home purchase by increasing income/savings, improving credit, and/or reducing debt-to-income ratios.

3. The public purpose and need to be served;

The *Affordable Housing for ALICE and Below Families* project will address the need for HUD-certified housing counseling services and grants to financially qualify ALICE and below households for affordable rentals and for-sale housing built by developer partners across the state. This will ensure ALICE and below households are ready to move into affordable housing projects as they come on-line, which will in-turn reduce carrying costs for developers and position them to build new projects more quickly. Overall, it will lead to reduced housing cost burdens on ALICE and below households.

Prior to the COVID pandemic, nearly 1 in 2 Hawaii residents were living in poverty or are considered Asset Limited, Income Constrained, and Employed (ALICE) – one paycheck away from complete financial ruin (ALICE® Report, 2018). At the same time, 2 out of every 3 of us were financially coping or vulnerable, struggling to achieve long-term stability and pursue economic opportunities (Financial Health Pulse Survey, 2019). The COVID pandemic has pushed even more of our families into struggling financially with now 2 in 3 households reporting to be ALICE or below (ALICE® Report, 2020).

We are in the depths of a crisis that will only get worse if we do nothing to help ourselves.

Housing has been – and continues to be - the highest monthly expense facing our local families even before COVID and is the greatest cost factor keeping our ALICE families in hardship. While Federal COVID-response funding has provided some short-term assistance to help with housing payments, these funds have not addressed the long-term, systemic housing affordability issues facing all of our residents, but impact our ALICE and below households the greatest.

Our current affordable housing system is outdated and providing the type and price of homes exactly as it is setup to do. It is grossly inadequate to meet the greatest need for affordable housing which is among our ALICE and below households under 100% area median income (AMI).

High-cost off-site infrastructure and renter and homebuyer financial capacity are the two key areas that need to be addressed to move to a new affordable housing system that serves all our residents and does not leave behind our ALICE and below households.

Under the current system, developers are required to expand and upgrade the community serving infrastructure before they can proceed with their development. Most of these projects are prohibitively expensive especially when there is no assurance if or when the expenditures will be reimbursed. All too often these infrastructure improvements completely stall projects. This has led to a lack of new housing stock and contributed to the skyrocketing of median single-family home sales prices to above \$1 million in 3 of our 4 counties. Fortunately, an historic investment of Federal infrastructure funds will provide the opportunity for us to align State and County resources to address high-cost off-site infrastructure and lead to an increased development of affordable housing projects.

In terms of renter and homebuyer financial capacity, our system once could rely on the Federal government to play a proactive role in meeting the housing needs of our most vulnerable residents. However, over the past 30+ years that commitment has eroded to the point that for every 100 families there are less than 45 affordable rental units for households with incomes below 50% AMI (National Low Income Housing Coalition, 2021). The federal government has not provided a significant increase in the housing vouchers that keep very low-income households housed in the past 20+ years, and in fact, the number of available vouchers has been on a steady decline. The result: 4,910

households have nowhere to go and are living houseless, while 1 in 3 of our households paying more than 30% of their monthly income toward housing (Hawaii Housing Planning Study, 2019).

To realize a new affordable housing system that serves our most vulnerable populations, HUD-certified housing counseling, grants, and affordable housing partnerships with developers must be coordinated alongside historic Federal investments in infrastructure so it can deliver affordable homes to ALICE and below households.

4. Describe the target population to be served; and  
The *Affordable Housing for ALICE and Below Households* project will serve ALICE and below families who are often one paycheck away from homelessness and complete financial ruin.

Since its inception, HCA has focused on serving low- and moderate-income families under 100% AMI who meet the ALICE and below household definition. In 2021, 95% of HCA client households are ALICE and below earning under 100% AMI. Demographic information for the average HCA client household at intake is listed in the table below based on its 2021 production. Data provided in this section has been gathered from HCA's internal HUD-certified client data management system, OTIS.

<b>Head of Household:</b>	69% Female
<b>Annual Income:</b>	\$44,568
<b>Household Size:</b>	3 persons
<b>Savings:</b>	\$564
<b>Debt-to-Income:</b>	69%
<b>Credit Score:</b>	595
<b>Demographics:</b>	70% Native Hawaiian

5. Describe the geographic coverage.  
The *Affordable Housing for ALICE and Below Families* will support HCA's delivery of HUD-certified housing counseling and match savings grants across the State of Hawaii.

Counseling and match savings grants will be administered through HCA's statewide Financial Opportunity Centers at the following sites:

Oahu

- 200 N Vineyard Boulevard, Suite B140, Honolulu, 96817

Hawaii

- 1315 Kalaniana'ole Avenue, Hilo, HI 96720

Kauai

- 3-2600 Kaunualii Hwy #E-12, Lihue, HI 96766

Maui (also servicing Molokai and Lanai)  
• 24 N Church Street, Suite 210, Wailuku, HI 96793

Clients are offered options for enrollment and service delivery by phone, online, or in-person. All staff and clients are required to complete a COVID pre-screening process prior to entry for in-person services. Staff and clients are required to use masks, practice social distancing, and HCA staff are required to disinfect all spaces and surfaces prior to and after in-person service delivery.

### **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.

The *Affordable Housing for ALICE and Below Families* will implement a scope of services that have been approved by the US Department of Housing and Urban Development and included in HCA's annual housing counseling plan.

During the project, HCA will deliver HUD-certified housing counseling services that include:

- Rental Housing Education Workshops
- Homebuyer Education Workshops
- Rental Housing Counseling
- Pre-Purchase Housing Counseling

#### **Rental Housing Education Workshops**

4-hour rental housing education workshops are conducted online or in-person by HCA Trainers cover the following topics:

- Introduction: Traditional vs Modern Economics and Financial Decision Making
- Lesson 2: Saving and Spending Plans
- Lesson 4: Building Credit and Understanding Credit Reports
- Lesson 8: Buying vs Renting a Home and Rental Process
- Hawaii Tenant-Landlord Code - Tenant and Landlord Roles and Responsibilities

HCA trainers are certified by Neighbor Works America and uses HCA's culturally-relevant *Kahua Waiwai, Opio Edition*© curriculum. Trainers utilize HCA's business Zoom license (for online workshops) and a Power Point presentation to accompany the curriculum.

#### **Homebuyer Education Workshops**

8-hour homebuyer education workshops are conducted online or in-person by HCA Trainers covering the following topics:

- Introduction: Support Homeownership in Our Community
- Lesson 1: Are You Ready to Buy a Home?
- Lesson 2: Managing Your Money
- Lesson 3: Understanding Credit and Your Credit Report
- Lesson 4: Accessing Credit
- Lesson 5: Getting a Mortgage Loan
- Lesson 6: Home Buying Process
- Lesson 7: Maintaining Your Home
- Lesson 8: Surviving a Financial Crisis

HCA trainers are certified by NeighborWorks America and use HCA's culturally-relevant *Kahua Waiwai, Homebuyer Edition*© curriculum. Trainers utilize HCA's business Zoom license (for online workshops) and a PowerPoint presentation to accompany the curriculum.

### **Rental Housing Counseling**

HCA Community Services Specialists and Program Managers provide customized, one-on-one counseling to individuals and families seeking to obtain rentals or prevent eviction, adhering to the following milestones:

- Orientation
- Intake
- Education
- Counseling

### **Client Follow-Up**

- Counseling Sessions Scheduled One-Week to Four-Weeks from Prior Session
- Contact Maintained In-Person, Online, or via Phone/Email Up to 60 Days
- If no Contact for 60 Days:
  - Counselors attempt verbal contact, up to 2 attempts
  - If contact is successful, counseling services resume
  - If no response is received,
    - File is considered inactivated
    - Client File Termination Postcard Mailed
- If no Contact for 30 Days from Client File Termination Postcard, Client Services Terminated and Client File Closed and Resolved

### **Duration of Service**

- Average counseling session of 1 hour/client
- Average case management following counseling session of 1 hour/client

### **Pre-Purchase Housing Counseling**

HCA Community Services Specialists and Program Managers provide customized, one-on-one counseling to individuals and families seeking to purchase a home, adhering to the following milestones:

- Orientation

- Intake
- Education
- Counseling

#### Client Follow-Up

- Counseling Sessions Scheduled One-Week to Four-Weeks from Prior Session
- Contact Maintained In-Person or via Phone/Email Up to 60 Days
- If no Contact for 60 Days:
  - Counselors attempt verbal contact, up to 2 attempts
  - If contact is successful, counseling services resume
  - If no response is received,
    - File is considered inactivated
    - Client File Termination Postcard Mailed
- If no Contact for 30 Days from Client File Termination Postcard, Client Services Terminated and Client File Closed and Resolved

#### Duration of Service:

- Average counseling session of 2 hours/client
- Average case management following counseling session of 2 hours/client

**Intake and Orientation.** Administrative Assistants provide orientations and collect intake packets and copies of required documents to enroll ALICE and below clients in Financial Opportunity Centers.

**Renter and Homebuyer Education Workshops.** Administrative Assistants enroll ALICE and below clients in workshops. Renter and homebuyer education workshops are delivered by Program Managers to increase participants' knowledge of the rental or homebuying processes. Program Managers and Administrative Assistants complete workshop files that provide confirmation of service delivered and are stored in HCA's HUD-certified client management system. Workshop certificates are provided to ALICE and below clients which can be used to qualify for Housing Choice Vouchers, Rent-to-Work, public benefits, and Federal mortgage financing.

**Rental and Pre-Purchase Counseling.** Community Services Specialists conduct one-on-one rental or pre-purchase counseling with ALICE and below households to develop household budgets, review credit, and create action plans to increase income, build savings, improve credit, and reduce debt to qualify for affordable rentals and mortgage financing. Financial assessments are completed after each counseling session to monitor clients' progress in increasing financial capacity to rent or own homes. Data is input into HCA's HUD-certified client management system to confirm delivery of services.

**Grants and Loans.** During counseling sessions, Community Services Specialists assist ALICE and below households in enrolling into grants and loans to increase their ability to financially qualify for affordable rentals or mortgage financing. Grants will include HCA MATCH Savings Accounts that provide a 4:1 match on client savings up to \$1,000 for a total of \$5,000 to assist with first month's rent/deposit or down payment/closing costs.

Data is input into HCA’s HUD-certified client management system to confirm delivery of services.

**Obtaining Rentals and Mortgage Financing.** The Executive Director and Program Managers will develop and maintain partnerships with affordable housing developers so financially qualified ALICE and below clients can rent or own homes once they come online. Program Manager and Community Services Specialists will refer ALICE and below clients to banks, credit unions, community development financial institutions like HCL, and Federal programs to obtain affordable mortgage financing. Program Managers and Community Services Specialists will refer ALICE and below clients to County housing agencies for Housing Choice Vouchers, Rent-to-Work, and public benefits to support them on their journey to obtaining affordable rentals.

**Administration and Reporting.** The Executive Director and Operations Director will oversee the grant-in-aid activities and financial management for HCA programming. The Reporting will be the responsibility of HCA’s Grants Manager with support from the Office Manager, Operations Assistant, Data Specialist, and Program Managers. Monthly meetings will be held with project staff to monitor progress and delegate responsibilities.

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

OBJECTIVES AND TASKS	RESPONSIBLE PARTY	MONTH											
		1	2	3	4	5	6	7	8	9	10	11	12
Enroll 500 ALICE and below individuals in Financial Opportunity Centers	Administrative Assistants	X	X	X	X	X	X	X	X	X	X	X	X
Serve 500 ALICE and below individuals HUD-certified housing counseling services	Program Managers/Community Services Specialists/Administrative Assistants	X	X	X	X	X	X	X	X	X	X	X	X
Enroll 50 ALICE and below individuals with match savings grants for first month’s rent/deposit or down payment/closing costs	Community Services Specialists	X	X	X	X	X	X	X	X	X	X	X	X

Develop/maintain partnerships with 10 affordable housing developers	Program Managers/Executive Director	X	X	X	X	X	X	X	X	X	X	X	X
Coordinate and conduct monthly team meetings	Operations Director/Executive Director	X	X	X	X	X	X	X	X	X	X	X	X
Manage project revenues and expenses, including disbursement of match savings grants	Office Manager/Operations Assistant	X	X	X	X	X	X	X	X	X	X	X	X
Manage and analyze project and client data	Data Specialist	X	X	X	X	X	X	X	X	X	X	X	X
Coordinate and conduct quality reviews of workshop and client files	Operations Director/Program Managers						X						X
Collect project data and submit quarterly project reports	Grants Manager			X			X			X			X

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

HCA will follow its Annual HUD Housing Counseling Plan to implement quality control activities.

Upon notice of award, HCA will convene staff to define work plans necessary to complete the project goal, objectives and major tasks within the 12-month period.

Monthly meetings will be coordinated and conducted by the Operations Director and Executive Director to provide oversight, monitor project progress, and coordinate reporting. During meetings project financials and progress toward objectives will be reviewed and tasks delegated to staff accordingly. The Office Manager and Operations Assistant will be responsible for day-to-day financial tasks, including management of revenues and expenditures in the organization’s QuickBooks system and payout of grants to match client savings for first month’s rent/deposit or down payment/closing costs. They will be supported by a third-party accountant. The Data Specialist will provide service delivery reports pulled from HCA’s client management system and detailing the

number of ALICE and below individuals served through the project. Program Managers will present on affordable housing developer partnerships and bring forward issues and opportunities to meet the project goal and objectives. Information will be gathered by the Grants Manager who will be responsible for coordinating and submitting reports to the appropriate State agency.

The Operations Director will work with Program Managers to implement quality reviews of workshop and client files which will confirm delivery of services and data integrity. Corrective action plans will be issued as needed in order to ensure all documentation has been provided and all service delivery steps implemented.

The Executive Director will provide financial management oversight by reviewing project and organization financial statements and submit them to the Board for review and approval on a quarterly basis. The Executive Director will also oversee the organization's annual independent audit to ensure sound financial management of the grant and HCA's financials overall.

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.

HCA will submit quarterly reports on the following measures of effectiveness to confirm service delivery to ALICE and below individuals:

- # clients who complete HUD-certified education (i.e. workshop or counseling)
- # clients who receive match savings grants to assist with first month's rent/deposit or down payment/closing costs
- # partnerships with affordable housing developers created and/or maintained

HCA will submit in its final report data on the number of ALICE and below individuals who increase their financial capacity to rent or own affordable homes during the project period:

- # clients who increase income
- # clients who increase savings
- # clients who improve credit scores
- # clients who reduce debt-to-income ratios
- # clients who obtain rentals
- # clients who qualify for mortgage financing
- # clients who reduce housing cost burden

## **IV. Financial**

**Budget**

1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.
  - a. Budget request by source of funds (Link)
  - b. Personnel salaries and wages (Link)
  - c. Equipment and motor vehicles (Link)
  - d. Capital project details (Link)
  - e. Government contracts, grants, and grants in aid (Link)
  
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
\$110,015.25	\$110,015.25	\$110,015.25	\$110,015.25	\$440,061

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

See the Budget request by source of funds attached.

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.

HCA has received no state or federal tax credits.

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.

See list of all federal, state, and county government contracts, grants, and grants in aid granted within the prior three years and will be receiving for fiscal year 2023 for program funding.

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

HCA’s unrestricted current assets as of December 31, 2021 was \$169,496.96.

**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.

HCA is Hawaii's largest HUD-certified housing counseling agency. All staff are certified as Homeownership Professionals and complete ongoing education to stay informed of updates and changes to the affordable housing and mortgage industries.

The organization employs 11 HUD-certified housing counselors, including its Program Managers and Community Services Specialists. Together, they share more than 100 years of relevant experience for assisting ALICE and below households obtain affordable housing.

HCA's operations and executive management team possesses more than 100 years of relevant experience in nonprofit management, resource development, data management, financial management, and clerical and administrative duties.

HCA Board members possess professional skills critical to implementation and oversight of the organization's programming including housing counseling, real estate, mortgage financing, housing development, and nonprofit financial and operational management.

The following grants demonstrate over the last 3 years, the organization's skills and expertise to implement the proposed project:

Contract Title: Hawaii Affordable Housing Fund

Contract Agency: Office of Hawaiian Affairs

Contact Person: Miki Cachola Lene

Address: 560 N Nimitz Highway, Suite 200, Honolulu, HI 96817

Contact Information: 808-594-1781, mikic@oha.org

Contract Period: October 1, 2019 – March 30, 2022

Funding Amount: \$515,886

Performance Outcomes: During the contract period, HCA has achieved the following outcomes to-date as of September 30, 2021:

- \$100,000 in loan capital has been deployed for credit building and debt consolidation
- \$32,000 in match funds have been disbursed to participants for first month's rent/deposit or down payment/closing costs
- 689 low- and moderate-income Native Hawaiians have been enrolled in Financial Opportunity Centers
- 592 low- and moderate-income Native Hawaiians have received HUD-certified housing counseling services
- 35% of Native Hawaiians served with HUD-certified counseling services have increased their financial capacity to rent or own homes (i.e. increased income/savings, decreased debt-to-income, improved credit)

- 34 low- and moderate-income Native Hawaiian households have obtained rentals or purchased homes

Contract Title: Maui Financial Opportunity Center

Contract Agency: Hawaii Community Foundation

Contact Person: Larissa Kick

Contact Address: 827 Fort Street Mall, Honolulu, HI 96813

Contact Information: lkick@hcf-hawaii.org

Contract Period: May 2020 – October 2022

Funding Amount: \$500,000

Performance Outcomes: During the contract period, HCA achieved the following outcomes as of November 30, 2021:

- 1,045 Maui County residents enrolled in the Financial Opportunity Center
- 896 clients completed HUD-certified counseling services
- 54 clients have received grants or loan to support credit building, debt consolidation,
- 54% of residents served with HUD-certified counseling services have increased their financial capacity to rent or own homes (i.e. increased income/savings, decreased debt-to-income, improved credit)
- 68 clients have qualified for a mortgage
- 109 clients have qualified for an affordable rental

Contract Title: Hawaii Island Financial Opportunity Center

Contract Agency: Administration for Native Americans

Contact Person: Sonya Begay

Contact Address:

Contact Information: sonya.begay@acf.hhs.gov

Contract Period: September 30, 2018 – September 29, 2021

Funding Amount: \$681,812

Performance Outcomes: During the contract period, HCA achieved the following outcomes:

- 401 low-income Native Hawaiians served with HUD-certified counseling services
- 21% of low-income Native Hawaiians increased their economic self-sufficiency by increasing income, starting businesses, or securing jobs
- 36 low-income Native Hawaiian households obtained rentals or purchased homes

## **2. Facilities**

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

HUD-certified housing counseling services and match savings grants will be administered through 4 County-hub Financial Opportunity Centers. Services may be delivered by phone or online as well as in-person at the centers. All centers are equipped with Personal Protective Equipment and practice distancing and sanitizing protocol to keep clients and staff safe.

Oahu

- 200 N Vineyard Boulevard, Suite B140, Honolulu, 96817

Hawaii

- 1315 Kalanianaʻole Avenue, Hilo, HI 96720

Kauai

- 3-2600 Kaumualii Hwy #E-12, Lihue, HI 96766

Maui (also servicing Molokai and Lanai)

- 24 N Church Street, Suite 210, Wailuku, HI 96793

All HCA Financial Opportunity Centers are equipped with adequate office supplies and machines needed to successfully support the project. Adequate refers to office space and tools including office furniture, computer access, internet and computer program access and comfortable space to operate. Additionally, all centers have Program Managers and office policies and procedures in place to support personnel.

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

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

The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.

HCA will dedicate 6.0 full-time staff equivalent (FTE) to the *Affordable Housing for ALICE and Below Families* project.

Administrative Assistants, represent 1.0 FTE. 2.0 FTE in Community Services Specialists and 1.0 FTE in Program Managers are projected. Project oversight and financial management will be provided by 0.25 FTE Executive Director. Operations support for administration, quality control, and reporting is projected at 0.25 FTE Office Manager, 0.25 FTE Operations Assistant, 0.75 FTE Operations Director, 0.25 FTE Data Specialist, and 0.25 FTE Grants Manager.

The following staff will conduct activities relevant to the proposed project:

Executive Director, Chelsie Evans (.25 FTE) has a Masters of Human Services and 15 years of experience in nonprofit and social service agencies including 4 years as an Executive Director. She will be responsible for:

- Overall project oversight
- Financial management
- Supporting development and maintaining partnerships with affordable housing developers
- Reporting activities to HCA Board of Directors

Operations Director, Cassandra Ohelo (0.75 FTE) has a Masters of Business Administration in Organizational Leadership and 8 years of experience in the nonprofit sector. She will be responsible for:

- Coordinating and conducting monthly team meetings
- Supporting Program Managers with operational issues
- Managing contracts with vendors for IT, marketing, and human resources
- Coordinating and conducting internal and external staff training
- Ensuring implementation of services according to HCA's HUD Housing Counseling Plan
- Implementing quality control of service delivery, including workshop and client files
- Assisting with grant reporting

Office Manager, Rona Kahoonei (.25 FTE) has 16 years of experience managing nonprofit financials for HCA and its subsidiary loan fund, HCL. She will be responsible for:

- Management of grant revenues and expenditures
- Disbursement of match savings grants
- Assist with grant reporting

Operations Assistant, Lara Cornette (.25 FTE) has 35 years of experience in customer service and clerical/administrative duties. She will be responsible for:

- Management of grant revenues and expenditures
- project activities related to fiscal and accounting management
- Assist with grant reporting

Data Specialist, Venkata Patnala (0.25 FTE) has a Bachelors degree in Computer Science and over 8 years of experience in managing data systems. She will be responsible for:

- Management of project data
- Monthly service delivery reports
- Assisting with grant reporting

Grants Manager, Cynthia Hobson (0.25 FTE) has 20 years of grant writing and nonprofit management experience. She will be responsible for:

- Coordinating with direct service staff to generate grant report narratives
- Coordinating with manage staff to generate financial reports and narratives
- Submitting grant reports to the appropriate state agency

Program Managers, Robin Aguiar, Rose Transfiguracion, Rhonda Alexander-Monkres, Chanel Josiah (1.0 FTE) will be responsible for:

- Managing Financial Opportunity Centers and their staff
- Delivering renter or homebuyer education workshops
- Assisting with quality control of services delivered
- Developing and maintaining partnerships with affordable housing developers

Robin Aguiar manages the Hawaii Island Financial Opportunity Center and has Bachelors degree in psychology. She has 4 years of experience delivering education and counseling.

She maintains her Homeownership Counseling Certification through NeighborWorks America, the nation's premier housing counseling training institute, and is certified by HUD and Cities for Financial Empowerment as a housing counselor and financial counselor, respectively.

Rose Transfiguracion manages the Oahu Financial Opportunity Center. She has 12 years of experience in delivering HUD education and counseling. She maintains her Homeownership Counseling Certification and Homebuyer Education Certification through NeighborWorks America, the nation's premier housing counseling training institute. She is certified by HUD as a housing counselor.

Rhonda Alexander-Monkres manages the Maui Financial Opportunity Center and has 20 years of progressive management experience with a Masters of Business Administration. She maintains her Homeownership Counseling Certification, Rental Housing Counseling Certification, and Homebuyer Education Certification through NeighborWorks America, the nation's premier housing counseling training institute. She is certified by HUD as a housing counselor.

Chanel Josiah manages the Kauai Financial Opportunity Center and has a Bachelors degree in Social Work. She has 9 years of customer service and nonprofit organizational experience. She is certified by HUD as a housing counselor.

Community Service Specialists, Vicki Paresa, Shyla Lafaele, Shadey Lopes-Kamakeeaina, Sarah Pa, Cheyna Bargoyo, Hannah Noble, Keaka Aumua, Mariah Espaniola, Kawehi Kaaa, Kahealani Weza (2.0 FTE) will be responsible for:

- Conducting rental housing and pre-purchase counseling
- Completing financial assessments
- Conducting case management, including enrollment in match savings grants and loans
- Maintaining communication with ALICE households throughout the process
- Data entry into HCA's client management system, OTIS

Vicki Paresa counsels out of the Oahu Financial Opportunity Center and has a Bachelors degree in Business Administration. She has 6 years delivering HUD education and counseling with 21 years of experience providing direct services to clients through nonprofit and educational organizations. She is certified by HUD as a housing counselor.

Shyla Lafaele counsels out of the Oahu Financial Opportunity Center and has 10 years of customer service experience in the retail and health fields. She maintains her Homeownership Counseling Certification through NeighborWorks America, the nation's premier housing counseling training institute, and is certified by HUD as a housing counselor.

Hannah Noble counsels out of the Oahu Financial Opportunity Center and has a Bachelors degree majoring in Mandarin and minoring in International Development. She has 6 years of customer service experience in nonprofit and social service agencies. She is certified by HUD as a housing counselor.

Shadey Lopes-Kamakeeaina counsels out of the Hawaii Island Financial Opportunity Center and has 8 years of experience in retail, education, affordable housing development, and nonprofit fields. She is certified by HUD and Cities for Financial Empowerment as a housing counselor and financial counselor, respectively.

Kahealani Weza counsels out of the Hawaii Island Financial Opportunity Center and has 21 years of experience in customer service in the airline, nonprofit, education, and retail fields. She is in-process of securing her HUD certification as a housing counselor and projects to obtain the certification by May 2022.

Keaka Aumua counsels out of the Maui Financial Opportunity Center and has a Masters degree in Social Work. She has 13 years of experience in education and social work fields. She maintains her Homeownership Counseling Certification through NeighborWorks America, the nation's premier housing counseling training institute, and is certified by HUD as a housing counselor.

Mariah Espaniola counsels out of the Maui Financial Opportunity Center and has a Bachelors degree in Psychology. She 13 years of experience in public and private sectors. She maintains her Homeownership Counseling Certification through NeighborWorks America, the nation's premier housing counseling training institute, and is certified by HUD as a housing counselor.

Kawehi Kaaa counsels out of the Maui Financial Opportunity Center and has a Bachelors degree in Public Health. She has 13 years of experience in the public and private sectors. She is certified by HUD as a housing counselor.

Cheyne Bargoyo counsels out of the Kauai Financial Opportunity Center. She has 16 years of customer service experience in the health and nonprofit fields. She in-process of securing her HUD certification as a housing counselor and projects to obtain the certification by May 2022.

Sarah Pa counsels out of the Kauai Financial Opportunity Center. She has 16 years of customer service experience in the retail and nonprofit fields, including 6 years of case management experience for childcare assistance. She in-process of securing her HUD certification as a housing counselor and projects to obtain the certification by May 2022.

Administrative Assistants, Bree Maumausolo, Esther Figaroa (1.0 FTE) will be responsible for:

- Conducting client orientation
- Processing client intakes
- Assisting with workshop enrollment and workshop files
- Data entry into HCA's client management system, OTIS
- Assisting with grant reporting

Bree Maumausolo works out of the Oahu Financial Opportunity Center and has 6 years of progressive customer service experience in the health and nonprofit fields.

Esther Figaroa works out of the Kauai Financial Opportunity Center and has 2 years of experience as a bank teller and administrative support for nonprofits.

Additional Administrative Assistants may be hired prior to the start of the project to serve Hawaii Island and Maui Financial Opportunity Centers or the statewide network of centers more broadly.

## 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 following is an organization chart for HCA and its statewide network of Financial Opportunity Centers that will be supported with this State GIA request.



### **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.

Executive Director, \$95,000-115,000  
Operations Director: \$75,000-\$90,000  
Office Manager: \$55,000-\$70,000

## **VII. Other**

### **1. Litigation**

The applicant shall disclose any pending litigation to which they are a party, including the disclosure of any outstanding judgement. If applicable, please explain.

HCA has no pending litigation to which it is a party.

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

The applicant shall specify any special qualifications, including but not limited to licensure or accreditation that the applicant possesses relevant to this request.

HCA is a HUD-certified housing counseling agency as evidenced at [www.HUD.gov/hawaii](http://www.HUD.gov/hawaii) and is compliant with the National Industry Standards for Homeownership Professionals.

### **3. Private Educational Institutions**

The applicant shall specify whether the grant will be used to support or benefit a sectarian or non-sectarian private educational institution. Please see [Article X, Section 1, of the State Constitution](#) for the relevance of this question.

This grant will NOT be used 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

(b) Not received by the applicant thereafter.

State GIA funding will allow HCA to match existing grants and contracts with public and private funding sources to create and maintain partnerships with affordable housing developers at no-cost to their operations during the project period. HCA will then sustain HUD-certified housing counseling services beyond fiscal year 2022-23 by securing fee-for-service contracts with affordable housing developers. Additional earned revenue from loan interest/fee revenue and tenant rents from HCL will also sustain services beyond fiscal year 2022-23. The earned revenue will serve as matching funds for HCA's annual HUD funding allocation and any other public and private grant funds secured.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

Applicant: Hawaiian Community Assets, Inc.

BUDGET CATEGORIES	Total State Funds Requested (a)	Total State Funds Secured (b)	Total Private/Other Funds Secured (c)
<b>A. PERSONNEL COST</b>			
1. Salaries	148,750	100,000	130,000
2. Payroll Taxes & Assessments	11,424	7,680	9,984
3. Fringe Benefits	25,511	17,150	22,295
<b>TOTAL PERSONNEL COST</b>	<b>185,685</b>	<b>124,830</b>	<b>162,279</b>
<b>B. OTHER CURRENT EXPENSES</b>			
1. Office Rent	6,696	6,696	6,696
2. Office Utilities/CAM	10,044	10,044	10,044
3. Equipment Leases	4,113	4,113	4,113
4. Insurance	3,788	3,788	3,788
5. Professional Fees	12,211	12,211	12,211
6. Travel	1,956	1,956	1,956
7. Office/Administration	3,160	3,160	3,160
8. Marketing	5,740	5,740	5,740
9. Staff Training/Development	6,667	6,667	6,667
10. Match Savings Grants	200,000	0	0
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>254,376</b>	<b>54,376</b>	<b>54,376</b>
<b>C. EQUIPMENT PURCHASES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D. MOTOR VEHICLE PURCHASES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>E. CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (A+B+C+D+E)</b>	<b>440,061</b>	<b>179,206</b>	<b>216,655</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:	
(a) Total State Funds Requested	440,061	Jeff Gilbreath	808.587.7653
(b) Total State Funds Secured	179,206	Name (Please type or print)	Phone
(c) Total Private/Other Funds Secured	216,655		1/20/2022
		Signature of Authorized Official	Date
<b>TOTAL BUDGET</b>	<b>835,922</b>	Chelsie Evans, Executive Director	
		Name and Title (Please type or print)	

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

Period: July 1, 2022 to June 30, 2023

Applicant: Hawaiian Community Assets, Inc.

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Executive Director	1	\$115,000.00	25.00%	\$ 28,750.00
Operations Director	1	\$85,000.00	75.00%	\$ 63,750.00
Office Manager	1	\$65,000.00	25.00%	\$ 16,250.00
Data Specialist	1	\$60,000.00	25.00%	\$ 15,000.00
Grants Manager	1	\$60,000.00	25.00%	\$ 15,000.00
Operations Assistant	1	\$40,000.00	25.00%	\$ 10,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>148,750.00</b>
<b>JUSTIFICATION/COMMENTS:</b> HCA will utilize State GIA funds to support its administrative and executive management team to support the organization's statewide network of Financial Opportunity Centers whose direct service staff will be funded with a combination of public and private grants and contracts.				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: Hawaiian Community Assets, Inc.

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

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

# BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant: Hawaiian Community Assets, Inc.

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

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

Applicant: Hawaiian Community Assets, Inc.

Contracts Total: 5,046,200

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY (U.S./State/Hawaii/ Honolulu/ Kauai/ Maui County)</b>	<b>CONTRACT VALUE</b>
1	Homeownership Education and Counseling	10/31/19-4/30/21	Kauai Housing Agency	Kauai County	25,787
2	Hawaii County Financial Empowerment Center	7/1/21-6/30/22	Office of Housing and Community Development	Hawaii County	150,000
3	Honolulu Innovation Fund	3/16/20-11/30/20	Office of Economic Revitalization	Honolulu County	55,000
4	Maui Affordable Housing Plan	11/9/20-6/30/21	Office of Council Services	Maui County	300,000
5	Maui Financial Opportunity Center	7/1/20-6/30/21	Office of Economic Development	Maui County	250,000
6	HUD Housing Counseling, Match Savings Grants, Loans	10/1/19-3/30/22	Office of Hawaiian Affairs	State	515,886
7	Financial Opportunity Center Network	11/1/20-10/31/21	HUD	US	75,000
8	Financial Opportunity Center	4/1/18-12/31/20	HUD	US	50,000
9	Capacity Building	10/1/19-9/30/21	HUD	US	36,000
10	HUD Housing Counseling	10/1/20-9/30/21	HUD	US	25,372
11	Hawaii Island Financial Opportunity Center	9/30/18-9/29/21	Administration for Native Americans	US	681,672
12	Recruit, train, and place AmeriCorps VISTAs	4/12/20-11/20/21	Corporation for National and Community Service	US	364,801
13	Recruit, train, and place AmeriCorps State members	10/1/19-12/31/20	Corporation for National and Community Service	US	112,156
14	Small business technical assistance	6/30/20-6/30/21	Department of Research and Development	Hawaii County	22,500
15	Recruit, train, and place AmeriCorps VISTAs	4/14/19-4/11/20	Corporation for National and Community Service	US	369,678

16	HUD Housing Counseling	10/1/18-3/31/20	HUD	US	25,399
17	Capacity Building	10/1/17-9/30/19	HUD	US	36,500
18	Financial Opportunity Center	1/1/18-1/31/19	HUD	US	25,000
19	Disaster recovery response	7/1/18-12/31/19	HUD	US	40,000
20	HUD Housing Counseling, Match Savings Grants, Loans	8/1/17-7/31/19	Office of Hawaiian Affairs	State	470,000
21	Small business support	10/18-9/30/20	Department of Research and Development	Hawaii County	15,000
22	Recruit, train, and place AmeriCorps VISTAs	4/15/18-4/13/19	Corporation for National and Community Service	US	321,480
23	Recruit, train, and place AmeriCorps State members	10/1/18-9/30/19	Corporation for National and Community Service	US	112,156
24	Emergency loans, financial counseling for natural disaster victims	7/1/19-6/30/19	State Legislature	State	200,000
25	HUD Housing Counseling	11/1/21-12/31/22	Department of Hawaiian Home Lands	State	350,000
26	Affordable housing development training, recoverable grants to nonprofit builders	2/1/21-1/31/22	Office of Community Services	Honolulu County	124,368
27	Emergency loans, financial counseling for individuals experiencing or at-risk of homelessness	10/1/19-3/30/21	Office of Community Services	Honolulu County	125,000
28	HUD Housing Counseling for renters	10/1/18-12/31/19	Office of Community Services	Honolulu County	124,945
29	Homeownership Education and Counseling	10/1/18-9/30/19	Kauai Housing Agency	Kauai County	42,500
30					