

**Application for Grants  
Chapter 42F, Hawaii Revised Statutes**

**Descriptive Title: IT Infrastructure Upgrade and  
HTTP Furniture and Fixtures**

State of Hawaii, The Thirty-First Legislature

Submitted by:



IHS, The Institute for Human Services, Inc.  
546 Kaaahi Street  
Honolulu, HI 96817

**January 21, 2022**

**Contact:**

Leina Ijadic, Chief Administrative Officer

Phone: (808) 447-2845

Email: [LeinaI@ihshawaii.org](mailto:LeinaI@ihshawaii.org)

## Application Submittal Checklist

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

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



AUTHORIZED SIGNATURE

CONSTANCE MITCHELL, EXECUTIVE DIRECTOR

PRINT NAME AND TITLE

1/20/2022

DATE

**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:

IHS, The Institute for Human Services, Inc.

Amount of State Funds Requested: \$ 621,086

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

The request will provide funding needed to ensure continuity of service by IHS' homelessness prevention and homeless service programs. Information system upgrades will properly equip IHS' vital safety net of 16 sites (including 10 shelters) and 250+ employees. It also ensures the successful launch of the Homeless Triage and Transfer Program (HTTP), providing the most Oahu's most vulnerable unsheltered homeless adults with triage and linkage to needed treatments and services by funding essential, safe furniture and fixtures needed for HTTP to serve its high needs target population.

Amount of Other Funds Available:

State: \$ 0  
Federal: \$ 0  
County: \$ 200,000 (GIA applied)  
Private/Other: \$ 0

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

\$ 22,631,804

Unrestricted Assets:

\$ 7,898,073

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:

546 Kaaahi Street

City:

Honolulu

State:

HI

Zip:

96817

Contact Person for Matters Involving this Application

Name:  
Leina Ijacic

Title:  
Chief Administrative Officer

Email:  
Leinal@ihshawaii.org

Phone:  
(808) 447-2845

Federal Tax ID#:

██████████

State Tax ID#

██████████



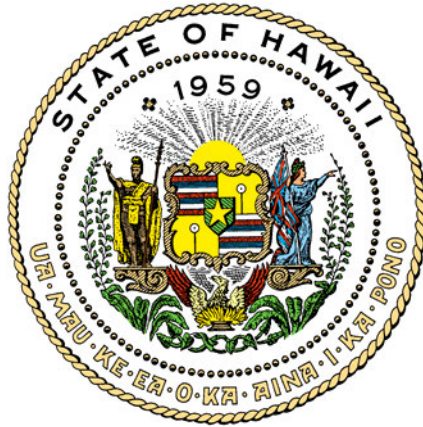
Authorized Signature

Constance Mitchell, Executive Director

Name and Title

1/21/2022

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

IHS, THE INSTITUTE FOR HUMAN SERVICES, INC.

was incorporated under the laws of Hawaii on 03/04/1980 ;  
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: December 06, 2021

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.

IHS, The Institute for Human Services, Inc.  
(Typed Name of Individual or Organization)  
 1/20/2022  
(Signature) (Date)

Constance Mitchell Executive Director  
(Typed Name) (Title)

**Statement of Public Purpose pursuant to Section 42F-102:**

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

IHS, The Institute for Human Services, Inc.

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

a) Requested IT systems upgrades meet community needs by ensuring service continuity of IHS' homelessness prevention and homeless service programs. The upgrades ensure IHS' IT system is properly equipped to handle our network of 16 sites, including 10 shelters. Shelters require capability for data entry into Homeless Management Information System (HMIS) to make information accessible across all State and city contracted programs. Managing movement of persons into housing also requires efficient communication and data sharing with the Coordinated Entry System. Additionally, our IT infrastructure supports field outreach teams across Oahu who require access to both HMIS and our Shelter Administration Management and Information (SAMI) database that archives all past and active client data.

b) The HTTP addresses the community's need for tailored solutions for vulnerable homeless adults with serious mental illness, chronic medical conditions, and chronic substance abuse. Funds requested for the HTTP component of this project will help launch HTTP's first year of operations by funding safe furniture and fixtures needed for opening. HTTP will provide temporary respite and care for the most vulnerable homeless adults and speedily transitioning them to appropriate shelter, care, and housing programming. Addressing unsheltered homelessness in our urban core will improve the quality of life for everyone in our community, particularly in Metro Honolulu which hosts the largest concentration of target clients.

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

Funding requested for our FY 2022 GIA CIP, if awarded, will allow IHS to complete two critical capital improvement projects:

- a) IT system infrastructure upgrade, and
- b) HTTP safe furniture and fixtures.

**(4) The target group; and**

The target groups to be served comprise homeless singles, couples, and families and those at risk of homelessness residing on Oahu. HTTP will target Oahu's most vulnerable homeless adults with serious mental illness, chronic substance abuse, untreated medical conditions, chronic homelessness, and who are high utilizers of costly emergency and hospital services.

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

FY2022 GIA CIP request: \$621,086. Total budget: \$821,086.

# 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.

Please see attached Certificate of Good Standing.

### **2. Declaration Statement**

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

Please see attached Declaration Statement.

### **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](#).

Please see attached Public Purpose statement.

## **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;**

Founded in 1978 as the “Peanut Butter Ministry” by Father Claude DuTeil, IHS. has established the broadest and most comprehensive continuum of services focused exclusively on ending and preventing homelessness in Hawaii. We remain a core element of Hawaii’s safety net for those in housing crisis, having served a critical need in our community for over 43 years. IHS opened the first homeless shelter on Oahu, and continues to operate one of the State’s largest emergency meal programs, serving 827 meals per day on average in FY 2021 during the COVID pandemic, to those experiencing homelessness or at risk of becoming homeless.

IHS serves the island of Oahu, with 10 emergency and specialty shelter options, daily meal programs, housing support, employment support, health services, homeless outreach programs, and specialized case management. What was once a place where homeless individuals could go to access shelter and food has grown over the years to become a place where individuals in crisis can access all of the services they need to get off the streets.

2. The goals and objectives related to the request;

This capital improvements request has two goals:

The first goal is to ensure continuation of IHS' homeless services (outreach, shelter, housing assistance, employment, meal, and health services) and homelessness prevention programs by providing critical systems upgrades (server and operating hardware and software upgrades, software upgrades) to IHS' Information Technology System. Due to program expansion to meet growing community needs in recent years, more staff, increased recordkeeping and documentation requirements, expanded health services, and more remote workers due to COVID-19, our IT system is no longer adequate. This unforeseen increase in demand has far exceeded our internal IT plan. Long load times decrease efficiency while system outages result in work having to be redone or completion prevented. Implementing more streamlined, standard work processes have been impeded because the server cannot run more current software. The multiplied effect over our 8 core services and 16 core service locations is phenomenal.

The second goal is to decrease unsheltered homelessness and preventable, costly emergency services and hospitalization among Oahu's most vulnerable (e.g. Chronically Homeless, seriously mentally ill, substance affected, medically compromised) homeless adults by quickly and successfully launching operations the Homeless Triage and Transfer Program (HTTP). This request asks for funds for security, safe furnishings and fixtures (due to the high risk population) needed for the center to open for client services. We will demonstrate a model of seamless care for homeless persons that we hope will be replicated in other settings across the state.

The primary objectives of this request are to:

1. Maintain service delivery and increase efficiency, and effectiveness across programs through:
  - a. IT system server replacement (contractor to remove existing obsolescent server and replace with new server, hardware, and software), and
  - b. Purchasing and installing current software critical to core agency operations.
  
2. Launch the opening of the Homeless Triage and Transfer Program at 551 Dillingham Blvd. serving the most vulnerable homeless adults with serious mental illness, substance abuse, and chronic medical illnesses, including COVID-19 screening and vaccination, enrollment in HMIS, admission into the Coordinated Entry System, assistance with vital documents, health insurance application, employment and housing support services, and linkage with urgent health care, including medication assisted detox. Of the 152 clients vetted, in Year 1, 106 will enter into HTTP services.



3. The public purpose and need to be served;

**IT Infrastructure Upgrade Component**

Requested IT systems upgrades meet community needs by ensuring service continuity of IHS' homelessness prevention and homeless service programs. The upgrades ensure IHS' IT system is properly equipped to handle our network of 16 sites comprising 10 shelters (Kaaahi, Sumner, Hale Mauliola, TBH1, TBH2, TBH3, TBH4, TBH5, KURH, VET House), Housing & Employment Center, Outreach Office, HR Office, Kahauiki Village (KV), Halina, and Beacon of Hope sites and 250+ employees. Shelters require capability for data entry into Homeless Management Information System (HMIS) to make information accessible across all State and city contracted programs, including other shelters, outreach and housing programs. Data must be made accessible to Legislators, Government offices serving homeless persons or those at risk for homelessness. Managing movement of persons into housing also requires efficient communication and data sharing with the Coordinated Entry System that assigns housing vouchers and opportunities for thousands of homeless individuals each year. For persons trying to access housing support services, a key manner for efficient navigation of housing assistance has been through our online access portal through a Salesforce platform. In FY2021, our agency served over 7,000 people through all of our programs. Additionally, our IT infrastructure supports field outreach teams in Metro and East Honolulu, Windward Oahu, and at the HONU sites at Keehi Lagoon and Suburban HONU (currently at Keaau, Waianae Coast) who require access to both HMIS and our Shelter Administration Management and Information (SAMI) database that archives all past and active client data. Finally, our fiscal administration is hampered by poor internet connectivity resulting from frequent IT infrastructure failure. The existing server is extremely inadequate and can no longer be upgraded or updated (it is unable to handle Windows 7 (released in 2009) or higher). This means that newer software cannot be run without serious lags, if it can run at all.

**HTTP Component**

The HTTP addresses the community's need for tailored solutions for vulnerable homeless adults with serious mental illness, chronic medical conditions, and chronic substance abuse. Funds requested for the HTTP component of this project will help launch HTTP's first year of operations. The project site at 551 Dillingham Blvd. has been secured and is currently being renovated with a CDBG CARES grant from the City and County of Honolulu.

HTTP focuses on providing temporary respite and care for the most vulnerable homeless adults and speedily transitioning them to appropriate shelter, care, and housing programming. Addressing unsheltered homelessness in our urban core will improve the quality of life for everyone in the Honolulu Metro community. HTTP will provide triage and linkage to treatment for mental illness and detox from substance abuse will improve the health, safety, and dignity of the unsheltered, whose comorbidities make them susceptible to severe COVID-19, as well as the health and safety of individuals, communities, and businesses nearby. In addition, those who have been living on the streets and are not amenable to congregate shelter settings who enter into our non-congregate HTTP facility will be able to rebuild their lives once again.

4. Describe the target population to be served; and

The target population of IHS' services comprises homeless singles, couples, and families and those at risk of homelessness residing on Oahu. By supporting all agency staff, IT system upgrades will serve all clients in IHS' emergency and specialty shelters, outreach, housing assistance, employment, children's, health services, case management, and meal programs. The HTTP security and safe furnishings/fixtures component will serve a focus population of the most vulnerable homeless adults on Oahu with serious mental illness, chronic substance abuse, serious medical illness, and chronic homelessness who are high utilizers of costly emergency services and hospitalization, law enforcement encounters and adjudication by the judicial system. To successfully disrupt the cycle of repeated arrests, emergency department visits and detention would equate to millions of dollars saved.

5. Describe the geographic coverage.

Information systems project work will physically take place primarily at IHS' three shelters in Iwilei (server and security system installation). Software will also be primarily used at these sites, with some distribution to satellites. Geographic coverage for both HTTP and Emergency Shelter services will be for the island of Oahu, island wide. Referrals to HTTP of vulnerable, unsheltered homeless adults will be welcome from all across Oahu. However, we expect most will come from the high population of chronically homeless adults in metro Honolulu, particularly Chinatown, Moiliili and Waikiki. Key sources of HTTP referrals will include IHS Outreach, HPD, the City's C.O.R.E. program, and partner agency outreach, and local area hospitals.

Though anchored primarily at our main facilities in Honolulu, IHS' other services similarly serve homeless and at-risk households from communities all across 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;

#### **IT Infrastructure Upgrade Component**

The grant funds essential upgrades to IHS' Information Technology System. The scope of work includes replacing the outdated server (which does allow upgrades to Windows 7 and above) and support software and hardware, purchasing and installing critical operations software (e.g. Visio, SAMi, Acrobat, antivirus and malware). New software will bring workstations up to date, with the latest virus and malware protections. IHS will conduct the server replacement through a Request for Proposal bidding process (overseen by the Director of Facilities), with the successful bidder completing the project. The other hardware and software project components will be

completed by IHS’ Systems Administrator. The work proposed has already been preceded by installation of fiber network in both the Kaaahi and Sumner Shelters.

TASKS

RESPONSIBILITIES

Secure bids for IT contractor work (server)	Director of Facilities
Secure and develop a contract with successful bidder to perform IT server work	Chief Administrative Officer
Oversee completion of server replacement project	Director of Facilities, Systems Administrator
Acquire and install software integral to IT upgrade (data protection storage and software) and improved workflows	Director of Facilities, Systems Administrator

**HTTP Component**

This proposal funds security, interior finish work and safety furnishing/fixtures costs for the Homeless Triage and Transfer Program (HTTP) for homeless adults in Metro Honolulu. HTTP is a CDBG CARES funded project that is expected to come online in late Summer 2022, with full services commencing at the end of November 2022. The HTTP will engage, triage, and transition the most vulnerable homeless adults with supportive services needed to maintain their health and link them with “next step” resources to help them exit homelessness.

TASKS

RESPONSIBILITIES

Price, select, select, install security system	Director of Facilities, Maintenance Assistants
Price, select, purchase, test, and install HTTP fixtures	Director of Facilities, Maintenance Assistants
Price, select, purchase, move in, and arrange HTTP furnishings/fixtures	Director of Facilities, Maintenance Assistants

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

**IT Infrastructure Upgrade Component**

IHS’ Director of Facilities and Operations will oversee and manage the bidding process for server contractor work. IHS’ Chief Administrative Officer will manage the contracting for the

successful bidder. IHS' Director of Facilities and Systems Administrator will provide oversight over implementation of the server upgrade. The Systems Administrator will conduct purchase and installation of software upgrades.

Month 1: Create and release a Request for Proposals for prospective contractors to bid on IT work.

Months 1-2: Review bids and select contractor.

Month 2: Execute a contract with the successful bidder.

Months 2-3: Completion of required planning and permitting.

Months 4-5: Initiation and completion of IT infrastructure upgrade, including rewiring and new server installation.

Months 5-6: Purchase of software for IHS administrative workflow.

Months 6: Initiation and completion of software installation (earlier if server installation is completed earlier).

Month 12: Conclude project.

### **HTTP Component**

IHS' Chief Administrative Officer will provide required management and oversight for launch of the HTTP. CDBG funded renovation work is expected to be complete before 7/1/2022. COVID prevention case management, medical triage and screening, and non-congregate shelter, staff and resources will launch on 7/1/2022. The proposed annual timeline for completing the GIA scope of work is:

Month 1: Direct services to clients commence at HTTP site

Month 1-2: Price, select, purchase, install security system, test. (Responsible staff: Director of Facilities, Maintenance Assistants).

Month 1-2: Price, select, purchase, move in, and arrange HTTP safety furnishings/fixtures. (Responsible staff: Director of Facilities, Maintenance Assistants).

Months 1-3: Price, select, purchase, test and install HTTP fixtures. (Responsible staff: Director of Facilities, Maintenance Assistants).

Monthly: Continue direct service activities on site.

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

Successful IT server upgrade contracting and completion, software purchase and installation, HTTP security system purchase and installation, and installation of safe furniture and fixtures (due to focus population needs) outlined in the timeline in the previous section will be used to measure the progress of the project. All plans and specifications will be reviewed internally by the Executive Director and the Chief Administrative Officer. Both the Director of Facilities and Systems Administrator will maintain direct contact with the contractors and the Executive Director, and will monitor progress against the timelines and project specifications.

Bi-weekly check in meetings will be held by the Executive Director, Director of Facilities and Systems Administrator to monitor the progress of progress on the scope of work and project timeline. Corrective actions will be taken if activities outlined did not occur as planned.

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.

The measures of effectiveness for this project are:

1. By the end of the project year, IHS' refreshed IT system is operational:
  - a. Complete installation and testing of new IT system server, and
  - b. Complete purchase, installation, and testing of software upgrades, and
  - c. Reduce number of weekly down time episodes to less than 25 years (vs. 52+ at present).
  - d. Increase in annual employee satisfaction with IT (vs. most recent years).
2. By the end of the project year, HTTP is fully open and operational delivering services to clients:
  - a. Complete installation and testing of HTTP security system.
  - b. Complete purchase and installation of HTTP safe furniture/fixtures.
  - c. 80% of clients surveyed in the year will report satisfaction with HTTP environment health and safety.

## **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)

Please see attached budget forms.

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
501,488	119,598	0	0	621,086



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

IHS has not identified any other potential sources of funding for the requested IT Systems upgrade. Regarding capital improvements funds for the HTTP, IHS did submit an application to the City and County of Honolulu for \$200,000 to provide furnishings and interior finish work. The request is under review at this time. If it is awarded it will start around 10/1/2022. IHS has no other identified sources of funding for HTTP capital improvements at this time.

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.

IHS has not received any State GIA funding in the last three years. IHS did apply for a \$200,000 City and County Grant in Aid (GIA) in November 2022 to support furnishings and interior finish work for the HTTP. This grant application is still under review (not secured), and award decisions are not expected until July 2022, with resulting grants starting in October 2022. The site acquisition and renovation work for the HTTP are in the process of being covered by the CDBG CARES grant (Contract #: CT-DCS-2200092; \$3,486,396).

Additionally, IHS obtained a \$100,000 private grant (over a 2-year period) for re-wiring the IT system at Kaaahi shelter (\$50,000, Year 1) and additional system upgrades (\$50,000, Year 2) that will conclude on 3/8/2022. IHS was not able to secure funding for server work or other needed upgrades.

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

IHS' total unrestricted current assets as of December 31, 2021 was \$7,898,073.

## **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.

IHS has over 35 years of experience providing emergency shelter and supportive services to homeless individuals and families. IHS has not completed any government funded capital improvement projects in the last three years due to lack of funding availability, but does have our CDBG CARES funded HTTP acquisition and renovations project in process at this time (listed below). In the past, IHS has completed CDBG funded capital improvements administered by the City and County of Honolulu to both the Kaaahi and Sumner shelters (most recent contract CT-DCS-1500211, 2015-2016). In 2020-2021, IHS completed rewiring of the Kaaahi building IT wiring with \$50,000 in private funding and is presently completing further system upgrades at present with another \$50,000 in private funding (expires March 2022). This work has been completed in anticipation of a server replacement, which is necessary for the improvements to function at full capacity.

IHS' recent government funded experience includes:

CDBG CARES IHS Non-Congregate Shelter (HTTP), CT-DCS-2200092 (6/10/2021-6/9/2023)

Acquisition and renovation of 551 Dillingham Boulevard site to provide Homeless Triage and Transfer Program for the most vulnerable homeless adults with serious mental illness, chronic substance abuse, medical illnesses, and chronic homelessness who are at risk of COVID-19 infection. Provide engagement, intake, respite, meal, linkage to needed treatments and services, coordinated entry, and linkage to longer term shelter or housing.

Contact: Mr. Timothy Ho

City and County of Honolulu, Department of Community Services

Kapalama Hale, Ste. 200, 925 Dillingham Blvd. Honolulu, HI 96817

Email: timothy.ho@honolulu.gov Phone: (808) 768-7818

State of Hawaii, Department of Human Services, Homeless Shelter Program DHS-21-HPO-0019 (Sumner) and DHS-21-HPO-0018-SA01 (Kaaahi) (First awarded 2003; current contract 7/1/2021-6/30/2022)

Emergency shelter, case management, and supportive services targeting placement and retention in more permanent living placements for homeless persons on Oahu provided through two service centers: Kaaahi St. (women and families) and Sumner St. (men).

Contact: Ms. Anamarie Piloton

State of Hawaii Department of Human Services, Homeless Programs Office

1010 Richards Street, Suite 312, Honolulu, HI 96813

Email: APiloton@dhs-hawaii.gov Phone: (808) 586-7068

Hale Mauiola, Grant # CT-DCS-1900147 (First awarded 8/15/15; current contract year runs to 6/1/2021-5/31/2022)

Description: Operate and manage the City's Hale Mauiola Housing Navigation Center at Sand Island, Oahu's first Housing First shelter with accommodations for persons with pet animals and automobiles. Provide center intake, orientation, and exit for homeless adult singles and couples. Support services include onsite case management and housing navigation services, with leveraged services from other IHS staff and other providers.

Contact: Mr. Bryan Hata

City and County of Honolulu, Department of Community Services  
Kapalama Hale, Ste. 200, 925 Dillingham Blvd. Honolulu, HI 96817  
Email: bryan.hata@honolulu.gov Phone: (808) 768-7751

State Rapid Re-Housing Program #DHS-21-HPO-0114 (first awarded 2017)

Provide homelessness prevention (for those at-risk) and rapid rehousing (for those currently homeless) services to qualifying at-risk and homeless households residing on Oahu. Services include assistance with first month's rent and/or deposit, rental arrears, utilities as well as permanent housing search, placement and retention support and referral and linkage to services and resources needed to sustain housing tenure.

Contact: Ms. Luana Bass

State of Hawaii Department of Human Services, Homeless Programs Office  
1010 Richards Street, Suite 312, Honolulu, HI 96813  
Email: lbass@dhs-hawaii.gov Phone: (808) 586-5234

Permanent Supportive Housing Programs (HUD CoC Funded, first awarded in 2003)

Permanent Supportive Housing placement, rental assistance, and wrap around services for Chronically Homeless adults with disabilities.

- Home at Last Grant; \$1,444,698 (current contract 4/1/21-3/31/22)
- Permanent Supportive Housing Project; \$219,843 (1/1/19-12/31/19; program sunsetted)
- Home Sweet Home 2 Grant; \$130,083 (9/1/18-8/31/19; program sunsetted)
- No Place Like Home Grant; \$295,315 (9/1/18-8/31/19; program sunsetted)

Contact: Lisa Kimura, Vice President, Community Impact

Aloha United Way, 200 N. Vineyard Blvd., Ste. 700, Honolulu, HI 96817-3952  
Email: lkimura@auw.org Phone: (808) 543-2215

Ohana Health Plan (2013-Present), Behavioral Health Case Management

Contract to provide behavioral health case management to CCS, Quest, and Quest Expanded Access (now Quest Integrated) consumers with severe and persistent mental illness.

Contact: Ms. Theresa Lyons, LCSW; phone: (808) 675-7372; email:

Theresa.Lyons@wellcare.com. Address: 'Ohana Health Plan, 949 Kamokila Blvd., 3rd Floor, Ste. 350, Kapolei HI 96707

State Homeless Outreach Program, Contract #DHS-21-HPO-0104 (First awarded 2/1/17; current contract 6/15/2021-6/14/2022)

Provide homeless outreach to unsheltered singles, couples, and families in Regions 2 (Waikiki/East Honolulu) and 4(Lower Windward). Facilitate VI-SPDAT completion for coordinated entry, assist with linkage to services and resources needed for shelter and housing placement, facilitate entry into shelter and housing placements.

Contact: Ms. Dee Kammunkun

State of Hawaii Department of Human Services, Homeless Programs Office  
1010 Richards Street, Suite 312, Honolulu, HI 96813  
Email: DKammunkun@dhs-hawaii.gov Phone: (808) 586-7070

Housing First Increment 1 Program, Grant # CT-DCS-1900101 (First awarded 11/1/14; current contract year runs to 11/1/2021-10/31/2022)

Description: Outreach, case management, permanent housing placement rental assistance and supportive services for vulnerable, chronically homeless unsheltered and sheltered singles, couples, and family households originating in Urban Honolulu, Waikiki, and the Waianae Coast. External program evaluation conducted by Jack Barile Ph.D. and Anna Smith, Ph.D. from the University of Hawaii Department of Psychology.

Contact: Mr. Timothy Ho

City and County of Honolulu, Department of Community Services

Kapalama Hale, Ste. 200, 925 Dillingham Blvd. Honolulu, HI 96817

Email: timothy.ho@honolulu.gov Phone: (808) 768-7818

## **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.

IHS currently operates 16 sites with 10 shelters (Kaaahi Street emergency shelter for single women and families, Sumner Street emergency shelter for men, Hale Mauliola housing navigation center on Sand Island for single adults and adult couples, Tutu Bert's House 1, 2, 3, 4, and 5, Kalihi Uka Recovery House, Veterans Engaged in Transition House), Housing & Employment Center, Outreach Office, HR Office, Kahauiki Village, Halina, and Beacon of Hope sites and 250+ employees. In FY2021, our agency served over 7,000 people through all of our programs. IHS' IT infrastructure supports field outreach teams in Metro and East Honolulu, Windward Oahu, and at the HONU sites at Keehi Lagoon and Suburban HONU (currently at Keaau, Waianae Coast) and provides staff with necessary communications equipment (telephone, fax, email, high speed Internet) and office equipment (devices, copier, computer network) to serve clients effectively and efficiently. They also ensure that IHS is able to comply with HIPAA regulations and confidentiality standards.

IHS facilities meet ADA Title III accessibility requirements and all other standards required for its 2020 re-accreditation with the Commission on Accreditation of Rehabilitation Facilities (CARF). See copy of IHS' 2020 CARF accreditation letter in **Attachments**. IHS has an experienced Operations Staff that ensures a safe and secure environment. Regularly scheduled fire drills and emergency planning, which fulfill CARF standards, ensure the safety of all staff and clients. Environmental Safety Plans are in place.

All facilities and resources needed to implement the proposed GIA project components are in place. Server work will take place at 546 Kaaahi Street (TMK 1-5-007:050), Honolulu HI 96817. The building was purchased and renovated by the City and County of Honolulu, with whom IHS has a 25-year management agreement (\$1.00 per year) with the City that expires in 2035. The Kaaahi shelter serves women and families with children and is a three story facility open 24 hours a day, year round.

The HTTP facility is a two-story building located at 551 Dillingham Blvd Honolulu HI 96817 (TMK 1-5-007:054) and situated two lots away from IHS' Kaaahi Service Center (women and families shelter) and Kaamahu Housing and Employment Center. The site comprises a 5,600 square foot lot with 3,417 square feet of interior space. 9 parking stalls are available on site, and the interior includes a reception area, offices, kitchen, and restrooms. Due to the use of CDBG CARES funds for site acquisition and renovation, the program will provide long term benefit to our community on Oahu for at least 20 years in accordance with Federal HUD regulations.

## **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.

IHS has sufficient staffing and expertise to execute the proposed GIA project in place and can commence work with no ramp up time. Core IHS staff for this project and their roles include:

**Connie Mitchell, MS, APRN, BC, Executive Director** – has over 40 years' experience in health care and implementing programs to meet the needs of underserved populations. Her expertise in psychiatric nursing includes outreach to underserved populations, program development and evaluation, and improving systems of care. Project Director for IHS' CABHI collaborative (2011-2014) and Housing First (2014-present) projects. Ms. Mitchell provides overall direction and supervision to all IHS programs, and will provide overall responsibility for the execution of this project.

**Leina Ijacic, RN, Chief Administrative Officer**, is a registered nurse with experience in infection control and healthcare administration. She also has experience in real estate, and is a licensed realtor. She has overseen the appraisal and acquisition process and will also oversee the ramp up and service partnership components of the HTTP project. She will conduct the final contracting with the successful bidder for the server replacement project.

**Gordon K. Ortiz, Sr., Director of Facilities** has over 30 years of experience in construction project and property management of residential, commercial, and industrial facilities. Mr. Ortiz will conduct the Request for Proposal process for the server replacement and installation project, preparing and releasing the RFP for prospective bidders and collecting and reviewing bids. He will also oversee the contractor work. For the HTTP project, Mr. Ortiz will be responsible for the purchase of safe furniture and fixtures and ensure that all aspects of safe furniture and fixture installation are in compliance with required regulations.



**Kelley Settles, Director of Accounting and Debi Uyeunten, Controller, MBA, CPA**, will oversee project budget, disbursements, and financial reporting. Ms. Settles has over 20 years of experience in accounting and holds a BA in Accounting and BA in Business Management as well as AICPA certification as a Certified Non-Profit Accountant. Ms. Uyeunten has over 20 years of experience in finance and accounting. They will oversee project finances, including financial documentation, recordkeeping, and reporting.

**Systems Administrator Jan Watanabe** joined IHS in 2006 and has 20 years of experience in information systems. She administers IT support and maintains IT systems. Ms. Watanabe oversees all database and electronic device security and access. She holds a BBA degree in Management Information Systems. Ms. Watanabe will be responsible for the inventory of all the devices that are bought and issued for the IT infrastructure upgrade. She will also handle all aspects of information security, including resetting account passwords and protecting the virtual data resources of IHS.

**Karen Duhaylongsod, BS, Accounts Payable Manager**, joined IHS in 2012. She has over 10 years of experience in accounts payable. She holds a BS in Business Management. She will manage invoice receipt and payments to contractors as well as purchase orders for the IT systems and HTTP projects.

## **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.

Please see agency-wide organizational charts in **Attachments** section. Key project staff are indicated with asterisks. The HTTP program will fall under the line of supervision of the Chief Administrative Officer and is not shown on the chart as it has not yet opened. A program specific chart for the HTTP program is included in **Attachments**.

## **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.

The annual salary range paid by IHS, The Institute for Human Services, Inc. to the three highest paid officers, directors, or employees is \$96,000-\$249,000. The three highest paid positions are:

1. Executive Director
2. Chief Administrative Officer
3. Pharmacy Manager

Members and officers of the Board of Directors serve as volunteers and do not receive compensation.

## **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.

IHS has no pending litigation or outstanding judgements.

### **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.

IHS shelter programs are not required to be licensed. IHS' case management services have been accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF) since 2005 to provide Adult Behavioral Health Case Management. See copy of IHS' 2020 CARF accreditation letter in **Attachments**.

### **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.

No, 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.

The request for IT Infrastructure Upgrades is for critical server upgrades (contractor to install new server to replace existing, obsolescent unit) and essential software upgrades to make the operating systems current. These upgrades have been designed to maintain current IT needs of

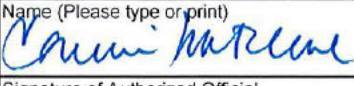
the organization and anticipate IT infrastructure capacity for organizational growth at a slower rate for the next 5 years than has been experienced in the last five years. Any future upgrades for the next 5 years will be budgeted for in contracts, private grant requests and general fundraising.

The HTTP Security/Furnishings/Fixtures request is for essential security and safety furniture and fixtures to make the HTTP usable for clients. Funds from operational budgets will be allocated for repairs and maintenance to prevent costly future repairs and to maximize their life span.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

Applicant: IHS, The Institute for Human Services, Inc.

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST	0	0	0	0
B. OTHER CURRENT EXPENSES				
1. Airfare (Inter-Island)				
2. Airfare (Out-of-State)				
3. Audit Services				
4. Contractual Services - Administrative				
5. Contractual Services - Subcontracts	30,000			
6. Depreciation				
7. Food				
8. Insurance				
9. Interest				
10. Lease/Rental of Equipment				
11. Lease/Rental of Motor Vehicle				
12. Lease/Rental of Space				
13. Mileage				
14. Postage, Freight and Delivery				
15. Program Activities				
16. Publication, Printing, and Advertising				
17. Repair and Maintenance				
18. Staff Training				
19. Subsistence/Per Diem				
20. Supplies				
21. Telecommunication				
22. Transportation				
23. Utilities				
24. Client Assistance				
TOTAL OTHER CURRENT EXPENSES	30,000	0	0	0
C. EQUIPMENT PURCHASES	591,086		200,000	
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
<b>TOTAL (A+B+C+D+E)</b>	<b>621,086</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	621,086	Kanui Bell (808) 447-2839		
(b) Total Federal Funds Requested	0	Name (Please type or print) _____ Phone _____		
(c) Total County Funds Requested	200,000			
(d) Total Private/Other Funds Requested	0	Signature of Authorized Official _____ Date <u>1/24/22</u>		
<b>TOTAL BUDGET</b>	<b>821,086</b>	Constance Mitchell, Executive Director Name and Title (Please type or print)		





## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: IHS, The Institute for Human Services, Inc.

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
Sales Force - annual subscription	18	452	8,143	8,143
Elation Health Part Time Provider User - annual subscription	6	1,887	11,322	11,322
Elation Health Full Time Provider User - annual subscription	1	8,783	8,783	8,783
Form Titan - annual subscription	1	2,106	2,106	2,106
Forcelution - annual subscription	6	61	367	367
DocuSign - annual subscription	3	336	1,008	1,008
Acrobat Pro DC - annual subscription	20	188	3,760	3,760
Sage Accounting and Business Management Software - annual subscription	1	25,000	25,000	25,000
Dell Hardware (server)	1	321,890	321,890	321,890
Security System (HTTP)	1	30,000	30,000	30,000
SAMi (CaseWorthy) - annual subscription	1	21,082	21,082	21,082
Visio - annual subscription	7	180	1,260	1,260
Microsoft Office 365 - annual subscription	400	96	38,400	38,400
AntiVirus/AntiMalware for physical computers - annual subscription	120	35	4,200	4,200
TrendMicro - AntiMalware for Virtual Desktop - annual subscription	400	24	9,600	9,600
Horizon - CCU License (10pk) - annual subscription	18	1,500	27,000	27,000
Veeam Backup Essentials Enterprise Plus (4 CPU)	1	10,000	10,000	10,000
Upkeep Work Order Software - annual subscription	1	2,160	2,160	2,160
Furniture and fixtures	TBD	TBD	70,000	70,000
<b>TOTAL:</b>				<b>596,081</b>

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

**JUSTIFICATION/COMMENTS:** The cost of the server is indicated in the equipment costs above. The \$30,000 cost for contractor installation is indicated in the budget form SPOH 205.

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

**JUSTIFICATION/COMMENTS:** No vehicle costs requested.

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant: IHS, The Institute for Human Services, 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		135,000				
LAND ACQUISITION		1,980,000				
DESIGN		109,000				
CONSTRUCTION		1,382,935	30,000			
EQUIPMENT		-	591,086	200,000		
<b>TOTAL:</b>		<b>3,606,935</b>	<b>621,086</b>	<b>200,000</b>		
<b>JUSTIFICATION/COMMENTS:</b> FY 21-22 Funds comprise \$3,486,395 in CDBG CARES funds for HTTP site acquisition and renovation, \$20,000 in private funds supporting HTTP project, and two \$50,000 private grants for IT Systems improvements at Kaaahi and Sumner.						

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

Applicant: IHS, The Institute for Human Services, Inc. for IT Infrastructure Upgrade and HTTP      Contracts Total:                      3,686,396

	<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	Grant in Aid (GIA) 2023 (applied)	10/1/22-9/30/23	Dept. Community Svcs.	Honolulu County	200,000
2	CDBG CARES	6/10/21-6/10/23	Dept. Community Svcs.	Honolulu County	3,486,396
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## **Attachments**

1. Organization Chart
2. CARF Accreditation Letter

# 1. Organization Chart

\* = Staff facilitating GIA  
Capital Improvements

IHS, The Institute for Human Services, Inc.

Agency Wide Org Chart: Clinical Programs, Clinical Development & Education, Philanthropy and Community Relations, and Planning & Evaluation

= Sub-contractor

Red - Vacant/Ending  
Blue - pending  
Yellow - on leave/Temp

\*Executive Director  
Connie M.  
Executive Assistant (RFT)  
Frence "Flo" T.

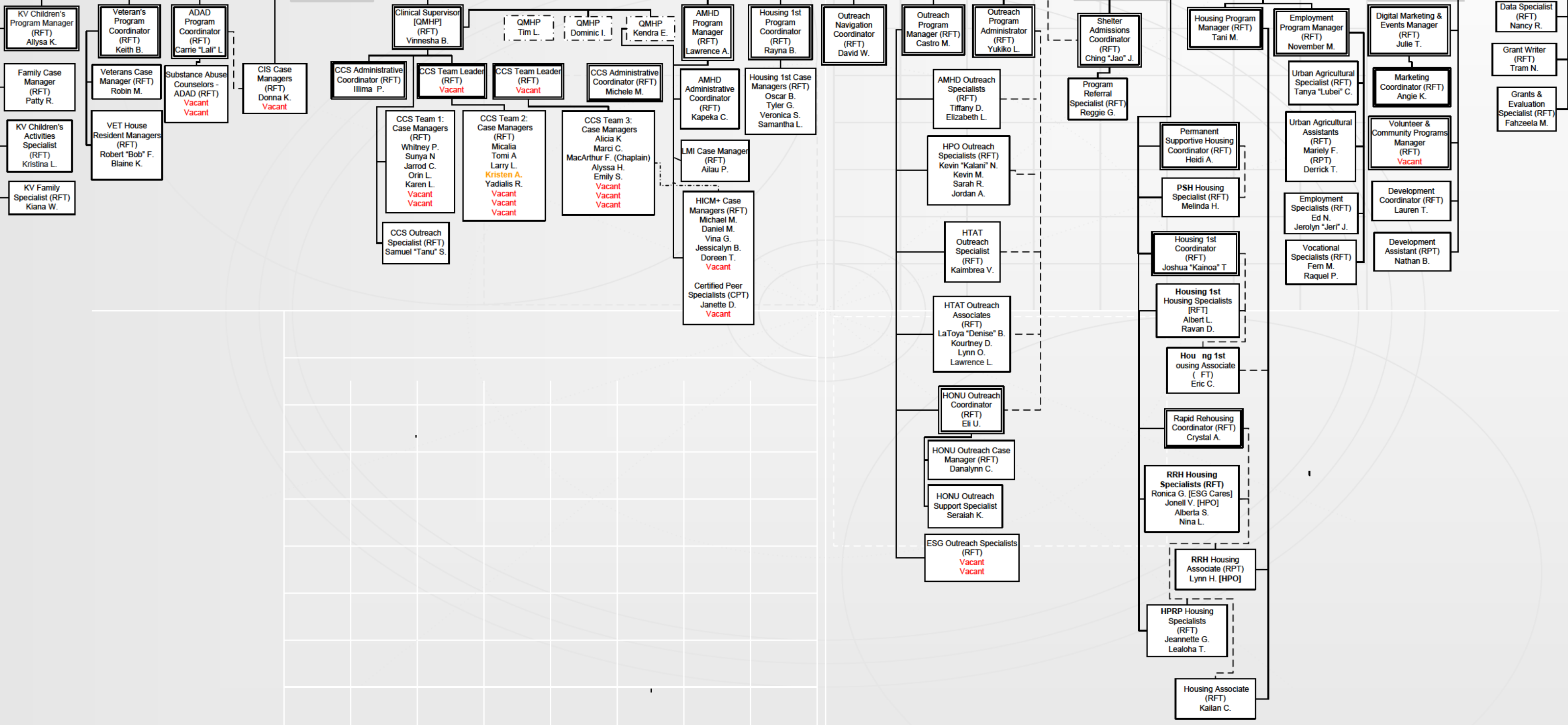
Executive Assistant (RFT)  
Chelsea A.  
Director of Clinical Operations  
Kali F.

Director of Clinical Development & Education  
Jerry C.

Director of Housing & Employment  
Minda G.

Director of Philanthropy & Community Relations  
Jill W.

Director of Planning & Evaluation  
Kanui B.



\* = Staff facilitating GIA  
Capital Improvements

Red - Vacant/Ending  
Blue - Pending  
Yellow - Leave or Temp

= subcontractor

IHS, The Institute for Human Services, Inc.

Agency Wide Org Chart: Health Services, Shelters, Facilities & Operations, Change Management, Human Resources, and Finance

\*Executive Director  
Connie M.

Executive Asst/Project  
Coordinator (RFT)  
Ashley Z.

\*Chief Administrative Officer  
Leina I.

Director of Operations  
Vacant

Homeless Triage and  
Transfer Program  
(HTTP)

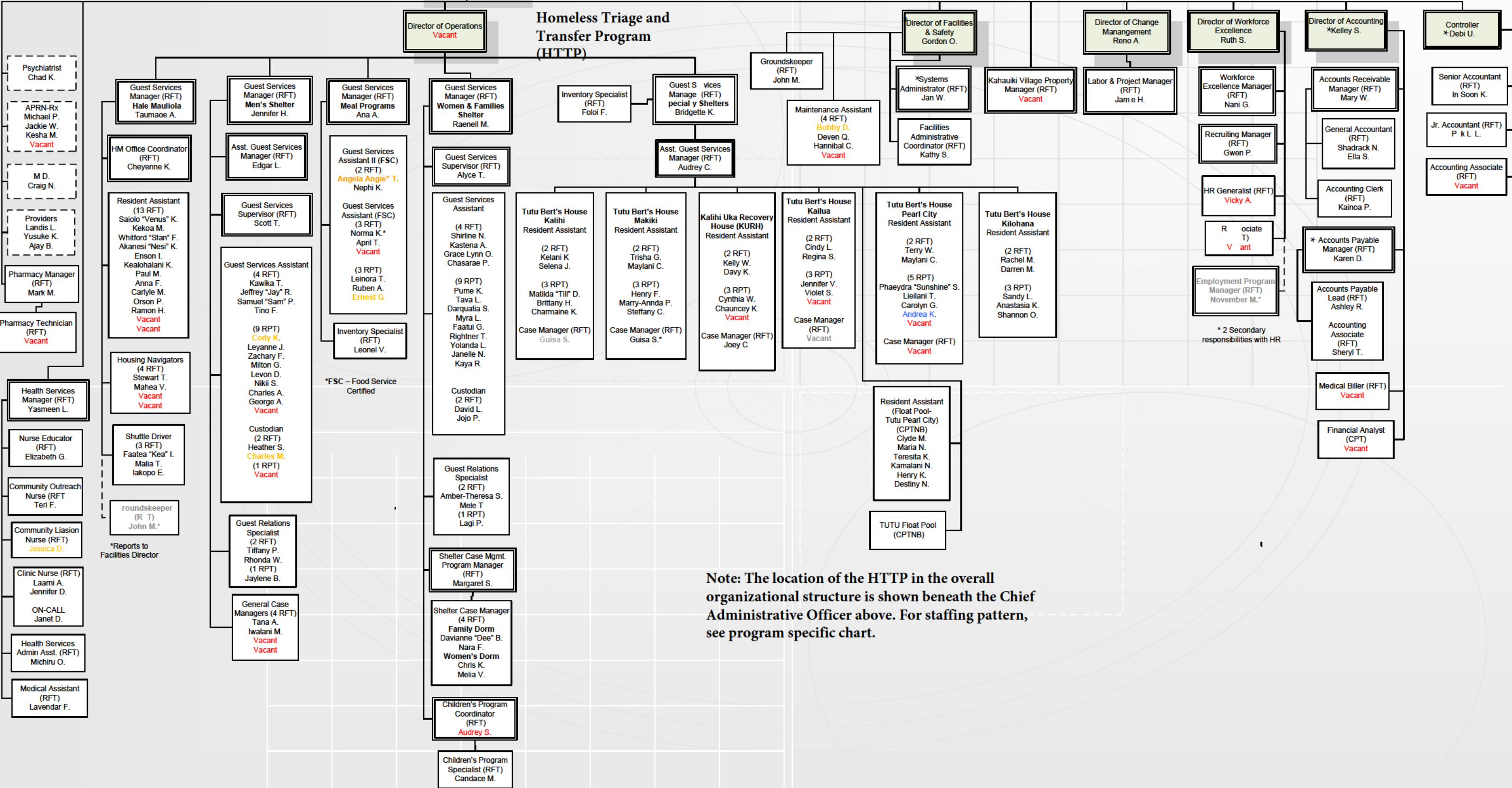
Director of Facilities  
& Safety  
Gordon O.

Director of Change  
Management  
Reno A.

Director of Workforce  
Excellence  
Ruth S.

Director of Accounting  
\*Kelley S.

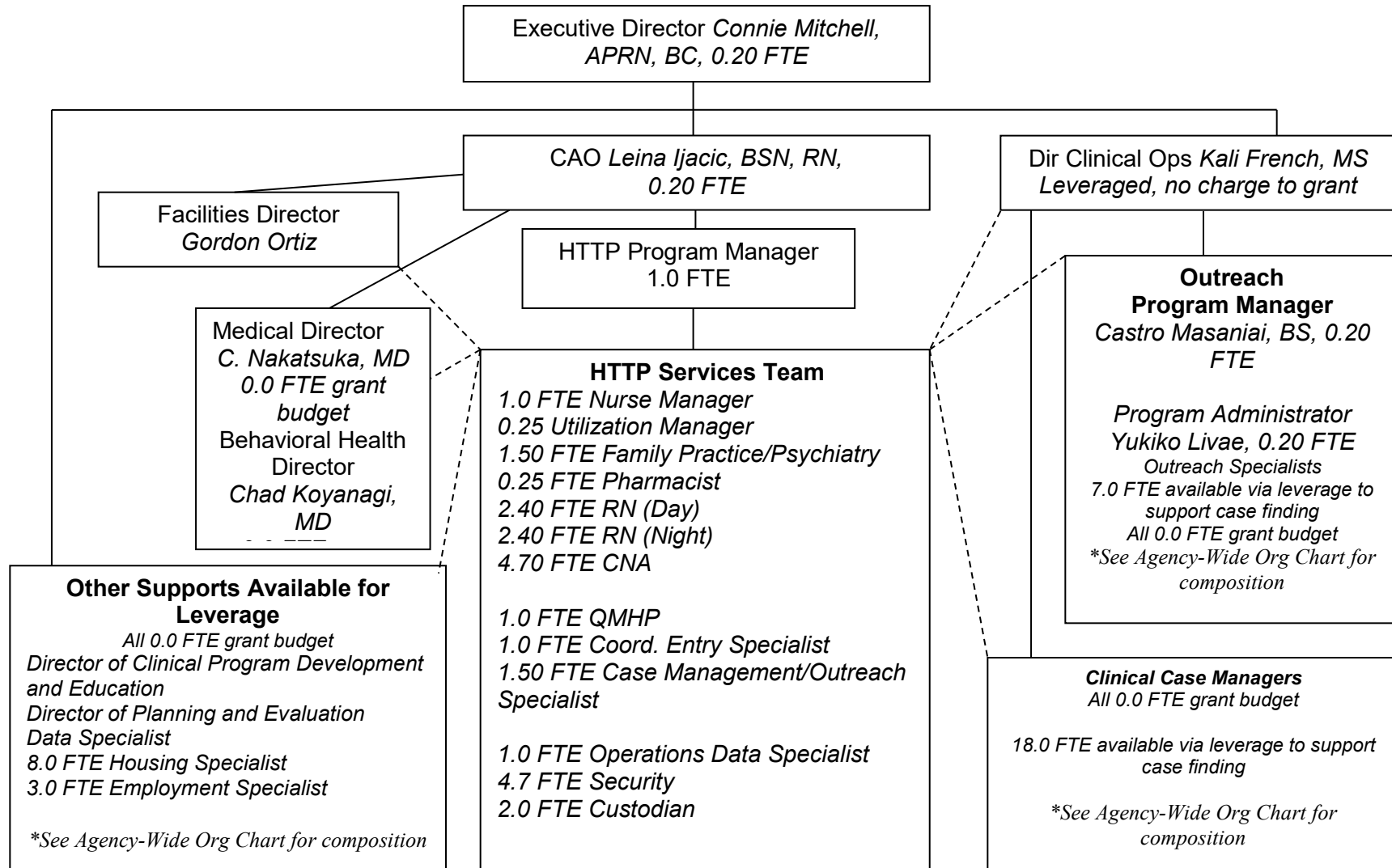
Controller  
\*Debi U.



Note: The location of the HTTP in the overall organizational structure is shown beneath the Chief Administrative Officer above. For staffing pattern, see program specific chart.



## IHS Homeless Triage and Transfer Program (HTTP) Chart



All FTEs noted here are specific to the program. Positions with note “0.0 FTE grant budget” are supported through funds leveraged from other sources. No funds for staffing are requested through this Capital Improvements request. HTTP staff funding is being sought through a separate Operating Costs GIA request.

## **2. CARF Accreditation Letter**

July 21, 2020

Connie K. Mitchell, MS, APRN  
IHS, The Institute for Human Services, Inc.  
546 Kaaahi Street  
Honolulu, HI 96817

Dear Ms. Mitchell:

It is my pleasure to inform you that IHS, The Institute for Human Services, Inc. has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Case Management/Services Coordination: Mental Health (Adults)

This accreditation will extend through June 30, 2023. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect ([customerconnect.carf.org](http://customerconnect.carf.org)), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

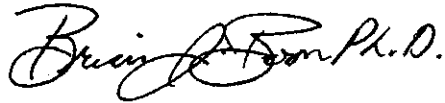
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Vidal Ramirez by email at [vramirez@carf.org](mailto:vramirez@carf.org) or telephone at (888) 281-6531, extension 7131.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." in a cursive script.

Brian J. Boon, Ph.D.  
President/CEO

Enclosures