

Application Submittal Checklist

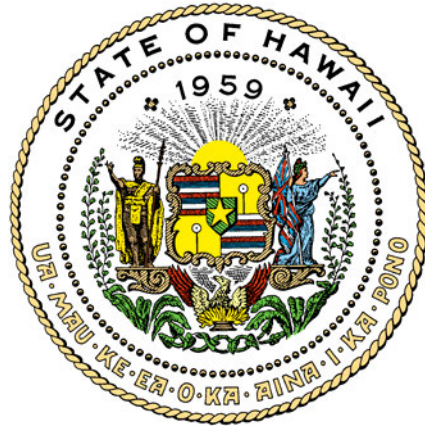
The following items are required for submittal of the grant application. Please verify and check off that the items have been included in the application packet.

- 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

NICHOLAS WINFREY PRESIDENT AND CHIEF
PROFESSIONAL OFFICER
PRINT NAME AND TITLE

1.20.2022
DATE



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

MAUI UNITED WAY

was incorporated under the laws of Hawaii on 06/17/1969 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



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

Dated: January 19, 2022

Director of Commerce and Consumer Affairs

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.

Attached

2. Declaration Statement

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

Attached

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](#).

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

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;

MISSION – Maui United Way's (MUW) mission is to bridge resources that enrich and empower Maui county's community and to be the trusted leader to unite Lanai, Maui and Molokai in providing opportunities for our community to flourish sustainably. Through its partnerships, Maui United Way supports vulnerable children and youth in achieving academic success, helps low-income individuals and families work toward financial stability, and improves community health. In fiscal year 2020-21, MUW supported partners that provided a total of 39,000+ services in Maui County, distributed over 150,000 pieces of PPE, supported rental and utility assistance, created a Maui County 211 operator position in partnership with

Aloha United Way, and supplied over 130,000 locally produced meals through our Kau Kau 4 Keiki program.

Established in the 1940s as the Community Chest, the organization subsequently incorporated as a nonprofit in 1962 and soon thereafter transitioned into the Maui United Way. MUW currently provides financial and programmatic support to thirty-nine health and human service programs, while encouraging Maui residents to give, advocate, and volunteer.

Maui United Way raises funds for partners through its annual LIVE UNITED campaign, and collaborates with private individuals and businesses, public agencies, and nonprofit organizations to raise awareness about the work of local Maui County social service agencies, to encourage volunteerism, secure contributions, and implement a comprehensive and community-oriented grant allocation process.

MUW also builds relationships with other Maui County non-profits to support community collaboration, enhance overall community engagement, and cultivate volunteers to support community events, seasonal drives, special projects, and fundraising campaigns. The staff and Board of Maui United Way believe that everyone in the community has a role in building a better future for all.

2. The goals and objectives related to the request;

There are three primary goals with associated objectives related to this request:

Goal #1: Continuity of Operations

The primary goal of this request is to secure funding to maintain administrative support for Maui United Way. This includes partial funding for four key staff positions: President, Director of Operations, Community Impact Coordinator and Campaign and Projects Coordinator. These roles provide key support for the thirty-nine Maui County nonprofit programs which are currently reliant on Maui United Way funding so they can continue to provide needed services. These include specific programs for which Maui United Way funds represent a large percentage of the program budget, or which do not have sufficient infrastructure for fundraising and marketing, or for which consistent supplemental funding leverages other support, for example:

Aloha House \$15,278.87
Alzheimer's Association \$9,545.28
American Lung Association \$10,000.00
Best Buddies \$6,702.50
Big Brothers Big Sisters Hawaii, Maui \$8,276.15
Boys & Girls Clubs of Maui \$11,052.40
Catholic Charities \$9,979.00
Child & Family Service \$13,409.50
Common Ground Collective \$13,000.00
Feed My Sheep \$12,026.38
Girl Scouts Council of Hawaii \$7,341.00
Habitat for Humanity \$8,342.58
Hale Mahaolu \$13,000.00
Hana Arts \$13,000.00

Hospice Maui \$16,313.19
Hui No Ke Ola Pono \$11,000.00
IMUA Family Services \$17,041.14
Ka Hale A Ke Ola \$12,705.50
Kupu \$13,000.00
La'akea Village \$13,000.00
Lahaina Arts Guild \$10,500.00
Lanai Kinaole \$13,000.00
Malama Family Recovery Center \$16,598.34
Maui Adult Day Care Centers \$18,827.05
Maui Family Support Services \$14,987.20
Maui Hui Malama \$13,000.00
Maui Mediation Services \$8,855.50
Maui Youth & Family Services \$14,057.50
Mental Health America of Hawaii, Maui \$13,058.50
Mental Health Kokua \$13,382.50
No Hoaloha \$7,500.00
Ohana Makamae \$7,108.00
PACT \$6,222.30
Paia Youth Council, Inc. \$5,865.00
PATCH-People Attentive to Children \$5,883.00
Planned Parenthood \$16,012.30
Salvation Army \$11,906.30
Maui Farm \$9,312.70
Women Helping Women \$16,205.80

Goal #2: Community Non-Profit Capacity Building (increase sustainable funding options, community impact, and collaboration within the county)

To mitigate for the current down trend in financial support within the county, Maui United Way is looking to dedicate additional staff bandwidth to grow our partners funding sources beyond the state of Hawaii. In addition, we look to increase the return on investments supporters make by evaluating programmatic impact and how resources can be better utilized. Within this work, we look to connect similar non-profit programs to increase their reach by consolidating expenses.

Objectives for key staff positions:

President and Chief Professional Officer: Work with Maui County non-profit executive directors and board members to network and build connections between the non-profit and corporate sector, individual donors, foundations, thought leaders, and government officials including Federal Representatives.

Director of Operations: Provide administrative oversight, financial oversight, HR services, and auditing support for non-profits without key staff or are in the process of creating programs and/or new non-profits.

Community Impact Coordinator: Work with all funded agencies on key data collection, program evaluation, and liaising with program directors for real time updates in the non-profit space. Develop electronic reporting system that will normalize non-

profit program reporting for better and automated evaluations and forecasting for future community needs.

Campaign and Projects Coordinator: Develop online trainings and materials for event and fundraising capacity building. Additionally, evaluate current trends in fund development locally, state wide, and federally. Provide support in endowment building and end of life gifts for non-profit agencies without current capacity.

Goal #3: Growth and Support of Food Security

Maui County experiences many of the same economic and social challenges faced by residents in urban and rural Oahu, while also encompassing some of the most remote, sparsely populated, and high need populations in the state. These communities -- particularly those in the more remote areas of the County, such as Hana, Moloka`i, and Lana`i -- do not have the economy of scale to support many of the services needed by their residents. With 42% of Maui county's population falling within the ALICE (Asset Limited, Income Constrained, Employed) range, food insufficiency continues to be a huge cause of inequity in our community. Maui United Way sees this issue as a linchpin that creates other gaps in needs within our sector. This past year we operated the Kau Kau 4 Keiki program in partnership with private funders, Department of Education, the USDA, and private farmers to deliver locally produced meal boxes during school breaks for keiki in need. We're looking to continue this program along with others to better understand the food security needs to better close the gaps and create a circular food system.

Working with University of Maui College Maui United Way has developed a food security dashboard utilizing proprietary and public data to display the ongoing needs in our county. Moving forward this administrative support will allow MUW staff to continue to develop this online system and work with our non-profit partners to evaluate the gaps and needs, consolidate resources, and create processes to deliver food and invest in the best way possible to ensure no child goes hungry this next year.

Objective 1: Continue to develop and grow our food insecurity dashboard in partnership with the University of Hawaii system and United Way Worldwide.

Objective 2: Collaborate with local farmers to plan out planting and harvesting schedules to ensure ample supply of fresh locally produced food for our Kau Kau 4 Keiki program.

Objective 3: Work with NASA Harvest, Maui Nui Food Alliance, Sustainable Molokai, Hawaii Taro Farm and others to develop processes to map out crop growth utilizing local data as well as satellite imaging.

3. The public purpose and need to be served;

The economic, social, health, and educational services that Maui United Way provides through its thirty-nine partners and ancillary programs are vital to the community, as evidenced by current county data.

Food Security:

Hawaii imports 85-95% of its food and with current supply chain issues, environmental impacts, and COVID crisis makes our food supply incredibly vulnerable. We are the most isolated population on earth and rely on outside providers to fill a gap at a huge cost. By evaluating the gaps, needs, costs, and capacity within the county, we will be better to plan for the uncertain future within our county and create systems that can be replicated throughout the state.

Affordable Housing:

For example, the participation of off-island investors in Maui's real estate market has impacted the cost and availability of housing: 28.3% of homes built between 2000 and 2010 were owned by people residing outside Maui County in 2010, and according to a May 18, 2017 *Maui News* article, Maui is now No. 5 out of 20 least affordable housing markets in the country, ahead of Honolulu which ranked 13th. Consequently, a full 51.7% of all residential home sales were made to out-of-state buyers. Furthermore, "during the recent recession and its aftermath, mortgage delinquencies increased sharply in Maui, Hawai'i and Kaua'i counties." (Socio-Economic Forecast Report, 2014)

Homelessness:

Challenges related to affordable housing exacerbate other financial and social issues, with homelessness representing the most extreme impact for Maui citizens. According to the Homeless Service Utilization Report issued by the University of Hawaii Center on the Family, while three out of four counties saw a decrease in homeless individuals served between July 2015 and June 2016, Maui County recorded its highest number ever for homeless users at 2,702, representing a 22.5% increase from the previous year. Maui County also had the largest share of new clients, serving 45.9% more new clients over the previous year, 32% of which were families with children.

There are numerous circumstances that impact the ability of homeless individuals to find housing. Affordable rentals are limited, especially for families with children and those with a negative rental history. Homeless individuals struggle to find jobs that pay a livable wage, and they often lack education and/or have an unsatisfactory work history. Childcare services, which are necessary for working parents, are increasingly unaffordable for families on a fixed budget. These circumstances impact children in a variety of ways, including educational outcomes, all of which can lead to foster care.

Health Care and Transportation:

Clearly, economic factors have a significant impact on residents' access to health care. Furthermore, many Maui districts are designated as Health Professional Shortage and Medically Underserved Areas for Mental Health, Primary Care, and Dental Care, adding to the challenges faced by low-income Maui residents.

The fact that Maui County's population is rapidly aging also adds to the pressure on the islands' limited infrastructure: The share of the population 65 years of age or older is forecast to reach 23% in 2035, up from 12.8% in 2010, and most recently, 16.6% in 2016.

And finally, Maui County's more isolated and less-populated areas – Lana`i, Moloka`i, and Hana – have some of the highest socio-economic needs. Geographic and transportation challenges magnify -- and are magnified by -- these needs for the individual and the community. Further, the success or failure of one employer or a single agency or institution can impact the whole community.

Education:

Of the 21,000 students enrolled in Maui County public schools, the percentage receiving free or reduced lunch ranges from 24% to 79%. Ten percent of public school students drop out, and of those who graduate, only 29% complete college degrees.

Domestic Violence:

For women and children in Maui County, domestic violence (DV) presents one of the highest risks to health and safety, with fatalities representing the most extreme outcome. DV also impacts self-esteem and independence, causing isolation, contributing to challenges in finding and holding a job, and deterioration of physical and mental health. Studies of children exposed to DV reveal negative educational as well as short- and long-term mental and physical health outcomes.

It is estimated that in Hawaii, 50,000 women between the ages of 18 and 64 are victims of domestic violence each year. Recent instances of DV in Maui County have been newsworthy and alarming. Between September 2011 and March 15, 2015 in Maui County, five women were killed; one woman has been missing for over a year; and a four-year-old boy was allegedly killed in his home by his father. In May 2016 alone, two women were killed in domestic violence incidents on Maui.

Domestic violence can also lead to homelessness. When families break up as a result of DV, a two-income family becomes a single-income family. Furthermore, often a woman who must become a breadwinner was not in that role previously, and therefore does not have the work history to earn enough to provide for her family.

4. Describe the target population to be served; and

Maui United Way's priority areas include vulnerable youth working to achieve academic success, families working toward financial stability, and those experiencing community health issues. The target population is therefore made up of Maui County residents whose needs intersect with MUW's priority areas.

Children	16535	31%
Men	19169	36%
Women	25475	48%
Native Hawaiian/Pacific Islander	10501	20%
Seniors	4326	8%
Mental Illness	4424	5%
Total	52616	

5. Describe the geographic coverage.

Maui United Way (MUW) serves diverse residents in the County of Maui, including Maui, Lana`i, and Moloka`i. As noted previously, Maui County includes a diversity of communities, from relatively highly populated areas such as Wailuku or Kahului, with 6,000 to 8,000 people per square mile, to Hana with less than eleven people per square mile, Lana`i with twenty-two individuals per square mile, and Moloka`i with twenty-eight people per square mile. The majority of services provided support Maui, specifically Kahului and Wailuku.

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;

Maui United Way’s fundamental goal is to create long-lasting changes advancing the common good for the people of Maui County by addressing underlying causes of community challenges. MUW achieves its objectives by motivating individuals and business to help others, matching up donors with appropriate nonprofits, increasing resources to meet the needs of nonprofit partners, and assisting community groups in innovating solutions to Maui challenges.

Occupying this crucial niche is important because the agencies that are meeting the community’s health and human service needs require long-term broad-based support to ensure the continuation of services. As a nonprofit agency working alongside groups addressing challenges in the three impact areas of health, education, and economic stability -- targeting a range of populations and utilizing varied approaches -- MUW strives to facilitate the provision of comprehensive and diverse services, without duplication. MUW also helps sustain partners’ success in achieving a high impact and ensuring that funded programs are effective by providing additional assistance in meeting proposed outcomes, and managing issues and challenges that arise.

Furthermore, while funding is key to supporting Maui nonprofits, community mobilization,

general advocacy, and public education are also vital for their long-term sustainability. Because many lack the time and resources to recruit volunteers and/or conduct direct marketing campaigns, MUW provides Maui nonprofits with funding, promotes volunteerism, supports capacity building, and amplifies agency messages.

Maui United Way achieves its goal of addressing underlying causes of community challenges by providing robust support to targeted agencies and encouraging multi-faceted engagement with nonprofits by community members – motivating them to give, advocate, and volunteer. By serving as a “Better Business Bureau” for nonprofits, MUW certifies that donors’ contributions will be well-utilized, and helps build a bridge between private, nonprofit, and public sectors. MUW invests funds strategically in programs, meeting identified needs in Maui County through the grant allocation process and conducting the annual LIVE UNITED fundraising campaign.

MUW also helps innovate solutions to specific challenges. For example, MUW brought together dozens of community partners to launch the Kau Kau 4 Keiki program in the county of Maui in the Summer of 2021. MUW secured over \$300,000 in private funding to support the program during Summer, Fall, and Winter breaks with plans to operate in the Spring and Summer of 2022. The program grew from 600 boxes weekly through Maui and Lanai to over 1500 throughout the entire county.

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

Maui United Way adheres to the following timeline each fiscal year (July through June):

Continuing operations in March, the Kau Kau 4 Keiki student feeding program will operate during Spring Break. The program will continue during the summer months distributing 21,000 meals weekly that include locally grown produce and culturally appropriate foods including poi and shelf stable ulu.

Operating in the calendar year of 2022, Maui United way will work with NASA Harvest to build community support from January to June with specific virtual meetings and information sharing sessions. From July to December, the program will be in the data collection and evaluation phase to build out our county wide mapping of food availability.

From January to May, Maui United Way will work with UH Maui college and our United Way Worldwide supported intern to continue development on our food security dashboard.

Beginning in September of each year, the annual eight-month LIVE UNITED campaign includes corporate and employee giving, community fundraising, targeted foundation requests, and corporate solicitations through the statewide Maui United Way. To facilitate employee giving, staff and Board members collaborate with some 300 Maui businesses from September through April, recruiting company volunteers to help coordinate activities, and working with partner agencies to make presentations about community needs to more than twenty-five companies. Employees donate easily through payroll deductions, and support all MUW partners, specific impact areas, and/or one or more individual agencies of their choosing. This is

an extremely important opportunity for nonprofit agencies, which may not otherwise be able to broadcast their message to a wider audience, and often struggle to recruit volunteers and raise funds through individual donors. During this time, MUW also distributes the Report to Donors, and sends pledge requests to thousands of Maui residents through direct mail.

The process for determining how allocations will be distributed begins in February of each year. The scope of agency partnerships is established based on a one-month grant allocation process and involves approximately forty community volunteers each year. Volunteers are trained in April to assess applicants for governance, financial management and fiscal responsibility, legal issues, program management, and human resources administration. Then, in May, volunteers conduct site visits to evaluate safety, quality and accessibility of facility and equipment, and overall agency appeal. They also conduct interviews with relevant agency staff, determine whether projects meet identified community needs, reach substantial numbers of the population, and provide quality program delivery. They further determine whether or not programs duplicate existing services, and evaluate each agency's fundraising efforts. Final decisions are made in May and June. Because Maui United Way has been conducting this process for over 40 years, long-term partnerships have been developed over the years and most agencies remain partners for extended periods of time.

Partners receive three-year grants of up to \$30,000 per year, which are disbursed in July.

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

Maui United Way measures success by tracking its support of partner agencies, and the agencies' progress in serving the community. All survey and assessment results are reviewed by the President and staff, shared with the Board, with changes made on an ongoing basis. MUW is also evaluated by United Way Worldwide, which reviews mission focus, relationship orientation, collaboration, results, and brand stewardship. To date, MUW has met these evaluation benchmarks each year.

In order to ensure adequate financial support of partners, Maui United Way tracks progress toward revenue goals utilizing the sophisticated Donor Tracker database program, which aggregates donor information and provides ongoing monitoring, including tracking outstanding pledges and the amount left to raise at any given time. Between thirty and fifty donation cards are recorded per day, and indicators include:

- Number of donations from corporations and employees.
- How donations are directed (general, individual agencies, impact areas).
- Amounts of donations.

Maui United Way's annual fundraising goal is approximately \$900,000, and benchmarks to reach funding goals are evaluated every month. Monthly goals guide the Board and staff in making immediate decisions about outreach and follow-up, as well as identifying trends and concerns. For example, Donation Tracker is essential for comparing information from current campaign years with previous years. The program helps to identify corporations, companies,

foundations, and individuals who have increased, decreased, or stopped giving, with various reporting capabilities supporting data-driven decisions.

And since marketing is crucial to successful fundraising, ad placements, social media analytics, and earned media are logged and reviewed by the President and staff, with the ultimate goal of increasing new donors and volunteers.

With regard to the quality of MUW's support of partners, electronic surveys are solicited annually from agencies with questions about MUW performance, overall satisfaction, and suggestions for areas of improvement. As a result of these and other evaluations, Maui United Way is constantly actively revising and improving the allocation and reporting processes.

Partner agencies' services are evaluated every six months through semi-annual and annual reports. Specific indicators include:

- On-time collection rates of partner agency reports.
- Percentage of partner agencies meeting semi-annual goals.
- Percentage of partner agencies expending funding on-time.
- MUW staff follow-up with partner agencies challenges within 60 days.

The success of MUW's recruitment efforts and relationships with other stakeholders, such as volunteers, is tracked collaboratively by the Community Impact and Campaign Coordinators. Indicators of volunteer engagement include:

- Number of volunteers engaged in a given year.
- Number of volunteer hours donated in a given year.
- Rate of volunteer burnout.

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 that will be provided to the state will include a complete listing of all the agencies that received funding through the state appropriations, including total amounts of funds allocated to each organization, expensed reporting on all in house programs with measurable outcomes included – NASA Harvest mapping project, Food Security Dashboard, and Kau Kau 4 Keiki.

Semi-annual and annual evaluation reports for all partner agencies funded through the appropriations will be provided to the state as well. Reports include how funding was spent, whether the agency was successful in reaching benchmarks, and where additional support is needed.

Maui United Way collects these reports at the end of January and at the end of June, and will provide them to the state the following March and August respectively.

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
Attached
 - b. Personnel salaries and wages ([Link](#))
Attached
 - c. Equipment and motor vehicles ([Link](#))
NA
 - d. Capital project details ([Link](#))
NA
 - e. Government contracts, grants, and grants in aid ([Link](#))
Attached

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2022.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$21,608	\$21,607	\$21,607	\$21,607	\$86,429

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2022.

Of \$900,000 expected to be raised by Maui United Way in FY 2022, it is estimated that 20% of donations will come from foundations, 67% from businesses (inclusive of employee and corporate giving), and 13% from individual gifts (not associated with a company). More than twenty-five businesses and their employees annually donate more than \$5,000 through employee campaigns, with ten of those providing more than \$10,000.

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.

Maui United Way has not received any state or federal tax credits in the last three years, Maui United Way is in the process of applying for the Employee Retention Credit.

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 2022 for program funding.

Attached

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2017.

\$252,064

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.

For more than seventy-five years, Maui United Way has safeguarded the community, ensuring that non-profit services are available to those in need. Together with thirty-nine non-profit agency partners providing thirty-four essential programs, MUW continues to impact sustainable change for a better tomorrow.

As noted previously, 39,00 non-profit services were provided to people in need in fiscal year 2020-2021, including educational services focused on helping children and youth achieve their potential, sustainability services to promote financial stability and independence to low-income families and individuals, and mental, physical, and emotional health services. Additionally, Maui United Way helped provide over \$125,000 in emergency safety net grants, PPE and hand sanitizer to the entire county, and over \$350,000 in privately funded rental and utility assistance.

In fiscal year 2019-2020, a total of 38,00 nonprofit services were provided in educational, financial stability, and health services.

In fiscal year 2018-2019 a total of over 31,00 nonprofit services were provided in educational, financial stability, and health services.

<https://mauiunitedway.org/files/galleries/2018-2019.pdf>

In 2021, Maui United Way staff presented twenty-five community awareness company presentations to over 2,000 employees remotely. And over eight thousand supporters learned about volunteer projects via emails, Facebook, radio ads, and through the quarterly LIVE UNITED newsletter. MUW also compiled and disseminated grantee statistical information to

the community in order to demonstrate agency partners' impact in Maui County.

Additionally, MUW mobilized hundreds of residents volunteering over 1,800 hours of service last year. These individuals make an enormous difference by promoting MUW's message, and also by modeling community engagement. Volunteers dedicated over 2,500 hours along supporting the Kau Kau 4 Keiki program delivering meals to children in need during school breaks. We also created a 211 operator position to answer community member calls searching for much needed social services. This operator has handled over 2,500 calls directly from local residents this past year.

Besides advocacy, promoting programs, and building community support, Maui United Way amplifies in-kind contribution opportunities in the community (such as cars, vans, appliances, and furniture), and conducts various toy and school supply drives throughout the year. This year, MUW provided 10,556 school supplies for Maui County students to start off the school year prepared. And during the 2017 Holiday Toy Drive, MUW collected toys for over 2,587 children, meeting 99% of the County's need -- the most successful toy drive to date.

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.

Maui United Way operates out of the Cameron Center in Wailuku where we hold our 1000 square foot offices as well as two separate storage units. Being located centrally in Maui and close to several of our partners has allowed us to work directly with the public and our grant recipients. Additionally, during the current health crisis, Maui United Way has implemented flexibly working with appropriate technology to maintain staffing continuity.

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.

The Maui United Way staff is very lean and includes 4 full-time employees led by President/Chief Professional Officer Nicholas Winfrey who has over a decade nonprofit experience. The other three employees, a Campaign/Projects Coordinator, a Community Impact Coordinator, and a Director of Operations, all report directly to the President/CPO, who reports to the Board of Directors. Additionally we have an ancillary 211 operator here in the county that serves as a liaison to both non profits and our partners at Aloha United Way.

The primary purpose of the **President/CPO** position is to lead, manage and direct Maui United Way, with the following essential duties and functions:

- Responsible to the Maui United Way Board of Directors (“Board”).
- Conducts annual employee and corporate campaign fundraising to support vital community programs.
- Cultivates, recruits and motivates community volunteer leadership.
- Assists the volunteer leadership to identify and address community issues and opportunities and develop strategic plans to meet community needs.
- Cultivates, develops and maintains cooperative relationships with federal, state and local government as well as community leaders, groups and organizations, labor organizations and agencies to fund and implement a healthier, more compassionate community.
- In collaboration with the Board, establishes organizational plans, policies and procedures for effective and efficient operation of Maui United Way.
- Leads, manages and directs Maui United Way staff in developing strategies, plans, goals and objectives, work plans, assignments of work, and review of performance.
- Upholds organizational initiatives and promotes a positive working environment that is conducive to teams.
- Proposes to the Board and manages the annual budget.
- Represents Maui United Way to the media and the community.
- Collaborates with other communities, state organizations, United Way Worldwide provides leadership in response to local, state and national crisis situations.
- Staffs the Board of Directors, Executive Committee and other Task Force or Committees as appropriate.
- Assists community volunteer leadership in setting and reaching the campaign goal.
- Attends significant local, state, national and international events, ceremonies, fundraisers and meetings representing Maui United Way.
- Attends MUW Board of Directors meetings, Executive Committee meetings and others as determined in its Bylaws, as well as special events.

QUALIFICATION REQUIREMENTS:

Skills/Knowledge: Requires knowledge of objectives, principles, practices and trends in human service agencies, systems, funding and operations. Must be able to work independently as well as the ability to contribute as a team member. Must have the ability to establish and maintain significant relationships with persons at all levels within the community, including corporate chief executive officers, labor representatives, health and human services agency personnel, government representatives, other United Way organizations and representatives of all United Way stakeholders. Must have the ability and skill in the area of budgeting and financial management. Must have skills as a strong executive manager and developer of people in an organization with a multi-disciplinary staff.

Education/Experience: Bachelor’s Degree Graduation from an accredited college or university in social work, management, business administration, public administration, public health, political science or sociology. Advanced degree preferred. Minimum of three (3) years of successful senior management level experience; experience with volunteer boards,

management committees and other volunteer groups which make operating policies for the organization; or any combination of education and experience which would provide the knowledge, skills and abilities to perform the essential duties of this position. Previous or current working experience in a team environment, experience at a nonprofit organization and in a team environment is highly preferred.

President/CPO Nicholas Winfrey has a Bachelor's Degree from Arizona State University in Human Communication. His experience includes serving in the US Marine Corps, Operations management for Southern California Humane Society, Fundraising and Philanthropy Manager for Australian Red Cross and serves a multitude of volunteer roles including sitting on the Low to Moderate Income Advisory Council for Hawaiian Electric, Vice President of the Maui Non Profit Directors Association, member of the Red Cross Advisory Council, Rotarian, and member of the Department of Health Committee for Underage Drinking.

The **Campaign/Projects Coordinator** is responsible for the organization, planning and coordination of all Campaign events and fundraising activities. The Coordinator maintains agency relationships with the community and provides pertinent information to partners, volunteers and donors associated with fundraising. He or she provides campaign management and tracking of employee, corporate, foundation and individual giving. The Coordinator is directly responsible for nurturing and developing a network of contacts with the community, volunteers, speaker's bureau, marketing personnel, and other team members to focus attention on future and current projects necessary to further MUW's goals and objectives. He or she works closely with President & CPO and MUW staff to review and report status of campaign related projects. He or she must become familiar with the community and establish contacts with people at all levels within the community including: corporate executives, labor representatives, health and human service agency personnel and government representatives. Specific Functions Include:

General Duties:

- Plans, coordinates and implements, goals, objectives and fundraising strategies, special fundraising events and functions for all approved projects which include training of community volunteers, providing information when necessary and ensures accounts receive prompt and proper recognition and thanks for support.
- Creates and maintains accurate records on all campaign/fundraising projects, which includes contacts, records and filing, master calendar of events, and any necessary project budgets.
- Collaborates in campaign related written communication by MUW, which includes press releases, development of campaign specific collateral information and campaign materials, and other necessary media to support campaign.

Campaign Duties:

- Works with President/CPO to oversee and administer MUW's annual fundraising campaign.
- Researches, reviews, develops and distributes campaign materials for annual campaign.
- Attends all Campaign related meetings, rallies, presentation, talks, events in person, and/or by telephone as necessary to encourage campaign participation.

- Handles all campaign related correspondence.
- Works with Office Manager to maintain accurate records in Donation Tracker for all campaign contributions.
- Provides reports/presentations as requested by President/CPO.
- Supports a positive team environment and provides support for overall agency functions when needed.
- Responsible for distribution, follow-up, collection, and auditing of all campaign packets in a timely manner.
- Coordinates all campaign related events.
- Provides support to all company driven fundraisers.
- Attends special events/meeting upon request.
- Collaborates with President/CPO and other MUW staff and partner agencies to provide campaign presentations to encourage participation.
- Coordinates with Labor Liaison to maintain campaign and fundraising support to unionized workplaces which includes presentations, account follow-up/support and assists in training of Labor coordinators.

QUALIFICATION REQUIREMENTS:

Skills/Knowledge: Must possess good administrative, personnel and overall communications skills. Must be proficient in Word, Excel, Power Point, Outlook and Publisher. Must have above average abilities with multiple project management and written and oral communication.

Education/Experience: Educational requirements include a college degree from an accredited college or university. Verifiable work experience will also be considered. Prefer non-profit experience or any combination of education and experience, which would provide the knowledge, skills and abilities to perform the major duties of this position.

Campaign/Projects Coordinator Angela Stewart has a certificate as a Travel Agent from Calig Travel School and is qualified in General Bookkeeping from Learning Tree University. She has twenty-five years experience in administration. Over the last ten years, as Senior Executive Administrator and Project Coordinator, she has been responsible for events, marketing, and customer service.

The **Community Impact Coordinator** is responsible for the organization, planning and coordination of all Community Impact (non-campaign) events and marketing activities, with a focus on partner agencies. He or she maintains all agency relations to foster positive partnerships within the community and provides fund and resource development to support public relations and agency growth/sustainability. The Coordinator manages the volunteer program and assists MUW President & CPO in administrative tasks necessary to enhance overall agency productivity.

Specific Functions Include:

General Duties:

- Plans, coordinates and implements goals, objectives and development strategies, special

events and functions for all approved projects which include training of community volunteers, providing information when necessary and ensures all MUW relationships are maintained and thanked.

- Creates and maintains accurate records on all approved projects, which includes contacts, records and filing, master calendar of events, and any necessary project budgets.
- Collaborates in written communication for MUW, which includes press releases, collateral information, annual report, newsletters and articles.
- Ensures that MUW office complex is not left unattended.
- Administers Information & Referral requests.

Community Impact Duties:

- Works with President/CPO to oversee and administer entire Community Impact Grant allocation process.
- Compiles research data and develops process to best support the needs of MUW. Researches, reviews and develops organizational materials and background information as necessary.
- Attends all Community Impact related meetings in person and/or by telephone as necessary to accomplish required work.
- Handles all agency relations and correspondence.
- Maintains accurate records for all agency relations.
- Provides oversight and review of all agency grant applications, awards, compliance and overall performance.
- Provides reports/presentations as requested by President/CPO.
- Supports a positive team environment and provides support for overall agency functions when needed.
- Attends special events/meeting upon request.
- Researches and implements Community Impact projects as approved.

Volunteer Program Duties:

- Develops and administers recruitment, training, record keeping and follow-up for all volunteer needs.
- Provides representation for volunteer related collaborations/partnerships within the community.

Social Media & Marketing Duties:

- Works with website administrator to support agency needs and website updates.
- Collaborates on all media for Community Impact related issues.
- Provides management of all social media outlets, as agreed upon by the President/CPO.
- Provides MUW newsletter.
- Provides radio & television PSA's.

Fund and Resource Development Duties:

- Administers FEMA allocation process and management
- Coordinates all Non-Campaign related events, including Drives, Walks, Sign Waving, etc.

- Researches and implements fund and resource development opportunities to enhance the mission of MUW.
- Provides support as needed for fund and resource development opportunities.

QUALIFICATION REQUIREMENTS:

Skills/Knowledge: Must possess good administrative, personnel and overall communications skills. Must be proficient in Word, Excel, Power Point, Outlook and Publisher. Must have some experience with social media, inclusive of Facebook, Twitter, Constant Contact, etc. Must have above average abilities with multiple project management and written and oral communication.

Education/Experience: Educational requirements include a college degree from an accredited college or university. Verifiable work experience will also be considered. Minimum of three years of experience including: working with volunteers and coordinating projects.

Community Impact Coordinator Brittney (Makana) Rosete has a Bachelor's Degree from San Diego State University in business administration and management. She has worked in the visitor and sales industries on Maui since 2009, including responsibilities for marketing and financial auditing.

The **Director of Operations** is responsible for operational management and administrative support, including recordkeeping, database management, office maintenance, and some bookkeeping. In addition, this position also assists with coordination of campaign, pledge processing and relationship management.

Key Areas of Responsibility include:

- Oversight of light human resources duties – Employee benefits, payroll, staff performance reviews.
- Daily Office Operations – Supply orders, management of contract leases, maintenance of office equipment, staff oversight, etc.
- Banking/Finance – Works directly with accountant, providing oversight for accounts payable/receivable and all bank accounts, funds transfers, petty cash, generation of reports for monthly financial statements, and campaign audit support.
- Campaign – Database entry, maintenance of donation tracking system, donor information management, donor relations management.
- Provides meeting minutes for all Board and supporting committee meetings.

QUALIFICATION REQUIREMENTS:

Skills/Knowledge:

Must be able to manage multiple projects simultaneously, with proficiency and accuracy. Must have excellent communication skills (i.e. written, verbal), and strong attention to detail. Must have computer literacy with Microsoft Office Suite; specifically Word, Excel, Outlook and PowerPoint, ability to conduct database management and report generation. Must have community familiarization and the ability to establish contact with individuals of all levels within the community including (but not limited to): corporate executives, labor representatives, health & human service agency personnel and government representatives. Must have an

interest in working for a non-profit organization and supporting it’s community driven mission.

Education/Experience:

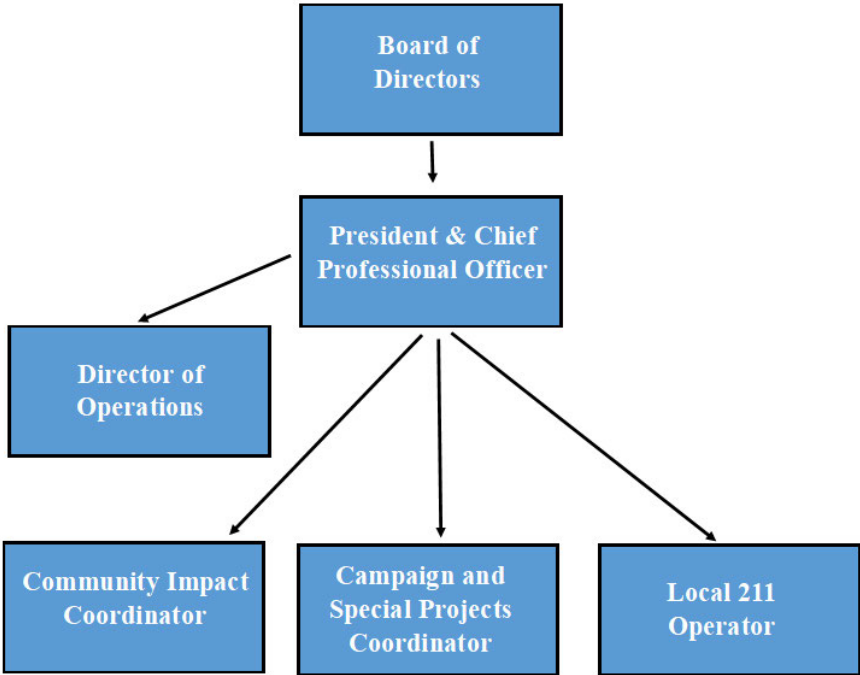
Suggested BA/BS degree from an accredited college or university preferred; equivalent non-profit management experience will also be considered. Minimum of three years of administrative or non-profit experience in a similar capacity. Prior experience with supervision of 2 or more employees or volunteers. Prior experience with bookkeeping, A/P, A/R, bank reconciliations.

Director of Operations Sherry Yamashita has almost thirty years experience in management and administration in for-profit and non-profit organizations, including tracking and reporting financial data, generating invoices, communicating with customers, managing investments and vacation rentals, donor and database management, board and executive director support, and coordinating events.

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.

As noted previously, the President/CPO reports to the Board, and the other four positions all report directly to the President//CPO.



Maui United Way Organizational Chart 

3. Compensation

The applicant shall provide the annual salaries paid by the applicant to the three highest paid officers, directors, or employees of the organization by position.

The three highest paid employees include the President/CPO, Campaign/Projects Coordinator, and Community Impact Coordinator. The President earns \$100,000; The Campaign/Projects Coordinator and the Community Impact Coordinator each earn \$58,057.

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.

There is no pending litigation to which Maui United Way is a party.

2. Licensure or Accreditation

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

Maui United Way has no specific licensures, nor accreditations, which are relevant to this request.

3. Private Educational Institutions

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

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

4. Future Sustainability Plan

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

- (a) Received by the applicant for fiscal year 2022-23, but
- (b) Not received by the applicant thereafter.

Due to the high need in Maui County combined with anticipated downward trends regarding donations, including the likelihood of reduced corporate funding based on national models, ongoing support from the state of Hawaii over the next several years would make a significant difference in the community. However, if funding is only approved for fiscal year 2022-2023, MUW will leverage this support to focus on efficient and effective implementation of Maui United Way's new Strategic Plan, which includes the following focus areas and goals:

Organizational Culture and Philosophy

Goal #1 - To clarify, communicate and amplify consistent messaging about MUW's Mission, Vision & Values, along with the value of our role in the community.

Goal #2 – To develop an MUW Communications Toolkit and use it to train the MUW 'ohana to be stellar brand champions.

Goal #3 – To deepen understanding and application of how MUW practices its Mission and Values daily.

Goal #4 (LONG TERM) – To refine, refresh, and make relevant the MUW Mission and Vision.

Governance and Board Capacity

Goal #1 – To embrace and activate Strategic Plan.

Goal #2 – To re-establish the Governance Committee.

Goal #3 - (LONG TERM) To adopt Best Practice Methodology for Assessment of Board Needs and Skills, Recruitment, and Training.

Administration and Staff

Goal #1 - To develop and train for an MUW Communications Toolkit so 100% of MUW 'ohana are brand champions.

Goal #2 - To upgrade technology to optimize staff capacity and flexibility.

Goal #3 - To evaluate and identify ways to put greater focus on and better support for Campaign Coordinators.

Goal #4 - To identify specific ways Board can help support staff.

Facilities

Goal #1 – To explore office facelift by means of donations.

Goal #2 – To make it easier to work remotely.

Goal #3 – To assess and summarize plus/minus of relocation including investment assessment.

Goal #4 - To identify specific ways in which the Board can support facility improvements.

Financial Management

Goal #1 – To plan for succession of the current Chair.

Goal #2 – To oversee 10% income increase and 0.9% expense increase.

Marketing and FUNd Development

Goal #1 – To improve/expand sponsor and donor relations.

Goal #2 - To create a Communications Toolkit.

Goal #2 – To outline a written FUNd Development and Marketing Plan.

Goal #3 – To establish Roles and Protocol for the Marketing and FUNd Development Committee.

Partnerships

Goal #1 – To improve/enhance partner agency involvement.

Goal #2 – To improve the grant allocation process.

The new Strategic Plan includes extensive marketing and fund development objectives, including strategies for educating the public about Maui United Way’s unique role and value in Maui County, identifying organizations that are in particular need of MUW’s specific resources, and building trust in the community. The Hawaii State Grant-in-Aid will provide Maui United Way with the time needed to implement the plan, and thus put structures in place that can help alleviate anticipated future gaps in funding.

5. 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, 2017.

Please find attached Maui United Way’s certificate of good standing.

6. Declaration Statement

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

Please find attached Maui United Way’s Declaration Statement.

7. Public Purpose

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

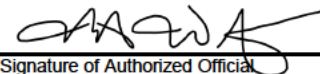
If approved and funded, this grant will be used for the public purpose of empowering the Maui community through caring partnerships that enrich people’s lives. Achieving its goal of addressing the underlying causes of Maui’s community problems to advance the common good is part of Maui United Way’s stated mission as a nonprofit, which has been determined and designated as a 501c3 organization by the Internal Revenue Service in Maui County since 1962. This public purpose meets the requirements of the Hawaii Revised Statutes, Section 42F-102.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2022 to June 30, 2023

App

Maui United Way

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	86,429	0	0	159,287
2. Payroll Taxes & Assessments	0			27,696
3. Fringe Benefits	0			48,708
TOTAL PERSONNEL COST	86,429			235,691
B. OTHER CURRENT EXPENSES				
1. Airfare and Travel				4,056
2. Dues and Subscriptions				18,789
3. Lease/Rental of Equipment				4,544
4. Lease/Rental of Space				22,800
5. Staff Training				6,511
6. Supplies/Postage				9,191
7. Telecommunication				4,892
8. Finance/Accounting Services				17,264
9. Partner Agencies				498,518
10. 211 Staffing				54,000
11. Events				32,577
12. Professional Fees and Contracts				14,685
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				687,827
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL				
TOTAL (A+B+C+D+E)	86,429			923,518
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested		Nicholas Winfrey	808.244.8787	
(b) Total Federal Funds Requested		Name (Please type or print)	Phone	
(c) Total County Funds Requested			1.20.2022	
(d) Total Private/Other Funds Requested		Signature of Authorized Official	Date	
TOTAL BUDGET		President and CPO		
		Name and Title (Please type or print)		

GOVERNMENT CONTRACTS, GRANTS, AND / OR GRANTS IN AID

Applicant: Maui United Way

Contracts Total: 212,512.00

	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
1	Kau Kau 4 Keiki Student Meal program	June 2021 - July 2021	Hawaii Dept. of Education	US	212,512.00
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UNIVERSITY of HAWAII®
MAUI COLLEGE

January 18, 2022

Nicholas Winfrey
President and Chief Professional Officer
Maui United Way
95 Mahalani Street, Room 24
Wailuku, HI 96793

RE: Letter of Support

Aloha Nicholas:

On behalf of University of Hawai'i Maui College (UHMC), I write to express our support of Maui United Way's proposal for a Grant-in-Aid from the State Legislature.

We also express gratitude and appreciation for the ongoing partnership UHMC has with Maui United Way. The work that you all do provides a great benefit to our students and community as we look to educate the next generation and map out social impacts within our community, especially with regard to food security.

If approved, the Grant-in-Aid would allow Maui United Way to continue its mission and grow its impact in Maui County as you focus on closing gaps in equity. There is much that could be accomplished in matters relating to affordable housing, homelessness, education, domestic violence, health care, and transportation.

The work of Maui United Way is consistent with UHMC's vision of preparing students to respond to emerging challenges in their lives, communities, and the world through compassion, leadership, problems solving, and innovation.

Mahalo for the great work you all have done for over three quarters of a century.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lui K. Hokoana'.

Lui K. Hokoana, EdD
Chancellor



January 20, 2022

Nicholas Winfrey
President, Maui United Way
95 Mahalani Street, Room 24
Wailuku, HI 96793

RE: Letter of Support

Aloha Nicholas,

On behalf of Mediation Services of Maui, Inc. I'm writing this letter to express our gratitude and appreciation for the ongoing partnership we have with Maui United Way. The work that you all do provides a great benefit to our clients and the entire community as we strive to help alleviate the tremendous number of cases filed with the District Court in Hawaii's Second Judicial Circuit, as well as the influx of evictions taking place in Maui County. We support your request to the State Legislature to approve your Grant-in-Aid proposal. This would allow you to continue your work and grow your impact in Maui County as you focus on closing gaps in equity.

As a community mediation center serving the islands of Maui, Molokai, and Lanai, Maui Mediation works closely with a variety of partners. Our mediation services have allowed many Maui County residents avoid judicial eviction.

Please know we truly appreciate our partnership with Maui United Way and are in full support of their efforts to expand their reach and increase the impacts they have on our most vulnerable community members. Mahalo for the great work you all have done for over three-quarters of a century.

Sincerely,

A handwritten signature in black ink, appearing to read "Bevanne J. Bowers". The signature is fluid and cursive, written over a light blue horizontal line.

Bevanne J. Bowers, Esq.
Executive Director

Nicholas Winfrey

President, Maui United Way

95 Mahalani Street, room 24

Wailuku, HI 96793

RE: Letter of Support

Aloha e Nicholas,

On behalf of our team at Hawaii Taro Farm LLC, I'm writing this letter to express our gratitude and appreciation for the ongoing partnership we have with Maui United Way. The work that you all do provides essential benefits to our regenerative agricultural project and all the individuals we help feed across Hawai'i Nei. We support your request to the State Legislature to approve your Grant-in-Aid proposal. This would allow you to continue your work and grow your impact in Maui County as you focus on closing gaps in equity.

Hawaii Taro Farm has recognized the need to proactively restore food security here on Maui and we have committed to that mission moving forward post-covid. As a farmer and community leader, there has been much to do to support our community through these challenging times. Throughout 2020 and 2021 we were able to provide free emergency food resources to thousands of residents in low-income and Native Hawaiian communities across the island.

The experience of responding to food insecurity on Maui deeply influenced and informed our business model. With the support of Maui United Way, we were able to propose a model for regenerative agricultural development to the County of Maui and will work together over the next year to conduct the research and development phase of our initiative. We would not have access to expanding how we serve our community without the collaboration of Maui United Way.

Please know we truly appreciate our partnership with Maui United Way and are in full support of their efforts to expand their reach and increase the impacts they have for our most vulnerable community members. Mahalo for the great work you all have done for over three quarters of a century.

Sincerely,

Robert H. Pahia

Robert Pahia