

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

**Descriptive Title: HTTP and Emergency Shelter  
Operations**

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: \$ 4,570,524

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

This request will provide essential operating funds to ensure successful launch of the Homeless Triage and Transfer Program (HTTP) targeting Oahu's most vulnerable, high utilizer, unsheltered homeless adults (with 152 to be vetted and 106 served). It will also ensure continued 24 hour a day, year round availability of emergency shelter, including meals, hygiene, clinical support, housing navigation, and other essential support services for homeless adults and families at IHS' Kaaahi and Sumner shelters. Targets are to serve 669 men, 163 women, and 116 families in the project year.

Amount of Other Funds Available:

State:            \$ 2,239,555 (HPO and TANF)

Federal:        \$ 0

County:        \$ 107,852

Private/Other: \$ 972,616

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:  
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Federal Tax ID#:

██████████

State Tax ID#

██████████



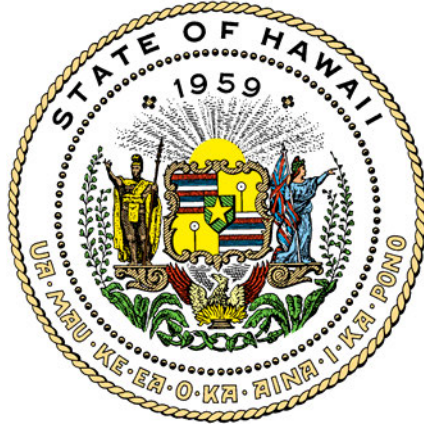
Authorized Signature

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)



(Signature)

1/20/2022

(Date)

Constance Mitchell

(Typed Name)

Executive Director

(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) The HTTP component addresses community need for tailored solutions for vulnerable homeless adults with serious mental illness, chronic medical conditions, and chronic substance abuse. Funds requested will help launch HTTP's first year of operations, funding essential operating costs needed to deliver services. HTTP will provide temporary sanctuary and care for target clients, speeding transitions to appropriate treatment, shelter, care, and housing. Invitation into a nonthreatening venue can be the catalyst toward supporting initiation of medication treatment. This will decrease unpleasant and conflictual experiences often attributed to homeless persons by the general public. It can also improve quality of life in public spaces for everyone, particularly in Metro Honolulu which hosts the largest concentration of target clients.

b) The Emergency Shelter component addresses the need for maintaining capacity for service enriched emergency shelter for Oahu's homeless adults and families 24 hours a day by providing essential operating support, behavioral health and care access for guests. The shelters meet immediate survival, hygiene and safety needs and facilitate coordinated entry, document and income readiness, and navigation to more permanent housing placement and retention. Clinical stabilization for growing numbers of hospital referrals and those referred from outreach, medication management to optimize recovery and independent living and the delivery of a full emergency meals program to the public requires full support.

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

Funding requested will allow IHS to:

a) Decrease unsheltered homelessness and preventable, costly emergency services and hospital utilization among Oahu's most vulnerable (e.g. Chronically Homeless, mentally ill, substance affected, medically compromised) homeless adults by quickly and successfully launching operation of the HTTP.

a) Provide 24 hour per day, 7 day a week emergency food, extended shelter, housing navigation, and supportive services availability in Metro Honolulu for Oahu's homeless individuals and families at the Kaaahi and Sumner Emergency Shelters.

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

Target groups for Emergency Shelter comprise homeless singles, couples, and families residing on Oahu. HTTP will target Oahu's most vulnerable homeless adults who accept support with serious mental illness, chronic substance abuse, untreated medical conditions, chronic homelessness, and are high utilizers of costly emergency and hospital services.

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

FY2022 GIA Operating request: \$4,570,524. Total budget: \$7,890,547.

## 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 request for Legislative GIA funding has two goals:

1. Decrease unsheltered homelessness and preventable, costly high emergency services and hospital utilization among Oahu's most vulnerable (e.g. Chronically Homeless, mentally ill, substance affected, medically compromised) homeless adults by quickly and successfully launching operation of the Homeless Triage and Transfer Program (HTTP). We will demonstrate a model of seamless care for homeless persons that we hope will be replicated in other settings across the state.
2. Maintain 24 hour per day, 7 day a week emergency food, shelter, housing navigation, and supportive services availability in Metro Honolulu for Oahu's homeless individuals and families by ensuring continued operations of IHS' Kaaahi and Sumner Emergency Shelters which serve the urban core of Oahu.

The primary objectives of this request are to serve within the project year:

1. 152 unduplicated, of the most vulnerable homeless adult persons (many of whom refuse shelter) with Homeless Triage and Transfer Program (HTTP) services at 551 Dillingham Blvd., 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, 106 will enter into HTTP services.
2. 669 unduplicated homeless adult men (Sumner St. Shelter), 163 unduplicated homeless adult women (Kaaahi shelter), and 116 unduplicated homeless families with children (Kaaahi shelter) with emergency shelter, coordinated entry, housing navigation, meals, and essential supportive services.

3. The public purpose and need to be served;

This request serves the public purpose by providing two distinct targeted services addressing the needs of vulnerable homeless adults needing high levels of support to engage in housing navigation as well as those adult men, women, and families with children in need of shelter and housing navigation who require lower levels of support.



The first component of this project, HTTP, addresses the community's need for targeted triage and transfer services for vulnerable homeless adults, many of them chronically homeless who remain have had difficulty accessing needed treatment services due to impacted judgment secondary to mental illness or substance abuse or both. The inability to self-preserve and social distance also create a public health risk as a potential vector for communicable disease infection during the COVID pandemic. 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.

The second component, Emergency Shelter, addresses the need for housing focused emergency shelter and supportive services for homeless adults and families with children on Oahu by providing operating support to IHS' two emergency shelters in Honolulu: 1) The Sumner men's shelter at 350 Sumner Street and 2) The Kaaahi shelter (for women and families) at 546 Kaaahi Street. The Emergency Shelters focus on meeting household's immediate survival and safety needs, stabilizing crisis situations and any clinical needs, providing diversion from homeless services or facilitating coordinated entry into the homeless service system (as appropriate), document and income readiness, and navigation to more permanent housing placement and retention. Emergency Shelters focus on linking those served back into housing and community.

#### 4. Describe the target population to be served; and

Each of the proposed program components has a slightly different target population. The target population for the HTTP component comprises vulnerable, unsheltered homeless adults residing on the island of Oahu. Many are suffering from serious mental illness, chronic substance, serious untreated medical conditions, other cognitive impairment, and chronic homelessness. Oahu's most recent Point in Time Count in January 2020 found 2,346 (2,238 adults and 108 children) unsheltered individuals. Unsheltered adult data found 50% met criteria for Chronic Homelessness, while 33% reported a mental health problem, 35% reported a physical or developmental disability, and 27% reported a substance abuse problem. Due to self report, the actual prevalence is likely much higher.

The target population for the Sumner emergency shelter component comprises homeless adult males, while the Kaaahi emergency shelter component targets homeless adult females and homeless families with children. IHS annual data on clients we serve at our emergency shelters (including Hale Mauiola) in HMIS from 2017 through 2021 shows increased clinical needs among our single adults. Based on self report at admission, adults with mental health problems increased from 32% to 48%, while substance abuse increased from 21% to 34%. Chronic health conditions increased from 13% to 35% and physical disability from 14% to 24%. We have also seen increases in clinical needs among the families we serve, through to a lesser degree. Density of chronic lifestyle diseases (hypertension, diabetes, heart and lung diseases) is prolific. The family program has a high percentage of families of Native Hawaiian and Other Pacific Islander backgrounds, including COFA nations origin.

5. Describe the geographic coverage.

Geographic coverage for both HTTP and Emergency Shelter services will be for the island of Oahu, island wide. Referrals of vulnerable, unsheltered homeless persons for HTTP will be welcome from all over the island of Oahu. However, we expect most will come from the high density population of chronically homeless adults in metro Honolulu, particularly Chinatown, Moiliili and Waikiki. Key expected sources of HTTP referrals include the City's C.O.R.E. program, IHS and partner agency outreach, and local area hospitals.

Kaaahi and Sumner emergency shelters similarly serve homeless households from communities across the island of Oahu. There is a tendency for the largest volume of clients served to enter the shelter from areas in Metro Honolulu, likely due to proximity. Clients may be referred by other providers or self-present for entry without referral.

### **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 scope of work, tasks and responsibilities for the requested GIA program components are:

#### **HTTP Component**

The scope of work for the HTTP comprises referral receipt and engagement, program intake, diversion from homeless services, coordinated entry (for those who diversion is not feasible) with VI-SPDAT, assessment and housing planning, housing navigation and linkage with resources and services needed to exit homelessness (e.g. food, financial and health insurance benefits; medical stabilization and psychiatric care), linkage to bridge housing or shelter placement, discharge planning, and program discharge. HTTP direct program services will

provide services 24 hours per day, year round. Core project components focus on rapid engagement, stabilization, wrap around service linkage, and transition, comprising: 1) Outreach and engagement, 2) Respite (including meal and hygiene) services with comprehensive wrap around to stabilize clinical conditions and establish key service and treatment linkage, 3) Housing and service navigation, and 4) Transition to longer term shelter/housing and care coordination.

### *HTTP Task Responsibilities*

IHS' Executive Director (APRN) will ensure macrosystem level linkages with HPD, hospitals, outreach and case management providers, and housing programs. The HTTP Program Manager will provide day to day oversight of HTTP operations under the supervision of the Chief Administrative Officer. The Chief Administrative Officer (RN) will facilitate mezzo system linkages with health plans and oversee the operations of HTTP health services. IHS' Outreach Field Manager, Outreach Coordinator, and Coordinated Entry Specialist will facilitate identification, engagement, and linkage of clients in the target population with the HTTP, in addition to referrals from HPD, EMS' CORE, other outreach providers, and hospitals. It will also work in tandem with the City's Outreach Navigation Program that focuses on legal intervention for initiating psychiatric treatment for mental illness or substance misuse for those who have lost capacity to make decision.

Day to day operations of the HTTP will be coordinated by the HTTP Program Manager. Project care coordination/case management will be provided by Outreach/Case Management Specialists. Day to day Health Services provided on site to facilitate client stabilization will be overseen by IHS' Medical Director and coordinated by the Clinic/Nurse Manager. Health Services will be provided by a cadre of Family Practice MD (diagnosis and care), Pharmacist (medication orders and coordination), RN (care implementation; day and night coverage), and Certified Nurse Assistants (CNAs; care provision, supervision and support). Intake and exit destination in HMIS and support for client care and services records will be provided by Operations Data Specialists. Behavioral Health Services will be overseen by IHS' Behavioral Health Director and coordinated by the Clinic/Nurse Manager.

Behavioral Health Services cadre will be provided by a cadre of Psychiatrist (diagnosis and care) and Qualified Mental Health Professionals (licensed counselors/therapists). IHS' Director of Clinical Education and Development (LCSW) will provide staff education and assistance with formulating interventions and special community placements and care arrangements. The Director of Clinical Operations will provide linkage to 1147, 1157, and clinical case management accession for eligible clients. Physical plant maintenance will be overseen by the Director of Facilities. Security will be provided on site 24 hours per day, with janitorial staff ensuring a clean and safe environment. Three meals per day (breakfast, lunch, and dinner) will be provided by IHS' Meal Program.

### **Kaaahi and Sumner Emergency Shelter Component**

The scope of work for the Kaaahi and Sumner emergency shelter components similarly comprises referral receipt and engagement, program intake, diversion from homeless services,

coordinated entry (for those who diversion is not feasible) with VI-SPDAT (singles) or VI-F SPDAT (families), assessment and housing planning, housing navigation and linkage with resources and services needed to exit homelessness (e.g. food, financial and health insurance benefits; medical stabilization and psychiatric care), linkage to bridge housing placement, discharge planning, program discharge, and post discharge follow up. Kaaahi and Sumner emergency shelters provide services 24 hours per day, year round. Core components comprise: 1) Shelter intake, 2) Emergency shelter services (including meals and hygiene services), 3) Assessment, 3) Housing and service navigation, 4) Resource/service linkage (e.g. employment, benefits, medical care) and 5) Transition to longer term housing and care coordination.

### *Kaaahi and Sumner Emergency Shelter Task Responsibilities*

The Kaaahi and Sumner shelters are each led by a dedicated Guest Services Manager, who reports to the Chief Administrative Officer. The shelters provide services 24 hours per day year round. Shelter operations provide basic shelter and safety, and are conducted by a cadre comprising Guest Services Specialists (GSS) (receipt of referrals and walk-ins seeking shelter, intake and exit in HMIS, and concierge service), Guest Services Assistants (GSAs) (settling in new guests, monitoring shelter area, supporting guests in navigating on site services such as service schedules, hygiene item/new bedding/new clothing access), Maintenance staff (building maintenance and repairs), and Custodians (daily routine cleaning schedules done each shift). Shelter cleaning tasks on overnight and outside of routine schedules are conducted by Guest Services Assistants. Case managers provide homeless service diversion, coordinated entry (VI-SPDAT/VI-FSPDAT and consents), assessment, housing planning, linkage to needed resources and services, housing navigation, and post discharge follow up. For Kaaahi shelter's family subcomponent, after school tutors provide consistent, dedicated assistance with school age children's homework to minimize the disruptive impact of homelessness on their education.

Three meals per day (breakfast, lunch, and dinner) are provided by IHS' Meal Program, overseen by the Guest Services Manager (Food Service Certified). She also plans meals and manages inventory. A Logistics Specialist performs procurement (ordering and pickup, donation pickup, transport and storage of materials, delivery to sites) for the meal program, while GSA FSC staff stock, rotate and inspect, prepare and serve meals to shelter guests. Supply and maintenance activity coordination is conducted by a Facilities Administrative Coordinator.

Due to the prevalence of medical, psychiatric, and substance use related needs in the population, clinical consultation is needed for effective service delivery. Support with complicated admissions (e.g. multiple high needs clients) is provided by Admissions/Utilization Specialists to ensure appropriate services and supports for successful placement are put in place. The Director of Clinical Program Education and Development provides case consultation and staff education. Health Services staff provide assistance with care linkage, care coordination, direct care (e.g. wound care, medication education, communication with physicians, med refill order) and comprise a Health Services Manager (RN), pharmacy tech, and medical assistant. An MD/APRN-Rx provides direct diagnostic, treatment, and follow up care.

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

## **HTTP Component**

IHS' Chief Administrative Officer will provide required management and oversight for launch of the HTTP. 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 serving the target 152 clients in Project Year 1 is:

Month 1:

- Launch project services at 551 Dillingham HTTP site; complete staff onboarding.
- Establish referral processes with partner outreach providers, HPD, EMS' CORE, and hospitals. Begin serving clients with on-site services.

Month 2: Goal: Build program to carrying capacity.

- Ongoing clinical consultation and linking clients identified via outreach, hospitals, HPD. - Ongoing VI-SPDAT completion and housing services connection.
- Ongoing screening, assessment, linkage.
- Ongoing program data collection and documentation oversight.
- Ongoing program evaluation.

Months 3-12: Goal: Sustain service delivery pattern, caseload volume, and client outcomes to work plan projections.

- Assess if average client volume and length of service expectations are met.
- Ongoing outreach, client vetting.
- Ongoing direct service activity to clients
- case management, follow-up psychiatry, employment, housing services
- Ongoing clinical supervision and education
- Ongoing program evaluation activities

## **Kaaahi and Sumner Emergency Shelter Component**

IHS' Kaaahi and Sumner Guest Services Managers will provide required management and oversight for day to day shelter services, overseen by the Chief Administrative Officer (to be replaced by a Director of Operations when the position is filled). The proposed annual timeline for serving the targeted 669 homeless men (Sumner), 163 homeless women, and 116 homeless families (Kaaahi) between 7/1/22 and 6/30/21 is:

Month 1:

- Complete staff orientation to GIA grant terms, expectations, and reporting.
- Ongoing daily maintenance, cleaning, and meal service activities.
- Ongoing shelter intakes and exits.
- Ongoing diversion, VI-SPDAT completion and housing services connection.
- Ongoing supportive services (e.g. health services, mental health care) for clients needing.
- Ongoing screening, assessment, housing planning.
- Ongoing housing placement, CES advocacy.
- Ongoing linkage to services and resources needed to resolve homelessness.

- Ongoing program data collection and documentation oversight.
- Ongoing program evaluation. (GS Managers/Planning and Evaluation staff)

Months 2-12: Goal: Sustain service delivery pattern, caseload volume, and client outcomes to work plan projections.

- Assess if average client volume and length of service expectations are met.
- Ongoing direct service activity to clients
- Ongoing clinical supervision
- Ongoing program evaluation activities (GS Managers/Planning and Evaluation staff)
- Reporting activities as required (Finance/Planning and Evaluation staff)

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

IHS has an agency-wide Performance Improvement (PI) Program as well as Policy and Procedures on “Performance Improvement” and assures consistent efforts toward performance improvement in all programs. IHS achieved 3-year CARF re-accreditation in 2020 (see copy in **Attachments**) that audited the policies, procedures and service delivery and administration. Weekly senior management meetings address guest incidents that suggest need for adaptations in operational protocol, resulting in rapid response to situations threatening guests’ health and safety. Evaluation goes beyond contractual requirements and structures, being informed by data captured outside of HMIS. Supervision and support systems are designed using a Rapid Cycle Improvement Strategies model. Case management staff have team meetings and supervisions, while shelter staff are provided with a supervisor/lead assigned to every shift and operations meetings that include training and team building. General staff competencies are addressed, with additional guidance provided when needed, given the varied population needs that enter our shelter. Our agency’s stated values and goals for shelter are enculturated early during orientation and reinforced throughout the year through our required annual training.

We use a FOCUS PDCA model which relies on data to drive process improvements. When a problem is Found, a team is Organized to help Clarify the problem through careful dissection of the problem to help gain a better Understanding of the factors that impact performance. A solution is Selected. Subsequently we Plan the improvement, Do it, Check effectiveness by monitoring performance and Act to hold the gain. Plans are reviewed by IHS’ Executive Team and progress on targets monitored by assigned Managers.

From 2018-2020, IHS participated in the Listen for Good initiative to improve guest satisfaction through surveys and service delivery adjustment feedback loops. Standards for efficiency, effectiveness and satisfaction with shelter experiences are critical areas targeted for continuous performance improvement. These are reflected in our attention to length of stay, successful exits to housing, improvement in guests’ hopefulness and general sense of health and well-being. The organization-wide Quality Improvement Plan also addresses consumer complaints through a protocol that allows appeal to responses up through to the

Executive Director and Board if required. Guests are also afforded six primary ways to voice feedback regarding the quality of services provided by IHS:

1. Monthly in-house meetings allow discussion of any guest problems/concerns,
2. Written suggestion/complaint forms, which can be submitted anonymously
3. Bi-annual guest satisfaction survey
4. Written incident reports concerning the IHS facility or interaction with a guest, staff or volunteer,
5. Direct opportunity to discuss issues with staff and managers (“open door” policy)
6. Grievance policy to appeal suspension or other shelter disciplinary actions.

Quarterly, IHS conducts a random review of case management records. A summary of findings is prepared for each program with areas for improvement noted including targets for improvement. Each Program Manager implements needed corrective actions if required.

Core program management and evaluation structures are already in place. The emergency shelter program articulates goals, indicators and target dates to ensure improvement of its systems, structure and staffing and other capacities. Core metrics include shelter sleep in and census rates, monthly percentage of successful exits to Permanent Housing, increases in earned and unearned income, and length of stay distribution among stayers and leavers. At the client level, case files on each individual served by shelter triage and case management track all activities related to client encounters. Monthly output and outcome data collected from HMIS and IHS’ internal SAMi database are reviewed. The Management Team develops recommendations and Program Managers are then responsible for addressing and implementing any necessary changes in service delivery.

With respect to data tracking and measuring shelter program performance, IHS uses an internal database, monthly reports and HMIS reports. Measures for each of the respective GIA program components (e.g. HTTP and Kaaahi and Sumner Emergency Shelters) will be taken directly from the contract. Internal reports are submitted to the Executive Director and Chief Administrative Officer and reviewed at Management meetings that include key supervisory staff. In addition, IHS inputs data into the HMIS (Homeless Management Information System) database required by HUD and the State of Hawaii, and uses an internal Shelter Administration Module-improved (SAMi) database for specific sub-program intake, exit, demographic, case management notes, and other outcome data not collected by HMIS.

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 service outcomes for the proposed project are:

1. Vet 152 severely vulnerable unsheltered adults for HTTP services.
2. Of the 152 clients vetted, serve 106 clients who accept HTTP services.
3. Serve 669 homeless men, 163 homeless women, and 116 homeless families with shelter, food, housing navigation, and supportive services at the Sumner and Kaaahi shelters

## **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. Due to budget form 205 having only one column (a) for State funds (comprising the funds requested through this GIA grant), the \$2.1 million in contract funds IHS has with the State DHS-HPO (\$1.1 million for each of Kaaahi and Sumner) as well as the \$39,555 of TANF MOE funding partially supporting Kaaahi are included in column (e) as Non-GIA State Funds.

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

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$1,142,631	\$1,142,631	\$1,142,631	\$1,142,631	\$4,570,524

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

### **HTTP**

IHS applied 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 covered by the secured CDBG CARES grant (Contract #: CT-DCS-2200092; \$3,486,396). This Legislative GIA request is the only other currently identified funding source for this project IHS is applying for.

### **Kaaahi and Sumner Emergency Shelters**

IHS applied for \$258,621 in ESG Shelter Essential Services and \$133,459 in ESG Shelter Operations funds from the City and County of Honolulu in October 2021 to support Sumner shelter. The applications are currently under review, and if awarded would not start until 2023.



No other government funding opportunities have been identified for application for supporting essential personnel and operating costs for the Sumner and Kaaahi emergency shelters. If CDBG funds for capital improvements should become available, we would like to apply for funds for further refreshing and improving the physical environments.

For the HTTP and Kaaahi and Sumner Emergency shelter components, IHS plans to continue to seek out and apply for government and private funding opportunities to support our services to persons we serve.

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. Federal, State, and County government contracts, grants, and grants in aid IHS has been granted in the prior three years and will be receiving in FY 2023 are listed by project component in the tables below.

**HTTP**

Project/Contract	Contracting Agency/Organization
City & County of Honolulu Grant in Aid (GIA) 2023 (applied, application under review). Funds finish renovation/furniture.	City & County of Honolulu, Department of Community Services FY23
CDBG CARES Contract #: CT-DCS-2200092 IHS Non-Congregate shelter (secured). Site acquisition and renovation.	City & County of Honolulu, Department of Community Services FY22, FY23

**Kaaahi Emergency Shelter:**

Project/Contract	Contracting Agency/Organization
Homeless Shelter Program Kaaahi Emergency Shelter	State of Hawaii, Department of Human Services, Homeless Programs Office Awarded: FY 19, 20, 21, 22; FY23 expected

TANF Maintenance of Effort (MOE)	State of Hawaii, Department of Human Services, Benefit, Employment and Support Services Division (BESSD), Employment and Training Program Office (ETPO) Awarded: FY 19, 20, 21, 22; FY 23 expected
ESG CARES Emergency Shelter Essential Services (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23
ESG CARES Emergency Shelter Operations (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23
ESG CARES Emergency Shelter Renovations (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23

**Sumner Emergency Shelter:**

Project/Contract	Contracting Agency/Organization
VA Sumner Emergency Beds	US Department of Veterans' Affairs, Healthcare for Homeless Veterans Program Awarded: FY 19, 20, 21, 22, 23
Homeless Shelter Program Sumner Emergency Shelter	State of Hawaii, Department of Human Services, Homeless Programs Office Awarded: FY 19, 20, 21, 22; 23 expected
ESG CARES Emergency Shelter Essential Services (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23
ESG CARES Emergency Shelter Operations (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23
ESG CARES Emergency Shelter Renovations (Kaaahi and Sumner)	City & County of Honolulu, Department of Community Services Awarded: FY 22, 23
ESG Sumner Emergency Shelter Essential Services	City & County of Honolulu, Department of Community Services Awarded: FY 19, 20, 21, 22 FY 23 application still under review
ESG Sumner Emergency Shelter	City & County of Honolulu, Department of

Operations	Community Services Awarded: FY 19, 20, 21; FY 22 not awarded FY 23 application still under review
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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 provided emergency shelter and supportive services for homeless men, women, and families since 1985, originally at the Sumner St. shelter. In 1997, IHS moved shelter services for women and families with children to the Kaaahi St. shelter, with Sumner then being dedicated to serving homeless men. Regarding the HTTP component of this request, IHS has been a key part of the homeless services response to COVID-19.

IHS' experience in the last three years for emergency shelter and related projects includes:

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

IHS' experience providing COVID-19 shelter and case management services includes:

Temporary Quarantine and Isolation Center (TQIC), Contract #ASO Log No. 20-037 (3/15/2020-12/28/2020)

Operate a temporary quarantine and isolation facility at 524 Kaaahi St. Honolulu HI 96817 for unsheltered persons who are symptomatic, have underlying conditions, and awaiting COVID-19 test results, or as designated by the State. Provide case management, care coordination services, and temporary quarantine and isolation for unsheltered persons who are symptomatic, have underlying conditions, and awaiting COVID-19 test results, or have tested positive for COVID-19.

Contact: Edward Mersereau, LCSW, CSAC

Deputy Director, Behavioral Health Administration, State of Hawaii, Department of Health  
1250 Punchbowl Street, Room 325, Honolulu, Hawaii 96813  
Phone: (808) 586-4416 Email: [edward.mersereau@doh.hawaii.gov](mailto:edward.mersereau@doh.hawaii.gov)

ESG CARES-POST/HONU, Grant # CT-DCS-2100122 (Awarded 6/17/20-1/31/2022)

Provide case management, housing navigation, and supportive services to homeless persons unable to access other existing shelters at HPD's POST (through 12/31/20)/HONU (starting 1/1/21) locations.

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

Case Management and Supportive Service for POST (Provisional Outreach Screening and Triage Facility) (April 2020-December 2020)

Provide case management, housing navigation, and supportive services to homeless persons isolating at the POST.

Major Mike Lambert, Honolulu Police Department  
Email: [mlambert@honolulu.gov](mailto:mlambert@honolulu.gov)

## **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.

All facilities and resources needed to implement the proposed GIA project components are in place. The HTTP facility is a two-story building located at 551 Dillingham Blvd Honolulu HI 96817 (TMK 1-5-007:054). The site is 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. IHS was recently able to acquire the building through CDBG CARES funding which will also be funding needed renovation work to create clean, hygienic living spaces and maintenance of social distancing. This requires building shower and lavatory facilities, sleeping quarters and renovation of existing electrical, plumbing, and HVAC. The first renovation will create 10 beds for clients and will be available for service delivery by July 1, 2022. Due to the use of CDBG 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.

IHS Emergency Shelter component services will operate at two locations, 350 Sumner Street (TMK 1-5-007-080-0000-001) serving single men, and 546 Kaaahi Street serving single women and families with children. Both shelters are open 24 hrs/day, 7 days/wk. Built in 1985, the Sumner Street facility is a two-story building. IHS has a 54-year lease (\$1.00 per year) that expires in 2040. Since July 1, 1997, IHS has operated an emergency shelter for women and families at 546 Kaaahi Street (TMK 1-5-7:50), located at the foot of Liliha/Kapalama. 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 first floor of the Sumner Street facility contains offices, kitchen and a dining/multi-purpose room, bathroom, laundry facilities and the health clinic. The second floor contains offices, bathroom facilities and a large multi-purpose room and smaller meeting room. The multi-purpose rooms on both the 1st and 2nd floor are used for sleeping space at night for up to 141 adult men (overflow capacity for up to 200 total). IHS housing and employment program offices are located at the Sumner facility.

The Kaaahi Street facility contains, case management and operations offices, computer learning center, family/children classroom, health clinic, bathrooms and the parking garage. The second floor contains two separate dormitories for single women (capacity 66 individuals, overflow capacity for up to 100) and families (capacity 100 persons), bathrooms and laundry facilities. The third floor contains administrative offices, a conference room, a dining/multipurpose room used for meals, workshops, a separate Kupuna isolation dorm (10 persons max, created in response to COVID-19 pandemic to allow maximum distancing for frail and vulnerable women),

and the dry food storage area. The garage contains the *Kokua Korner* clothing and household furnishings depot area for clients. The shelter also has gardens, and aquaculture tanks used for the Children's and Urban Agriculture Job Skills Training Program.

The facilities provide adequate semi-private office space for intake, assessment, case management and facilitation and appropriate storage of documentation. There are three computers available for use by guests at the Men's Shelter at Sumner Street and ten computers in the Learning Center at the Women and Families Shelter.

IHS' IT Department provides staff with necessary communications equipment (telephone, fax, email, high speed Internet) and office equipment (devices, copier, and computer network) to serve clients effectively and efficiently. They also ensure that IHS is able to comply with HIPAA regulations that require organizations to secure protected client information.

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 ensure the safety of all staff and clients. CARF standards (plans, training and schedules drills) for all types of emergency preparedness are incorporated as part of IHS overall safety plan. Environmental Safety Plans are in place.

## **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 a staff team with extensive experience delivering shelter, outreach, health services, and supportive services. IHS has provided shelter and supportive services to Oahu's homeless 24 hours per day, year round at our Sumner shelter since 1985 and at Kaaahi since 1997. The breadth and depth of knowledge, skills, and relationships of this team has allowed IHS to meet more community needs in recent years, particularly through the COVID-19 pandemic. Key leadership staff and qualifications include the following:

**Connie Mitchell, MS, APRN, BC, Executive Director** – has over 40 years' experience in health care and meeting 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. She participates in PIC data, advocacy, and planning committees. She provides overall direction and supervision to all

IHS programs, and will oversee collaborations with HPD, outreach providers, shelters, housing programs, hospitals, and other systems needed to support this project.

**Leina Ijadic, 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 HTTP site appraisal and acquisition process and will also oversee the ramp up and service partnership components of the HTTP project. She also oversees routine operations of IHS' human resources, finance, health services, shelters, and facilities functions.

**Chad Koyanagi, MD**, serves as IHS' Behavioral Health Medical Director. He has 25 years of experience in psychiatry and holds additional qualifications in addiction medicine.

**Craig Nakatsuka, MD**, is IHS' Medical Director. He has 41 years of experience as a physician and is board certified in internal medicine, palliative care, and hospice.

**Jerry Coffee, LCSW, QCSW, MSW, Director of Clinical Development and Education**, has 32 years of clinical experience in health and human services. He oversees clinical aspects of IHS' programs, and provides clinical education, consultative problem solving and intervention formulation, and when needed, direct service interventions for the shelter and outreach programs. He also assists with facilitating linkages to services and creating supports and accommodations for clients with exceptional needs across service systems.

**Kali French, MS, Director of Clinical Operations** has 18 years of experience in behavioral health and social services. He is charged with program supervision and performance monitoring for IHS' Kahauiki Village, Family, CBCM/CCS, Housing First, and General Case Management programs as well as the general and clinical homeless outreach programs. He holds an MS degree in psychology and a BA degree in communications. He will also facilitate 1147, 1157 and clinical case management eligibility processes for eligible clients.

**Gordon K. Ortiz, Sr., Director of Facilities and Operations** has served at IHS for 13 years. He is responsible for IHS' facilities and is the agency's Safety Officer. He oversees facility improvements, vehicles, supply chain, and IT functions. He has over 30 years of experience in construction project and property management. He will oversee facilities and maintenance activities for the project.

**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.

**Kanui G. Bell, MBA MA, CSAC, CCJP, ICADC, ICCJP, Director of Planning and Evaluation** has over 17 years of human services experience. He is responsible for setting standards for program structure and data collection, performance improvement plans, tracking



outcomes, analyzing data and developing recommendations. He and the Data Manager will provide support for program data collection set up, collection, analysis, and reporting.

**Castro Masaniai, BS, Outreach Program Field Manager** has 8 years of experience in homeless services, with 6 years of experience in street outreach. His experience includes serving high service utilizers with serious mental illness in the HICM+ pilot. Since 2020, he has served as program manager. Mr. Masaniai oversees day to day outreach activities, staff documentation quality, and provides live training in field craft skills. He holds a BS degree in Sociology.

**Yukiko Livae, Outreach Program Administrator**-has 5 years of experience in homeless services. She joined outreach in 2018, administering the Relocation Program and managing data processes, including VI-SPDAT and F-SPDAT, consents, client referral and intake flow, discharge processes, schedules, meeting planning and documentation. She also coordinates the City's special project facilitating weekly morning applications for State IDs at the DMV. She will continue to provide these responsibilities for this project. Ms. Livae is an Army veteran who holds a diploma in human resources from the US Army's Adjutant General School and a certificate in medical assisting.

**Raenell Manning, Kaaahi Guest Services Manager** has 5 years of homeless services experience. She manages Kaaahi shelter staffing and operations to ensure a safe, secure, warm, and welcoming environment for participants and ensure data and recordkeeping tasks are completed by shelter staff. She also oversees day to day case management functions. Ms. Manning holds a certificate in Medical Assisting from Hawaii Med Assist School.

**Jennifer Hickman, Sumner Guest Services Manager, MBA** has 6 years of experience in counseling and human services experience, including specialized experience in addictions, community reentry, mental health, and homeless populations. She manages Sumner shelter staffing and operations to ensure a safe, secure, warm, and welcoming environment for participants and ensure data and recordkeeping tasks are completed by shelter staff. She also oversees day to day case management functions Ms. Hickman holds a Master's Degree in Counseling Psychology and is a PhD candidate (Year 2) in Psychology.

**Ana Alualu, Guest Services Manager (Food Service Certified)**, has served at IHS for 24 years, with 2 years in shelter operations and 22 years in food service. She coordinates all aspects of IHS' food and meal service programs, including management of the certified commercial kitchen at Sumner Shelter, sourcing (purchasing and donations), storage, transportation, preparation, packaging, and serving. She also coordinates with community organizations and volunteer groups supplying in-kind support to the meal program.

## **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 and project-specific organizational charts in **Attachments** section. Kaaahi and Sumner emergency shelter charts are included in the organizational chart. The HTTP program is not shown on the chart as it has not yet opened. It will fall under the line of supervision of the Chief Administrative Officer. HTTP program staffing is indicated in the program specific chart 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 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.

GIA funding is necessary for the HTTP to ensure successful program launch. GIA funding will allow the program to be operable while IHS completes the processes of getting the program covered by Medicaid for the long run. This includes Medicaid funding via health insurance plans such as CCS, CIS, ADAD, and MRO to sustain program operations (e.g. health services, stabilization beds, HTTP program specific mental health and medical providers, HTTP specific case management and other operating costs). IHS will obtain Special Treatment Facility licensing and provide ASAM 3.5-3.7 Medically Monitored Detox followed by initiation of medication assisted treatment. Due to the program's value to EMS' CORE and HPD's initiatives, IHS will advocate for City funding.

GIA funds requested for the Kaaahi and Sumner components support essential, unfunded program costs. IHS' plan for sustaining the emergency shelters beyond the State GIA grant period includes securing funding in the State's annual baseline budget as this is an important community safety net resource. The vital role of the shelters in the community safety net as an essential service staffed by essential workers, similar to first responders and healthcare providers has been amply demonstrated during the COVID-19 pandemic. While seeking resources to maintain service continuity during the pandemic, FEMA defined the role of shelter as being the responsibility of local governments, the City and State.

## 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)	Total Non-GIA State Funds Requested (e)
<b>A. PERSONNEL COST</b>					
1. Salaries	3,230,196		72,810	441,267	1,560,799
2. Payroll Taxes & Assessments	436,076		5,903	40,044	172,262
3. Fringe Benefits	386,331		5,902	47,463	178,692
<b>TOTAL PERSONNEL COST</b>	<b>4,052,604</b>	<b>0</b>	<b>84,615</b>	<b>528,774</b>	<b>1,911,753</b>
<b>B. OTHER CURRENT EXPENSES</b>					
1. Airfare (Inter-Island)	0		0	0	0
2. Airfare (Out-of-State)	0		0	0	0
3. Audit Services	0		0	1,302	7,520
4. Contractual Services - Administrative	0		0	4,469	2,823
5. Contractual Services - Subcontracts	0		0	0	3,435
6. Depreciation	0		0	0	0
7. Food	104,750		0	68,280	0
8. Insurance	36,000		0	0	14,464
9. Interest	0		0	0	0
10. Lease/Rental of Equipment	0		0	0	0
11. Lease/Rental of Motor Vehicle	0		0	0	0
12. Lease/Rental of Space	0		0	0	0
13. Mileage	0		0	0	478
14. Postage, Freight and Delivery	0		0	143	3,244
15. Program Activities	0		9,378	2,212	10,288
16. Publication, Printing, and Advertising	0		0	11,000	5,150
17. Repair and Maintenance	88,706		7,625	47,000	34,712
18. Staff Training	0		0	4,000	0
19. Subsistence/Per Diem	0		0	0	0
20. Supplies	107,502		6,234	70,944	60,031
21. Telecommunication	2,400		0	17,631	15,223
22. Transportation	0		0	0	0
23. Utilities	142,562		0	209,861	170,434
24. Client Assistance	36,000		0	7,000	0
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>517,920</b>	<b>0</b>	<b>23,237</b>	<b>443,842</b>	<b>327,802</b>
<b>C. EQUIPMENT PURCHASES</b>	<b>0</b>	<b>0</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>0</b>	<b>0</b>
<b>E. CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL (A+B+C+D+E)</b>	<b>4,570,524</b>	<b>0</b>	<b>107,852</b>	<b>972,616</b>	<b>2,239,555</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:			
(a) Total State Funds Requested	4,570,524	Kanui Bell		(808) 447-2839	
(b) Total Federal Funds Requested	0	Name (Please type or print)		Phone	
(c) Total County Funds Requested	107,852	<i>Constance Mitchell</i>		1/20/2022	
(d) Total Private/Other Funds Requested	972,616	Signature of Authorized Official		Date	
€ Total Non-GIA State Funds Requested	2,239,555	Constance Mitchell, Executive Director			
<b>TOTAL BUDGET</b>	<b>7,890,547</b>	Name and Title (Please type or print)			

Note: As noted in section IV. Financial in the narrative, the \$2.2 million in combined State DHS HPO funds supporting Kaaahi and Sumner shelters and \$39,555 of State TANF MOE funds for Kaaaahi are shown in the Total Non-GIA State funds column above.

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

Applicant: IHS, The Institute for Human Services, Inc.      Period: July 1, 2022 to June 30, 2023

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	208,000	20.00%	41,600
Chief Administrative Officer	1	175,000	20.00%	35,000
Director of Facilities and Maintenance	1	90,000	20.00%	18,000
HTTP-HTAT Program Manager	1	80,000	100.00%	80,000
HTTP-QMHP [LCSW/LMHC/PHd/PsyD/LMFT]	1	110,000	100.00%	110,000
HTTP-Utilization Manager	1	72,000	25.00%	18,000
HTTP-Outreach Manager	1	75,000	20.00%	15,000
HTTP-Outreach Coordinator	1	59,400	20.00%	11,880
HTTP-Clinic/Nurse Manager	1	135,000	100.00%	135,000
HTTP-MD - Family Practice/Psychiatrist	1.5	301,600	100.00%	452,400
HTTP-Pharmacist	1	125,000	25.00%	31,250
HTTP-RN Day	2.4	100,000	100.00%	240,000
HTTP-RN Night	2.4	105,000	100.00%	252,000
HTTP-Case Management/Outreach Specialist	1.5	58,240	100.00%	87,360
HTTP-CNA	4.7	49,920	100.00%	234,624
HTTP-Operations Data Specialist	1	49,920	100.00%	49,920
HTTP-Security	4.7	50,960	100.00%	239,512
HTTP-Janitorial	2	60,320	100.00%	120,640
Kaaahi-Guest Services Manager (Kaaahi)	1	55,000	50.00%	27,500
Kaaahi-Guest Services Assistant (FSC)	7	33,280	150.00%	Application for Grants 49,920

**BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES**

	Period: July 1, 2022 to June 30, 2023			
Kaaahi-Pharmacist	1	125,000	20.00%	25,000
Kaaahi-Pharmacy Tech	1	42,000	50.00%	21,000
Kaaahi-Health Services Manager	1	90,000	20.00%	18,000
Kaaahi-Registered Nurse	1	72,000	75.00%	54,000
Kaaahi-Medical Services Admin Assistant	1	42,000	50.00%	21,000
Kaaahi-Medical Assistant	1	42,000	50.00%	21,000
Kaaahi-After-School Tutor ( 2 x 0.50 FTE)	2	35,360	50.00%	35,360
Kaaahi-Case Manager	1	41,000	100.00%	41,000
Kaaahi-CM Educator	1	110,000	32.00%	35,200
Kaaahi-Admissions/Utilization	1	72,000	45.00%	32,400
Kaaahi-Admissions/Utilization	1	40,000	50.00%	20,000
Kaaahi-Admissions/Utilization	1	42,500	25.00%	10,625
Kaaahi-Maintenance Assistant	1	41,600	100.00%	41,600
Kaaahi-Facilities Admin. Coord.	1	42,000	35.00%	14,700
Kaaahi-Custodian	1	33,280	100.00%	33,280
Sumner-Guest Services Manager	1	75,000	100.00%	75,000
Sumner-Guest Services Assistant (FSC)	1	33,280	150.00%	49,920
Sumner-Pharmacist	1	125,000	40.00%	50,000
Sumner-Pharmacy Tech	1	42,000	50.00%	21,000
Sumner-Health Services Manager	1	120,000	20.00%	24,000
Sumner-MD/APRN-Rx	1	312,000	20.00%	62,400
Sumner-Registered Nurse	1	72,000	75.00%	54,000
Sumner-Medical Services Admin Assistant	1	42,000	50.00%	21,000
Sumner-Medical Assistant	7	42,000	50.00%	Application for Grant 21,000

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2022 to June 30, 2023

Sumner-CM Educator	1	110,000	33.00%	36,300
Sumner-Admissions/Utilization	1	72,000	30.00%	21,600
Sumner-Admissions/Utilization	1	40,000	50.00%	20,000
Sumner-Admissions/Utilization	1	42,500	25.00%	10,625
Sumner-Maintenance Assistant	1	41,600	100.00%	41,600
Sumner-Facilities Admin. Coord.	1	42,000	35.00%	14,700
Sumner-Custodian	1	33,280	100.00%	33,280
<b>TOTAL:</b>				<b>3,230,196</b>

**JUSTIFICATION/COMMENTS:** Positions are prefixed by shelter service location. See org charts for placement in organization.

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2022 to June 30, 2023

Applicant: IHS, The Institute for Human Services,

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b> Not applicable, no equipment funds requested.				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
N/A			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b> Not applicable, no motor vehicle funds requested.				



## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2022 to June 30, 2023

Applicant: IHS, The Institute for Human Services, Ir

### 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	N/A					
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
<b>TOTAL:</b>						
<b>JUSTIFICATION/COMMENTS:</b> Not applicable, no Capital Project funds requested.						

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

Applicant: IHS, The Institute for Human Services, Inc. (for HTTP (551 Dilligham) and Kaaahi En Contracts Total: 18,616,607

	<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
3	Emergency Shelter Program (Sumner)	7/1/22-6/30/23	DHS-HPO	State	1,100,000
4	Emergency Shelter Program (Sumner)	7/1/21-6/30/22	DHS-HPO	State	1,100,000
5	Emergency Shelter Program (Sumner)	7/1/20-6/30/21	DHS-HPO	State	1,100,000
6	Emergency Shelter Program (Sumner)	7/1/19-6/30/20	DHS-HPO	State	1,000,000
7	Emergency Shelter Program (Kaaahi)	7/1/22-6/30/23	DHS-HPO	State	1,100,000
8	Emergency Shelter Program (Kaaahi)	7/1/21-6/30/22	DHS-HPO	State	1,100,000
9	Emergency Shelter Program (Kaaahi)	7/1/20-6/30/21	DHS-HPO	State	1,100,000
10	Emergency Shelter Program (Kaaahi)	7/1/19-6/30/20	DHS-HPO	State	1,000,000
11	TANF Maintenance of Effort (MOE)	1/1/23-12/31/23	DHS-BESSD-HTPO	State	250,000
12	TANF Maintenance of Effort (MOE)	1/1/22-12/31/22	DHS-BESSD-HTPO	State	250,000
13	TANF Maintenance of Effort (MOE)	1/1/21-12/31/21	DHS-BESSD-HTPO	State	250,000
14	TANF Maintenance of Effort (MOE)	1/1/20-12/31/20	DHS-BESSD-HTPO	State	250,000
15	TANF Maintenance of Effort (MOE)	1/1/19-12/31/19	DHS-BESSD-HTPO	State	250,000
16	ESG CARES Emergency Shelter Essential Services (Kaaahi and Sumner)	1/1/21-1/22/22	Dept. Community Svcs.	Honolulu County	1,055,235
17	ESG CARES Emergency Shelter Operations (Kaaahi and Sumner)	1/1/21-1/22/22	Dept. Community Svcs.	Honolulu County	572,071
18	ESG CARES Emergency Shelter Renovations (Kaaahi and Sumner)	Pending NTP FY 23	Dept. Community Svcs.	Honolulu County	1,706,740
19	VA Sumner Emergency Beds	2/2/22-2/1/23	Veterans Afffairs	U.S.	92,856
20	VA Sumner Emergency Beds	2/2/21-2/1/22	Veterans Afffairs	U.S.	90,228
21	VA Sumner Emergency Beds	2/2/20-2/1/21	Veterans Afffairs	U.S.	89,571
22	VA Sumner Emergency Beds	8/1/19-2/1/20	Veterans Afffairs	U.S.	32,850
23	VA Sumner Emergency Beds	8/4/18-7/31/19	Veterans Afffairs	U.S.	65,700
24	ESG Emergency Shelter Essential Services	Pending NTP FY 23	Dept. Community Svcs.	Honolulu County	221,012

25	ESG - Essential Services & Shelter Operations	12/28/20-1/31/22	Dept. Community Svcs.	Honolulu County	324,593
26	ESG - Essential Services & Shelter Operations	3/6/20-1/31/21	Dept. Community Svcs.	Honolulu County	254,258
27	ESG Emergency Shelter Operations	Pending NTP FY 23	Dept. Community Svcs.	Honolulu County	221,012
28	ESG Emergency Shelter Operations	5/20/19-6/30/20	Dept. Community Svcs.	Honolulu County	125,000
29	ESG Emergency Shelter Operations	2/1/18-3/31/19	Dept. Community Svcs.	Honolulu County	229,085
30					

## **Attachments**

1. Organization Chart
2. Program Specific Chart
3. CARF Accreditation Letter

# 1. Organization Chart

= 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.

KV Children's Program Manager (RFT)  
Allysa K.

Family Case Manager (RFT)  
Patty R.

KV Children's Activities Specialist (RFT)  
Kristina L.

KV Family Specialist (RFT)  
Kiana W.

Veteran's Program Coordinator (RFT)  
Keith B.

Veterans Case Manager (RFT)  
Robin M.

VET House Resident Managers (RFT)  
Robert "Bob" F. Blaine K.

ADAD Program Coordinator (RFT)  
Carrie "Lali" L.

Substance Abuse Counselors - ADAD (RFT)  
Vacant

CIS Case Managers (RFT)  
Donna K. Vacant

Clinical Supervisor [QMHP] (RFT)  
Vinesha B.

QMHP  
Tim L.

QMHP  
Dominic I.

QMHP  
Kendra E.

CCS Administrative Coordinator (RFT)  
Ilima P.

CCS Team Leader (RFT)  
Vacant

CCS Team Leader (RFT)  
Vacant

CCS Administrative Coordinator (RFT)  
Michele M.

CCS Team 1: Case Managers (RFT)  
Whitney P.  
Sunya N  
Jarrod C.  
Orin L.  
Karen L.  
Vacant  
Vacant

CCS Team 2: Case Managers (RFT)  
Micalia  
Tomi A  
Larry L.  
Kristen A.  
Yadialis R.  
Vacant  
Vacant  
Vacant

CCS Team 3: Case Managers (RFT)  
Alicia K  
Marci C.  
MacArthur F. (Chaplain)  
Alyssa H.  
Emily S.  
Vacant  
Vacant  
Vacant

CCS Outreach Specialist (RFT)  
Samuel "Tanu" S.

AMHD Program Manager (RFT)  
Lawrence A.

AMHD Administrative Coordinator (RFT)  
Kapeka C.

LMI Case Manager (RFT)  
Ailau P.

HICM+ Case Managers (RFT)  
Michael M.  
Daniel M.  
Vina G.  
Jessicalyn B.  
Doreen T.  
Vacant

Certified Peer Specialists (CPT)  
Janette D.  
Vacant

Housing 1st Program Coordinator (RFT)  
Rayna B.

Housing 1st Case Managers (RFT)  
Oscar B.  
Tyler G.  
Veronica S.  
Samantha L.

Outreach Navigation Coordinator (RFT)  
David W.

Outreach Program Manager (RFT)  
Castro M.

AMHD Outreach Specialists (RFT)  
Tiffany D.  
Elizabeth L.

HPO Outreach Specialists (RFT)  
Kevin "Kalani" N.  
Kevin M.  
Sarah R.  
Jordan A.

HTAT Outreach Specialist (RFT)  
Kaimbrea V.

HTAT Outreach Associates (RFT)  
LaToya "Denise" B.  
Kourtney D.  
Lynn O.  
Lawrence L.

HONU Outreach Coordinator (RFT)  
Eli U.

HONU Outreach Case Manager (RFT)  
Danalynn C.

HONU Outreach Support Specialist  
Seraiah K.

ESG Outreach Specialists (RFT)  
Vacant  
Vacant

Outreach Program Administrator (RFT)  
Yukiko L.

Shelter Admissions Coordinator (RFT)  
Ching "Jao" J.

Program Referral Specialist (RFT)  
Reggie G.

Housing Program Manager (RFT)  
Tani M.

Permanent Supportive Housing Coordinator (RFT)  
Heidi A.

PSH Housing Specialist (RFT)  
Melinda H.

Housing 1st Coordinator (RFT)  
Joshua "Kainoa" T.

Housing 1st Housing Specialists (RFT)  
Albert L.  
Ravan D.

Housing 1st Housing Associate (RFT)  
Eric C.

Rapid Rehousing Coordinator (RFT)  
Crystal A.

RRH Housing Specialists (RFT)  
Ronica G. [ESG Cares]  
Jonell V. [HPO]  
Alberta S.  
Nina L.

RRH Housing Associate (RPT)  
Lynn H. [HPO]

HPRP Housing Specialists (RFT)  
Jeannette G.  
Lealoha T.

Housing Associate (RFT)  
Kailan C.

Employment Program Manager (RFT)  
November M.

Urban Agricultural Specialist (RFT)  
Tanya "Lubei" C.

Urban Agricultural Assistants (RFT)  
Mariely F. (RPT)  
Derrick T.

Employment Specialists (RFT)  
Ed N.  
Jerolyn "Jeri" J.

Vocational Specialists (RFT)  
Fern M.  
Raquel P.

Digital Marketing & Events Manager (RFT)  
Julie T.

Marketing Coordinator (RFT)  
Angie K.

Volunteer & Community Programs Manager (RFT)  
Vacant

Development Coordinator (RFT)  
Lauren T.

Development Assistant (RPT)  
Nathan B.

Data Specialist (RFT)  
Nancy R.

Grant Writer (RFT)  
Tram N.

Grants & Evaluation Specialist (RFT)  
Fahzeela M.

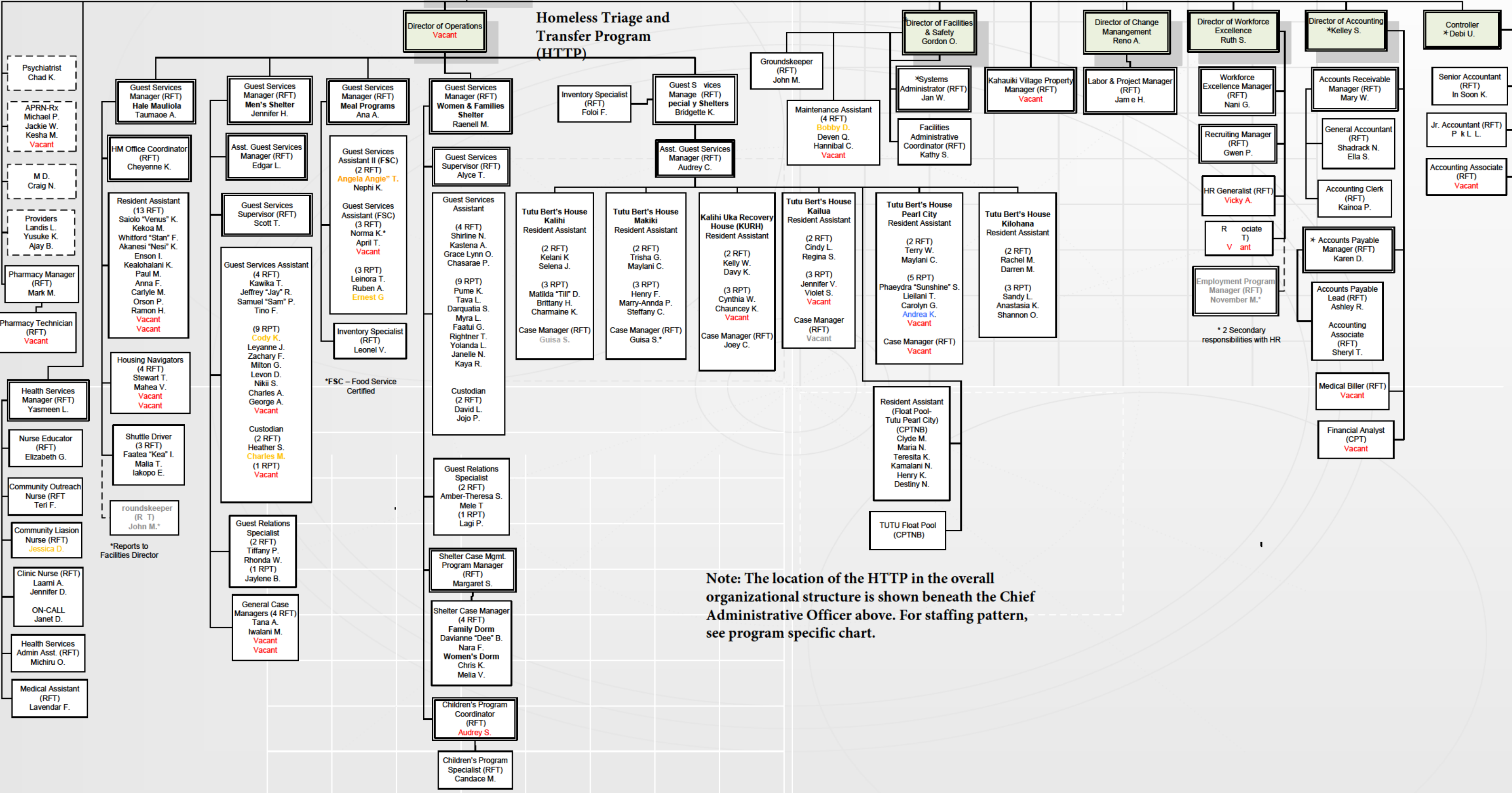
\* = Staff facilitating GIA  
 Operating Costs

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

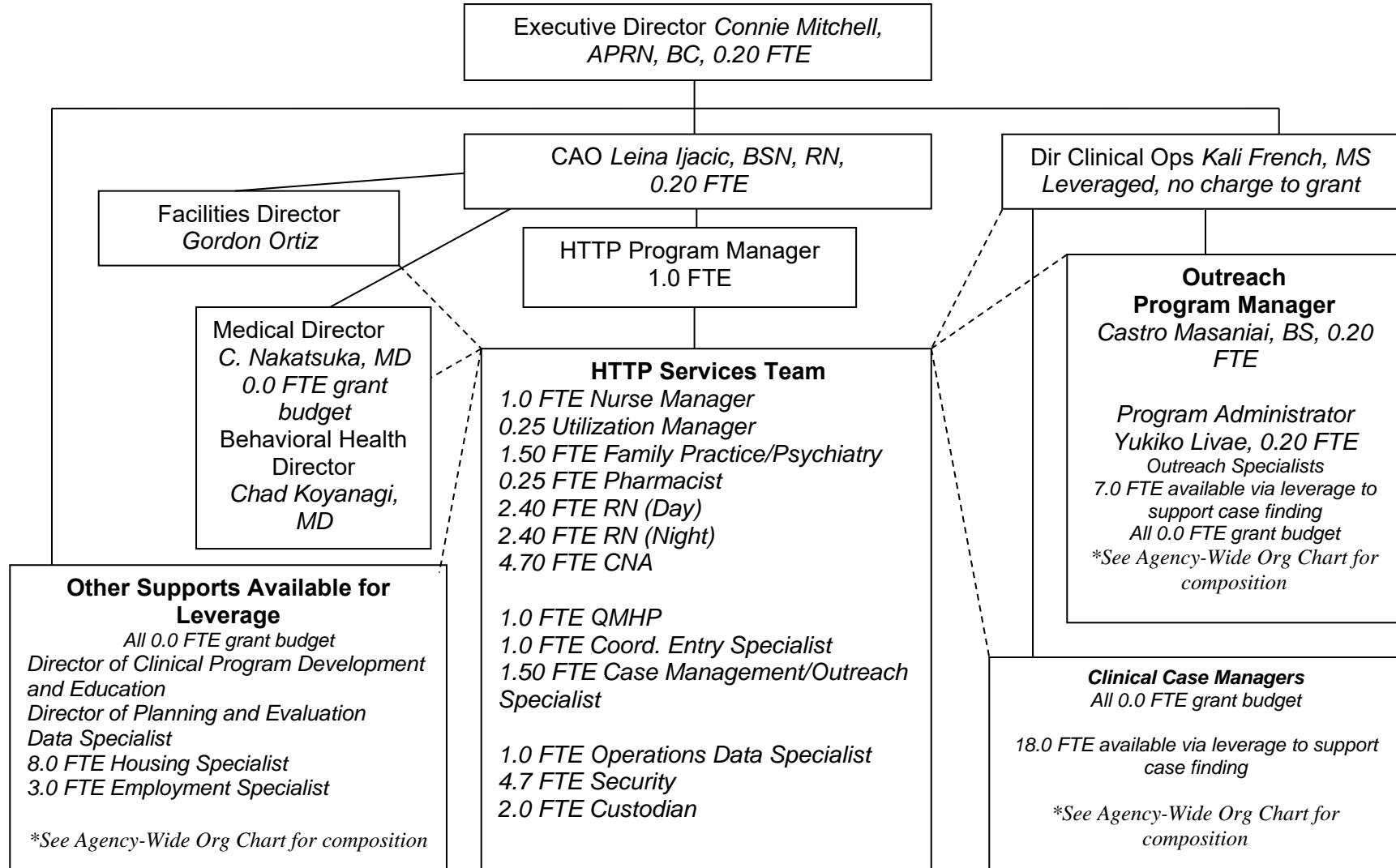


Note: The location of the HTTP in the overall organizational structure is shown beneath the Chief Administrative Officer above. For staffing pattern, see program specific chart.

## **2. 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. IHS finance staff who will conduct billing and financial reporting duties are not shown due to space limitations.

### **3. 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.

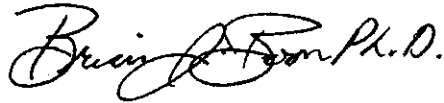
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to 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 style.

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

Enclosures