

**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:

Makana O Ke Akua, Inc

Amount of State Funds Requested: \$ 928,000

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

Makana O Ke Akua (MOKA) provides reentry/recovery housing programs for men leaving incarceration, recovering from substance abuse, and/or those involved in the criminal justice system who need safe housing. MOKA's housing facilities contribute to Oahu's public safety and community healing.

Amount of Other Funds Available:

State: \$ 300,000
Federal: \$ 576,000
County: \$ 200,000
Private/Other: \$ 0

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

\$ 250,000

Unrestricted Assets:

\$ 20,000

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:

92-365 Malahuna Place

City:

Kapolei

State:

HI

Zip:

96707

Contact Person for Matters Involving this Application

Name:

Keoki Dudoit

Title:

Director of Operations

Email:

kdudoit@mokainc.org

Phone:

(808) 218-8756

Federal Tax ID#:

██████████

State Tax ID#

██████████

Keoki Dudoit

Authorized Signature

Keoki Dudoit, Director of Operations

Name and Title

01/19/2023

Date Signed

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

KEOKI DUDOIT, DIRECTOR OF OPERATIONS
PRINT NAME AND TITLE

01/19/2023
DATE

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, 2022.

2. Declaration Statement

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

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](#).

II. Background and Summary

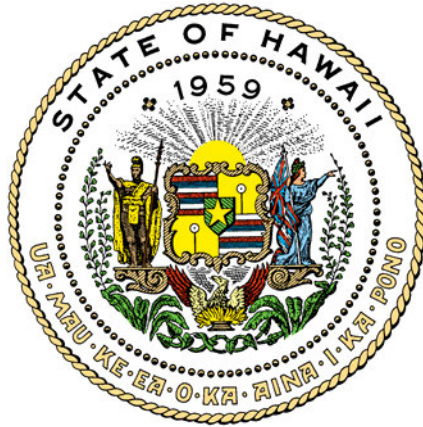
This section shall clearly and concisely summarize and highlight the contents of the request in such a way as to provide the State Legislature with a broad understanding of the request. Please include the following:

1. A brief description of MOKA’s background;
Makana O Ke Akua (MOKA) – *established in 2003* -- provides reentry/recovery housing programs for men leaving incarceration, recovering from substance abuse, and/or those involved in the criminal justice system who need safe housing. MOKA’s housing facilities contribute to Oahu’s public safety and community healing.

MOKA’s mission and vision are centered around being a gift to those we serve. Since the time of our inception, our focus is to be a beacon of light and a ray of hope to all those in need. Our desire is to make a difference in the lives of others. We strive to provide the best services possible.

MOKA’s Mission: “Provide a structured, clean and sober living environment for men who want to make a positive change with their lives.”

MOKA’s Vision: “To reconnect, reunite, and restore men back to their communities, workforce, and, most of all, back to their families.”



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

MAKANA O KE AKUA INC

was incorporated under the laws of Hawaii on 10/01/2003 ; 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, 2023

Director of Commerce and Consumer Affairs

January 19, 2023

Senate Committee on Ways And Means
House Committee on Finance
415 South Beretania St.
Honolulu, HI 96813

RE: 2023 GIA Public Purpose

Dear Honorable Legislators:

I, hereby, certify that Makana O Ke Akua 2023-24 GIA proposal will be used for a public purpose pursuant to Section 42F-102, Hawaii Revised Statutes.

Sincerely,



Keoki Dudoit
Director of Operations

2. The goals and objectives related to the request;

We chose this project based on our 20 years' experience in working with this population. In our MOKA sober living homes, residents are surrounded by people supporting their recovery, and hold them accountable daily. On-site managers are available 24/7 to help residents with potential issues that arise – e.g., difficult cravings, down emotions, trouble finding a job or simply lending a sympathetic ear.

MOKA homes help reduce loneliness -- an inherent part of the addiction cycle. Most residents have cut ties with the good people in their lives or withdrawn from family members in fear of judgement and rejection. In MOKA homes, they meet, live alongside, and share common ground with others in recovery. Over time, these people become more like their family or their community with everyone supporting and understanding one another.

Many of our staff and alumni have walked in their shoes, and experienced substance addiction, completing a rehab program, and living sober after treatment. They understand what it is like to: use drugs; crave drugs; feel distant or depressed; lose control; and disappoint others. Most of all, they have the desire and drive to change, and become the best people they can be, without drugs or alcohol.

Our Oahu residents also create bonds with other members. They realize they are not alone. There are people living with them that have had parallel experiences. Our residents will maintain many of these relationships for life. They know they have people they can call on when things get tough – even after they leave our facilities. These people that will hold them accountable for their sobriety time and time again. They become part of our residents' sober network.

When a person becomes addicted to drugs or alcohol, a lot of other obligations are tossed out the window. This might include eating healthy, exercising regularly, keeping a clean home, and maintaining good personal hygiene. Our homes help put structure back into their lives.

3. The public purpose and need to be served;

The detrimental impacts caused by relapse, recidivism, and homelessness are disproportionately felt in the disadvantaged, high poverty Oahu communities these men normally return to. MOKA's housing facilities help significantly reduce these rates for those on Oahu who struggle to achieve, and maintain, productive lives. Our housing programs offer safe, secure, clean, and sober alternatives.

(Source: Hawaii HCR (House Concurrent Resolution) 85 Task Force Key Recommendations - Jan 2020)

Issue: Hawai'i's correctional system is not producing acceptable, cost-effective, or sustainable outcomes, and it is not making our communities safe. The State spends over \$226 million a year on corrections, but we have a recidivism rate of over 50% and more than 27,000 citizens under some form of correctional supervision.

Issue: Native Hawaiians make up approximately 21% of the general population, but 37% of the prison population. This overrepresentation has existed for decades and has led to intergenerational incarceration for some Native Hawaiian families.

Issue: Hawaii does not (have) an effective support system (for) prisoners reentering the community.

(Source: “Critics Say Hawaii Prisons Are Failing to Help Released Inmates,” Honolulu Civil Beat, March 2, 2020)

“Hawaii’s correctional facilities have released hundreds of people as part of a statewide effort to reduce the inmate population in response to the evolving COVID-19 pandemic. Since March 2, the population has been reduced by about 800. Meanwhile, advocates are saying the public safety department is shirking its responsibility to provide them with adequate reentry services. Community organizations are stepping up to help find housing, case management and other services necessary to transition back into the community.”

(Source: Honolulu Civil Beat, May 23, 2020)

“Lawmakers, public officials, victims’ advocates and others have voice concerns about where some of these inmates end up after they are released from prison if they don’t have families or housing. Meanwhile, advocates are saying the public safety department is shirking its responsibility to provide them with adequate reentry services. Community organizations are stepping up to help find housing, case management and other services necessary to transition back into the community.”

“Finding housing (for reintegrating formerly incarcerated) has been a priority, says Carrie Ann Shirota, an attorney who has been volunteering with the reentry project. Nearly everyone involved in the process of reducing inmate populations, including the attorney general and the prosecutors, wants to make sure the inmates have somewhere to go. If the state partners with community organizations and nonprofits, it’s a win-win situation for our entire community, because they will have a verifiable residence and they will have case management,” she said.

(Source: “Secrets of Success After Prison.” Hawaii Business Magazine, April 5, 2021)

“Easing people back into community life is managed by dedicated people and an array of programs, but far fewer than needed. We have very limited housing options for people transitioning from jail or prisons and housing is a fundamental need for people to successfully transition. Some shelter policies preclude their being able to stay there. This creates a gap. Where do these people go? We’re creating this class of people that will be almost perpetually homeless.”

4. Describe the target population to be served; and MOKA provides reentry and recovery housing programs for men in the state of Hawaii: leaving incarceration; who may be recovering from substance abuse; and involved in the criminal justice system who need safe housing.

5. Describe the geographic coverage.

MOKA's housing programs serve male clients on the entire state of Hawaii.

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 United States imprisons more of its citizens than any other nation—currently nearly 2.1 million (655 per 100,000 people). While more than 600,000 Americans are released from correctional facilities annually, two-thirds are rearrested within three years. Each year, the nation spends over \$80 billion to incarcerate and reincarcerate people. Beyond the financial impact, the cycle of crime and incarceration produces broken relationships, victimization, despair, and instability impacting families and communities across the nation.

MOKA provides reentry and recovery housing programs for men in the state of Hawaii leaving incarceration and who may be recovering from substance abuse, as well as those involved in the criminal justice system who need safe housing. MOKA's housing facilities contribute to Oahu's public safety and community healing. We significantly help reduce relapse, recidivism, and homelessness rates among those on the island who struggle to achieve, and maintain, productive lives.

The community impact of relapse, recidivism, and homelessness is felt disproportionately within the relatively small number of disadvantaged, high poverty Hawaii communities they normally return to. Our housing programs offer a safe, secure, clean, and sober approach that help individuals have a higher chance of success by providing conditions that keep them accountable in a structured setting essential to long term recovery. We have support staff and alumni who have walked in similar shoes.

GOALS: To relieve and reduce the unemployment, homelessness, crime, and chemical dependency of Native Hawaiians and all Hawaii residents. Interventions must address health, employment, housing, skill development, mentorship, and social networks, as these factors have the most significant impact on reentry success.

MOKA aids our Honolulu County government with its Community Improvement and War On Drugs missions. We will: strive to restore family unity in substance abused and poverty-stricken households; provide education, resource awareness, vocational, and employment assistance; and lessen non-violent criminal/addict recidivism.

Our seven MOKA Clean and Sober 154-bed housing facilities on the Island of Oahu, Hawaii, provide temporary housing for certain segments of the formerly incarcerated male population, including working homeless people who are earning too little money to afford long-term housing. Our transitional housing is set up to transition residents into permanent, transitional housing. To-date, we have impacted the lives of 2,200 individuals.

MOKA facilities are not emergency homeless shelters, we provide a room in a multi-individual dwelling residence with a resident manager. The transitional time can be short – e.g., one or two years. In that time, the person must file for and get permanent housing, and usually have some gainful employment or income, even if Social Security or assistance.

Our facilities charge residents a \$450 - \$650 per month room fee, depending on the facility's location. In Hawaii's extremely expensive housing market, the in-town locations pay higher fees due to the easier access to many community resources and the higher monthly leases MOKA must pay for the facilities. Due to the transitory nature of our clients, in a good year the facilities break even and there's a little extra. In a bad year – think 2020 and 2021 – the MOKA team must depend on personal credit lines to make up the deficits needed to survive.

COLLABORATIVE PARTNERSHIPS: MOKA has an array of organizations and businesses that we partner and collaborate with to provide the best service possible. These are the partnerships that we established over the years: Hawaii Paroling Authorities; Dept of Public Safety; Federal Probation Office; Federal Pretrial Office; Hawaii Probation Office; Institute for Human Services; Hoomau Keola; Council for Native Hawaiian Advancement; Hina Mauka; Private Facilities; Waikiki Health Center; Saguaro Correctional Center; Waiawa Correctional Facility; Oahu Community Correctional Center; Halawa Correctional Facility; and Laumaka Work Furlough Center.

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

John L. Dudoit Jr. is the Founding Director of Makana O Ke Akua. John grew up as a rambunctious young boy. Life wasn't always easy for him. Wrong decisions led him to an unhealthy lifestyle. He was on his way to a destructive life. John completely changed his life while being incarcerated at the Oahu Community Correction Center (OCCC). At OCCC he found God. After being released from prison he was determined to have a new life. Eventually he was restored back to his family and remarried his wife. He became the father of his home and started helping other men restore their lives, just as he did.

Mr. Dudoit created Makana O Ke Akua ("Gift of God") in March 2003 as a response to an immediate need of eight men who were left stranded by their previous clean and sober home. That agency took their money and left the island. These men needed a place and John decided to open a home for them in Ewa Beach. This was the beginning of what we know today as Makana O Ke Akua clean and sober housing.

Each month – July 1, 2023 to June 30, 2024 - MOKA staff will provide: two Financial Literacy classes; ten direct service support; ten individual referrals; assisting five with employment services; and three beds for our new residents.

Incoming Men Intakes: When a MOKA bed is available, we will select a candidate from our waitlist or a referral facility/organization. We will do intakes for each new resident.

Engagement and Assessment: These begin the foundational relationship between MOKA staff and prospective residents. The Case Manager (CM) gathers the man's info on his strengths, resources, needs, and support network. This info guides Individual Service Plan (ISP) creation and delivery of individualized program services.

MOKA staff will arrange supplementary services to: help stabilize support systems; enhance family functioning; or assist in goal attainment. This process determines the level of service needed and the

man's willingness/readiness to engage. Additional staff supervision/support may be required depending on his circumstances and needs.

Financial Literacy Classes: Two hour-long classes per month (2nd & 4th Wednesday). See Question B-2.

Case Management: MOKA staff will assist with a minimum of 3 personal documentations monthly in their ISP. The ISP, which is developed collaboratively with the man, and -- *when appropriate* -- his family, close support persons, and other service providers. The needs are prioritized. The ISP is updated following any reassessment or significant change in his circumstances.

- a. Initial ISP Development: Planning is a critical component of MOKA's case management. It guides the man and CM using a proactive, step-by-step approach. The CM supervises the process and related documentation.
- b. ISP Implementation: CM the man is in person, by phone, or in writing. The type and frequency of contact is dictated by the residents' needs. But MOKA may establish minimum levels of contact and specify the types of contact required.
- c. Reassessment: Evaluate impact of ISP activities to date, assess participant progress, and identify barriers to fully attaining ISP goals. Reassessment allows MOKA staff to determine whether current services or service levels should be changed.
- d. Service Plan Update The ISP will be revised following a reassessment It may also be updated to reflect goal changes, case management activities and participant circumstances.

Referrals: Complete a minimum 10 referrals to needed support services a month.

Employment: Help a minimum of 5 individuals will be provided assistance with employment services during the month. Long-term job retention success is a product of delivering individualized supportive and job retention services that challenge these men to move forward in their employment pathways. These must be combined with separate - but concurrent - delivery of wraparound case management services that will give them the direction, tools, affirmation, and self-confidence they need to stabilize crises and sustain employment.

Since 2003, Makana O Ke Akua has provided clean and sober transitional living for men in recovery. The purposes for which this organization is formed are charitable and exclusively for relieving and reducing: unemployment; homelessness; crime; and chemical dependency of Native Hawaiians and all Hawaii's people. We aid the City & County of Honolulu government in its role for community improvement and fighting the war on drugs. We also operate to: restore family unity in substance abused and poverty-stricken households; provide education, resource awareness, vocational and employment assistance; and decreasing the recidivism of the non-violent criminal/addict.

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

MOKA leadership team understands a Q.A. plan is one of the most important aspects in the successful implementation of any quality system within the organization. The team also recognizes that -- *prior to beginning a project* -- Q.A. planning for project success evaluation and developing the tools necessary to collect desired data helps ensure:

- data-driven decisions guide the project's overall success;
- an optimum Return On Investment;
- the efficacy of the project's approach

- and how/when needed improvements are implemented to increase project success.

MOKA's Q.A. planning begins by forming a group dedicated to this activity. Plan development is an organization-wide activity. When planning, our MOKA Team first defines the project's goals and objectives. We then develop the corresponding quality goal and objective targets needed to ensure the project meets the highest standards.

Our MOKA Team develops a Q.A. Plan to ensure all processes required for accomplishing the project are implemented successfully. This includes developing standard operating procedures (SOP). Our MOKA Q.A Plan benefits initially by working with staff or partners who experienced problems with prior projects. MOKA understands experienced staff can anticipate and guard against problems that may occur during the project which can affect its performance. We will use their input to guide project protocols, techniques, and tools.

Considering the metrics, and collecting data on the efficacy of MOKA's initiatives, has been a root Q.A. practice since MOKA's inception. Project participants are routinely surveyed during and at projects' end. Their feedback is compiled into a dynamic database where overall trends are analyzed and evaluated.

MOKA uses quantitative and qualitative Q.A. tools to assess program impact. We intend to collect data related to and evaluate project performance using the following metrics:

- number of clients making ends meet.
- number of clients that use their new personal budget to manage their finances.
- number of clients that exhibit increased confidence with their finances.
- number of clients that increased their savings.
- number of clients that reduced their debt load
- number of clients progressing towards their personal financial goals.

MOKA will use surveys and attendance sheets to collect data, assess performance, track client data points, and survey participants and partners regularly regarding their safe housing experience and their recommendations on areas to improve. Data will be compiled and reviewed against the performance metrics to identify areas of needed improvement and determine the best strategies to implement to effect positive change.

MOKA is committed to openly sharing the outcomes of our data analysis with other safe housing partners so all involved can learn and benefit from one another's findings. We believe by sharing successful strategies -- and learning from each other's lessons -- we can expedite the roads to successfully addressing some of the critical self-sufficiency needs facing our male clients. Lessons learned are a critical part of any community's growth.

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.

Monthly Measurable Outcomes: 2 Financial Classes; 10 direct service support; 10 individual referrals; 5 employment assistance; 3 beds reserved.

Financial literacy empowers communities. It leads to food security and a stronger and educated workforce, which translates into: a lower crime rate; fewer foreclosures in our neighborhoods; less stress in our lives; and happier individuals and families. MOKA’s leadership understands the critical – *albeit indirect* – role financial literacy plays with our target population.

Underserved communities, like MOKA’s reentry and recovery clients, have very little or no financial buffer to absorb the economic shock of exiting incarceration – especially in Hawaii’s high cost-of-living environment. They were already struggling, Then, the COVID-19 pandemic exacerbated everything. The lockdown exposed our most vulnerable populations to the uneven economic recovery.

MOKA’s reentry and recovery residents do not have much money and typically have even less knowledge of how to manage it and make good decisions with it. So, they need a solid foundation of the basics of personal finance. MOKA’s program focuses on the importance of saving and budgeting, while emphasizing the perils of debt and credit. Focusing on just these topics allows MOKA’s resident/students to reach the level of knowledge they need about the basics.

MOKA provides their residents/students a structured learning experience with in-person classes in their facilities. They also have access to online resources. But the main instruction is delivered in the classrooms. They follow a timeline with flexibility to stay on-pace with the students’ level of knowledge. This flexibility is needed to allow the flexibility to highlight different things to the same class with residents/students in different phases of life.

MOKA’s financial literacy workshops help their residents/students walk out of these workshops with a working understanding of sound personal financial principles and the motivation to put them to use in their lives immediately. Ideally, MOKA wants their residents/students to be able to think strategically about their money. But if they just get an understanding of the basic skills, and concepts of basic money management, the financial literacy training is still a success if they improve their behavior with money.

To acknowledge their residents/students’ achievement – *and strengthen their job and educational applications* -- MOKA presents each resident/student a Certificate of Completion. We then advise them on how to best leverage it to get the position they want.

IV. Financial

Budget

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

2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2024.

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
\$262,475	\$262,475	\$201,525	\$201,525	\$928,000

3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2024.

MOKA continues to seek funding from federal, state and county grants and/or contracts. MOKA is also looking at foundation and corporate grants.

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 to MOKA

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 2024 for program funding.

State of Hawaii contract from the Public Safety Department, \$300,000

State of Hawaii Grant-In-Aid 2022-2023, \$250,000

6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2022.

MOKA has \$20,000 in the bank, which is unrestricted funds

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 18 of the 20 YEARS, MOKA NEVER APPLIED FOR -- OR RECEIVED -- A GRANT.

Last year we received three grants. One that started in November 2022, another started in October 2022, and finally received the State of Hawaii's GIA 2022-2023 which began in January 2023.

MOKA will demonstrate it has necessary skills, abilities, knowledge of, and experience relating to the request. Provide a listing of verifiable related projects or contracts for the most recent three years.

MOKA offers men a safe and supportive living environment so that they may increase their chances at creating a life of happiness and purpose in long-term sobriety. The MOKA leadership team feels that if we can continue to use our successful business model but make changes to the improve its efficiency and

efficacy, our organization will be around for a long time. And our entire island state will benefit for many years.

The reason our MOKA sober living house approach has been so successful in the 20 years of its existence is because we constantly insist on using the “continuing improvement” business model. We believe that same methodology will help maintain – and grow – our organization. We use our locally and culturally driven framework, which has successfully assisted over 2,400 clients.

Individualized: Using Individual Service Plans (ISPs) to meet each client’s specific needs.

Outcome-Based: ISP goals and strategies are linked to observable and/or measurable success indicators. Progress is monitored, and ISPs are revised to reflect achievements or address unanticipated/new challenges.

Professionally Responsible: Residents’ privacy, confidentiality, health, and safety information are maintained by adhering to ethical, legal, and program standards/guidelines.

Strength-Based: A friendly and positive approach is used to identify and build on the individual, his/her family, and their community’s knowledge, skills, and assets.

Culturally and Linguistically Competent: Staff understands local culture and communicates with clients in culturally appropriate ways.

Community Resource Based: Staff facilitates access to other community resources.

Compassion-Based: Activities are implemented with empathy and an understanding of the life experiences/challenges our clients face.

Our seven MOKA Clean and Sober 154-bed housing facilities on the Island of Oahu, Hawaii, provide temporary housing for certain segments of the formerly incarcerated male population, including working homeless people who are earning too little money to afford long-term housing.

Our facilities charge residents a \$450 - \$650 per month room fee, depending on the facility’s location. In Hawaii’s extremely expensive housing market, the in-town locations pay higher fees due to the easier access to many community resources and the higher monthly leases MOKA must pay for the facilities. Due to the transitory nature of our clients, in a good year the facilities break even and there’s a little extra. In a bad year – think 2020 and 2021 – the MOKA team depends on personal credit lines to make up the deficits needed to survive. STARTING NOW, MOKA will apply for private, corporate, and community foundation; and county, state, and federal grants. Those should help sustain our successful business model in the future.

COLLABORATIVE PARTNERSHIPS: MOKA has an array of organizations and businesses that we partner and collaborate with to provide the best service possible. These are the partnerships that we established over the years: Hawaii Paroling Authorities; Dept of Public Safety; Federal Probation Office; Federal Pretrial Office; Hawaii Probation Office; Institute for Human Services; Hoomau Keola; Council for Native Hawaiian Advancement; Hina Mauka; Private Facilities; Waikiki Health Center; Saguaro Correctional Center; Waiawa Correctional Facility; Oahu Community Correctional Center; Halawa Correctional Facility; and Laumaka Work Furlough Center.

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.

MOKA will 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.

In its 20 years of successful operations, MOKA has helped over 2,400 formerly incarcerated men reintegrate into our Hawaii society. MOKA's facilities have 154 resident beds available across Oahu.

Clean-And Sober Houses MOKA Currently Operates

MOKA 1 (Kalihi Valley): 2826 Numana Road, Honolulu, HI 96819

MOKA 2 (Waipahu): 94-274 Kahuanani Street, Waipahu, HI 96797

MOKA 3 (Mali): 87-116 Pelanaki Street, Waianae, HI 96792

MOKA 4 (Waikiki): 761 McCully Street, Honolulu, HI 96826

MOKA 5: (Ewa Beach): 91-714 Poloula Place, Ewa Beach, HI 96706

MOKA 6: (Kalihi): 2822 Numana Road, Honolulu, HI 96819

MOKA 7:(Salt Lake): 1189 Manuwa Dr, Honolulu, HI 96818

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.

MOKA will describe the proposed staffing pattern and proposed service capacity. MOKA will also provide personnel qualifications and experience, and will describe its ability to supervise, train and provide administrative direction.

The MOKA Staff has a combined experience of over 55 years.

Executive Director: John Dudoit

Director of Operations: Keoki Dudoit

Case Manager: Kathy Niezman

Resumes and Description of positions are attached for the above individuals.

There are also 12 experienced house managers that supervise the seven MOKA facilities on Oahu. Each house has at least one House Manager, but the majority of the homes have two House Managers.

House Manager Duties:

- Assist applicants with the In-take process and follow-up throughout the process.
- Implement Crisis Intervention Strategies: Provide intensive supports and wrap-around services to individuals transitioning into housing or experiencing mental health, substance use, lease violations, financial issues and any other problem that may cause severe life disruption or program termination
- Tenant Rights and Advocacy: educating residents on their tenancy rights and activities that allow them to advocate for themselves
- Assist coordination of client engagement process, follow-up and tracking reentry
- Maintain relationships with partner agencies/organizations involved in housing counseling.
- Participate in training opportunities for housing.
- Complete all required paperwork, data entry, communications, filings, and report housing stability, challenges, housing maintenance reports and resolutions, and other programmatic information to the Executive Director.
- Record tracking and dissemination documents via shared file database.
- Assist clients with maintaining stable employment, meetings, scheduled appointments and linking residents to community resources and supports.
- Prepare monthly, quarterly, and annual reports
- Complete other tasks as assigned, to support the housing program
- Helping clients accomplish their goals and work towards self-sufficiency; offer counsel and guidance; maintain regular face-to-face contact with enrolled individuals.
- Maintain case documentation in prompt and timely manner, including progress notes, database entries, and all other relevant information to assist clients and to comply with program requirements.

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.

See attached

3. Compensation

The applicant shall provide an annual salary range paid by the applicant to the three highest paid officers, directors, or employees of the organization by position title, not employee name.

Executive Director: \$55,000
Director of Operations: \$45,000
Case Manager: \$30,000

VII. Other

1. Litigation

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

N/A – Does not apply to MOKA

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.

N/A – Does not apply to MOKA

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.

N/A – Does not apply to MOKA

4. Future Sustainability Plan

The applicant shall provide a plan for sustaining after fiscal year 2023-24 the activity funded by the grant if the grant of this application is:

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

Understanding the importance of long-term sustainability, MOKA’s staff and board are constantly developing and implementing plans to diversify our funding. In the past year, MOKA has approached several new grant makers, and we were -- in turn -- approached by several organizations for funding support.

We are pleased to report that – based on our highly successful 20-year track record – we are now eligible for: city, state, and federal grants, as well as private, corporate, and community foundation grants. In consultation with – and the support of – our Board of Directors MOKA was able to contract a grant writing team on Oahu.

BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

Applicant: Makana O Ke Akua, Inc.

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries	199,000		114,250	
2. Payroll Taxes & Assessments	39,800		8,740	
3. Fringe Benefits	17,910			
TOTAL PERSONNEL COST	256,710		122,990	
B. OTHER CURRENT EXPENSES				
1. Airfare, Inter-Island	23,040			
2. Insurance	8,000			
3. Lease/Rental of Equipment				
4. Lease/Rental of Space			54,000	
5. Staff Training	4,000			
6. Supplies	8,650			
7. Telecommunication	6,000		720	
8. Utilities	133,400		10,560	
9 Rents	324,300			
10 Grant Manager	24,000		11,730	
11 Beddings sets and blankets	18,000			
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES	549,390		77,010	
C. EQUIPMENT PURCHASES	121,900			
D. MOTOR VEHICLE PURCHASES	0			
E. CAPITAL	0			
TOTAL (A+B+C+D+E)	928,000		200,000	
SOURCES OF FUNDING		Budget Prepared By:		
(a) Total State Funds Requested	285,000	Keoki Dudoit (808) 218-8756		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	200,000	<i>Keoki Dudoit</i> 1/19/2023		
(d) Total Private/Other Funds Requested		Signature of Authorized Official Date		
TOTAL BUDGET	485,000	Keoki Dudoit, Operations Director Name and Title (Please type or print)		

BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2023 to June 30, 2024

Applicant: Makana O Ke Akua, Inc.

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
AC Split Units for McCully Complex	11.00	\$10,000.00	\$ 110,000.00	
Washers and Dryers	14	\$850.00	\$ 11,900.00	
			\$ -	
			\$ -	
			\$ -	
TOTAL:	25		\$ 121,900.00	
JUSTIFICATION/COMMENTS:				

DESCRIPTION OF MOTOR VEHICLE	NO. OF VEHICLES	COST PER VEHICLE	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				
JUSTIFICATION/COMMENTS:				

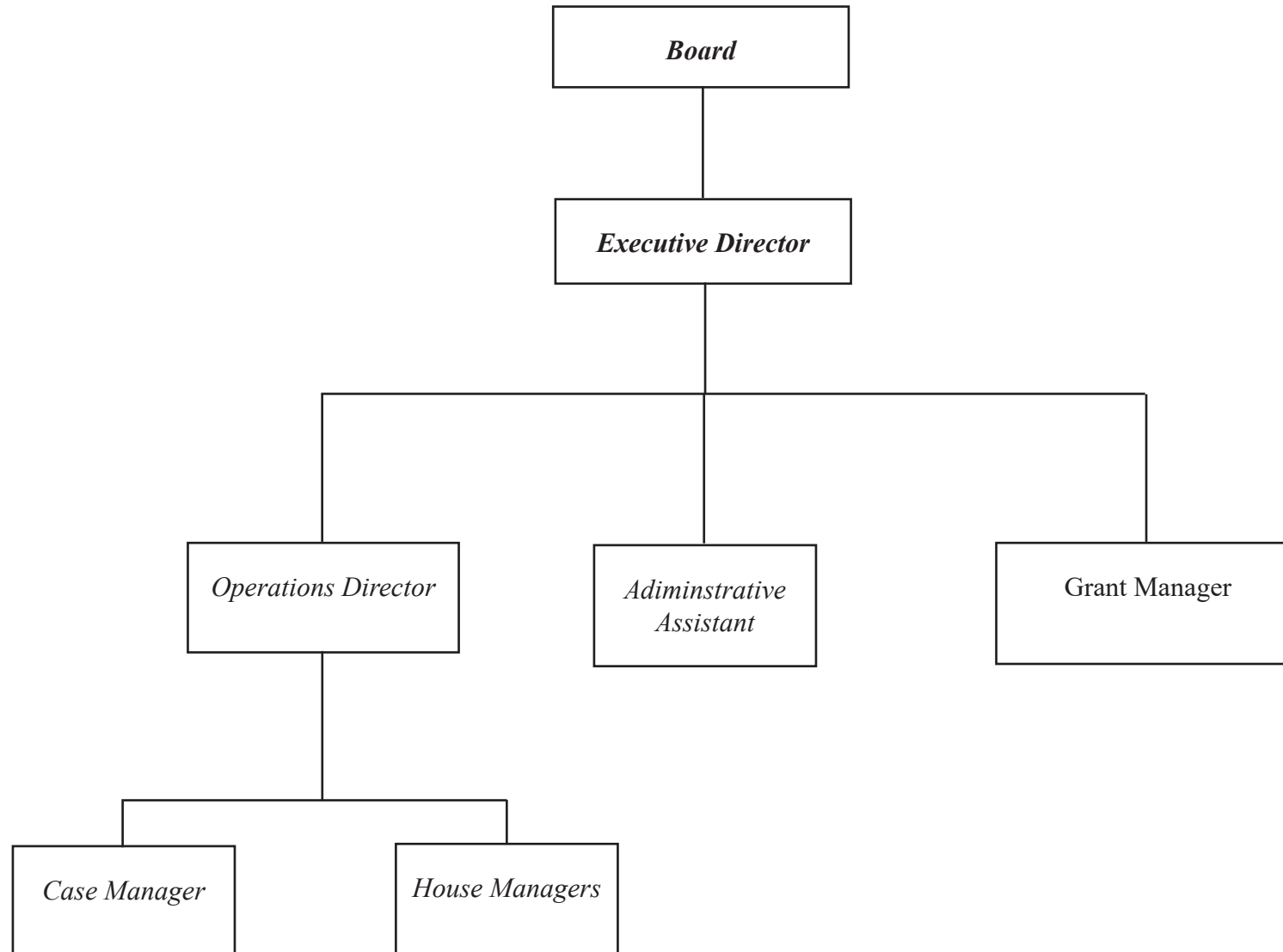
BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2023 to June 30, 2024

Applicant: Makana O Ke Akua, Inc.

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OTHER SOURCES OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2021-2022	FY: 2022-2023	FY:2023-2024	FY:2023-2024	FY:2024-2025	FY:2025-2026
PLANS						
LAND ACQUISITION						
DESIGN						
CONSTRUCTION						
EQUIPMENT						
TOTAL:	N/A					
JUSTIFICATION/COMMENTS:						

Makana O Ke Akua, Inc. Organizational Chart



John L. Dudoit, Jr.

91-1471 Muila Street, Ewa Beach, Hawaii 96706 | C: 808.450.4042 | jdudoit@mokianc.org

Professional Summary

Visionary leader with a passion and desire to reunite men back to their families, communities and workforce.

Skill Highlights

- Leadership
- Relationship and team building
- Self-motivated and reliable
- Strategist
- Culture awareness and sensitivity
- Strong work ethic

Professional Experience

Founding Director

Makana O Ke Akua, Inc (Non-profit)

- Oversee Non Profit 501 (c) 3 Operations
- Strategic planning for growth and sustainability
- Liaison for State and Federal contracts
- Develop programs for community support and awareness

03/2003 to Current
Honolulu, Hawaii

Education

- 1970-1972 Honolulu Community College: Sheet Metal Major
- 2001-2003 Leeward Community College: CSAC

Related Experience

- **Member of Council for Native Hawaiian Advancement.** Participated in the Vote 2 Rise campaign and is a current member of it's newly created Hawaii's Native Community Coalition.
- **Board Member.** Two year board member for O'hana Services Network, Inc.
- **Board Member.** Two year board member for Honolulu Community Action Program, Inc.
- **Food Bank Distribution Volunteer.** I volunteered once a month at a food distribution in Nanakuli feeding homeless and needy families of Waianae.

References

Available upon request

KEOKI KAPELIEALA DUDOIT

92-365 Malahuna Place, Kapolei, Hawaii 96707 | C: 808.218.8756 | keoki.dudoit@gmail.com

Professional Summary

Experienced and motivated Administrator with a demonstrated history of working with company oriented-solutions. I am driven to deliver exceptional service to our clients by providing administrative, social individual, and support.

Skill Highlights

- Ability to work well under pressure
- Multi-tasker
- Excellent communicator
- Customer service
- Self-motivated and reliable
- Culture awareness and sensitivity
- Detailed-oriented
- Leadership
- Relationship and team building
- Strong work ethic

Professional Experience

Project Assistant

Institute for Native Pacific Education and Culture (Non-profit)

03/2019 to 09/2021

Waianae, Hawaii

- Managing filing system
- Recording information as needed
- Handling incoming calls and other communications
- Updating paperwork, maintaining documents and word processing
- Performing general office clerk duties and errands
- Coordinating workshop events and setup
- Creating, maintaining, and entering information to databases
- Maintaining supply inventory
- Develop programs for community support and awareness
- Tech Support

Director of Operations

Makana O Ke Akua, Inc (Non-profit)

04/2013 to Current

Honolulu, Hawaii

- Coordinate, organize, and direct the daily operations of the organization
- Analyze facility activities to properly assess risk management and improve services
- Oversee human resource division working with all employees and volunteers
- Manage all financial bookkeeping, planning, and reporting
- Create marketing material including website, brochure, and event flyer
- Create electronic database for records management
- Liaison for State and Federal contracts
- Develop programs for community support and awareness

Office Staff

Makana O Ke Akua, Inc (Non-profit)

05/2010 to 04/2013

Kapolei, Hawaii

- Case management of clients
- Create marketing materials
- Develop strategic funding opportunities
- Oversee management team

- Implement contractual improvement programs
- Develop quality assurance position

Resort Security

Aloha Team (Ko Olina Resort)

09/2007 to 05/2010

Kapolei, Hawaii

- Customer service
- Hospitality industry
- Welcome resort guest
- Secure premises
- Risk management and problem solving
- Shuttle escort for VIP guests
- Subdue hostile patrons and situations
- Ensure safety of patrons and resort property

Education

- Bachelors of Science Degree, Business Administration, Class of 2017

Related Experience

- **Chairman of Ohana Services Network, Inc.** Lead a collaborative effort uniting various organizations and businesses to find funding to help each organization increase capacity to serve their clients and communities. (2017 to 2018)

References

Fika Esau, Mentor	808.389.5591
Kathy Neizmen, Co-worker	808.450.5014
Kuhio Lewis, Business Associate	808.596.8155

KATHY KZ NEIZMEN

92-1205 Makamai Place, Kapolei, Hawaii 96707 | C: 808.450.4014 | kneizmen@mokainc.org

Professional Summary

Experienced and motivated to deliver the best results for the company. I work with the spirit of excellence and enjoy learning and growing. I like working as a team player and believe that the best results come from the collective group. I enjoy helping others succeed.

Skill Highlights

- Ability to work well under pressure
- Multi-tasker
- Excellent communicator
- Customer service
- Self-motivated and reliable
- Culture awareness and sensitivity
- Detailed-oriented
- Leadership
- Relationship and team building
- Strong work ethic

Professional Experience

Executive Assistant

Makana O Ke Akua, Inc (Non-profit)

05/2010 to Current

Honolulu, Hawaii

- Assist the Director and Director of Operations with administrative assistance
- Work directly with cliental
- Do intake for new clients
- Produce digital forms, documents, letters
- File management
- Answer phone calls
- Case management for Clients

Salesperson

Crafts Supply

09/2007 to 10/2015

Pearl City, Hawaii

- Customer Service
- Floor salesperson
- Cashier
- Restock merchandise

Education

- Kaiser High School, High School Diploma

References

Keoki Dudoit, Supervisor
Denette Kapule, Friend

808.354.9823
808.366.5978



Makana O Ke Akua, Inc.

"Gift of God"

CLEAN AND SOBER LIVING

Position Title: Executive Director

Employment Type: Full-time

Job Summary:

The Executive Director's (ED) is responsible for leading Makana O Ke Akua, Inc.'s (MOKA) services critical to the organization's success and long-term sustainability. As a key member of MOKA's leadership team, the ED is also responsible for the implementation of MOKA's organization-wide mission, goals, strategic plan, and objectives. Including properties, maintenance, preservation, staff, and clients to achieve its mission to provide a secure, affordable space with quality programming. The ED works closely with the agency staff for constant, cohesive reporting and communication.

Essential Duties/Functions:

Capacity/Asset Building:

Manages agency-wide support services to include finance and accounting, human resources, and management information systems. Provides management oversight of program service delivery, training, reporting and analysis, process design, and short- and long-term business planning.

Finance & Accounting

- Directs preparation of financial statements in accordance with GAAP (Generally Accepted Accounting Principles), business activity and cash flow reports, financial position forecasts, annual budgets, and/or reports required by regulatory agencies. Advises Board on short-term and long-term financial objectives, policies, and actions.
- Prepares all supporting information for the annual audit and acts as liaison with finance committee and external auditors as necessary.
- Administers government and non-government grants and contracts; review proposals and agreements to ensure completeness and compliance with MOKA policies/procedures
- Ensures all statutory requirements of the organization are met and maintains current knowledge of federal and state policies and directives and current accounting standards.
- Works with Treasurer and Bookkeeper to develop, implement and ensure compliance with internal financial and accounting policies and procedures.
- Monitors risk management policies and procedures to ensure program and organizational risks are minimized.

Human Resources

- Works with Human Resources in the implementation and communication of human resources policies, procedures & programs.
- Oversees benefits administration and compensation tracking, especially any compensation changes.
- Liaisons with any internal and external HR service providers.

92-365 Malahuna Pl

Kapolei, Hawaii 96707

Phone: (808) 778-7652 Fax: (808) 425-4324



Makana O Ke Akua, Inc.

"Gift of God"

CLEAN AND SOBER LIVING

Other Duties/Functions:

- Develops and maintains relationships with banking, insurance, and other relevant non-organizational personnel to facilitate financial activities.
- Participates in senior management team and supports a quality team environment.
- Various other job-related tasks as needed.
- Excellent communication, verbal and written, and presentation skills.
- Ability to communicate effectively with influential people. Commands attention can change tactics midstream, and manage group processes during presentations or discussions.
- Leverages constructive and effective relationships with management team and leaders within the organization.
- Ability to diffuse high-tension situations carefully and maintains composure under pressure.

Qualification Requirements:

Skills/Knowledge: Expert knowledge in social service. Experience with non-profits and housing. Ability to multi-task and to work with a diverse of cultural, socioeconomic, and religious groups required.

Experience:

At least six years senior level professional experience. Successful experience in developing, directing, and managing multiple projects and implementing broad strategic goals. Proven leadership experience including ability to motivate, lead, set objectives and manage performance of staff. Commitment to the MOKA's mission of helping men transition from prison and/or homeless to members of the community.

Grant writing support

- Meet with grant writer to identify opportunities for grant requests for various programs and departmental needs.
- Prepare/provide requisite reports and documentation to complete and submit grant applications and other grant reporting requirements.
- Work closely with program directors and/or departmental heads to create/refine processes and/or systems to accurately track outputs and outcomes required by grant funders.
- Ensure compliance with reporting requirements of funders ensure that grant funding is expended appropriately.

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Makana O Ke Akua, Inc.

"Gift of God"

CLEAN AND SOBER LIVING

Position Title: Director of Operations
Employment Type: Full-Time

Job Summary

The Director of Operations plans and manages a program's strategy and main objectives and assesses its impact on a company. They are responsible for coordinating multiple projects that are used to meet a program's main goals. The Program Manager oversees the entire process and offers strategic guidance to Director of Operations while creating and managing long-term goals for an organization.

Essential Duties

- Organizing daily activities based on the goals of the organization
- Devising new programs that support the organization's objectives
- Coming up with sustainable goals for the organization
- Working with other departments to develop budgets and plans for the programs
- Evaluating and assessing the programs' strengths and weaknesses
- Monitoring projects and overseeing project managers to ensure goals are met
- Meeting with stakeholders to discuss program status and goals
- Working with the marketing team to improve strategies

Education

This position requires a high school diploma (or GED or high school equivalence certificate) and one-to-four years of previous experience. A Bachelor's degree is preferred.

Behavioral Characteristics

- Persistence -- Job requires persistence in the face of obstacles.
- Initiative -- Job requires a willingness to take on responsibilities and challenges.
- Cooperation - Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
- Concern for Others -- Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.
- Social Orientation -- Job requires preferring to work with others rather than alone and personally connected with others on the job.
- Self-Control -- Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.
- Adaptability/Flexibility -- Job requires being open to change (positive or negative) and to considerable variety in the workplace.
- Dependability -- Job requires being reliable, responsible, and dependable, and fulfilling obligations.
- Attention to Detail - Job requires being careful about detail and thorough in completing work tasks.
- Integrity - Job requires being honest and ethical.
- Social Perceptiveness -- Being aware of others' reactions and understanding why they react as they do.
- Coordination -- Adjusting actions in relation to others' actions.
- Negotiation -- Bringing others together and trying to reconcile differences.
- Instructing -- Teaching others how to do something.
- Service Orientation -- Actively looking for ways to help people.
- Time Management -- Managing one's own time and the time of others.

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Makana O Ke Akua, Inc.

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CLEAN AND SOBER LIVING

Reasoning Ability

- Problem Sensitivity -- The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- Deductive Reasoning -- The ability to apply general rules to specific problems to produce answers that make sense.
- Information Ordering -- The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- Selective Attention -- The ability to concentrate on a task over a period without distractions.
- Analytical Thinking -- Job requires analyzing information and using logic to address work-related issues and problems.
- Critical Thinking -- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Computer Skills

- Spreadsheet software.
- Word processing software.
- Email correspondence and professional etiquette.



Makana O Ke Akua, Inc.

"Gift of God"

CLEAN AND SOBER LIVING

Position Title: Case Manager

Employment Type: Full-Time

Job Summary

Responsible for the implementation of homebased transitional program services. Works collaboratively with staff members and community partners to assist clients to increase their income, maintain stable employment, and obtain appropriate housing. Compassionate, mature minded with strong sense of personal boundaries, team player, self- starter, dependable.

Essential Duties

- Assist in the development of individual service plans for residents.
- Conduct weekly check in meetings to track resident progress and assist residents in adopting new goals.
- Be available on-site to residents to discuss their needs and concerns.
- Investigate violations of program rules and assist program team members in determining appropriate consequences when needed.
- Complete documentation in a timely manner, to include case notes, orientation/exit summaries, recommendation letters, monthly progress reports and other documentation as needed.
- Work collaboratively with staff, interns, volunteers, and community partners, including government agencies.
- Supervise interns and/or volunteers as needed/assigned.
- Attend weekly program team meetings.
- Attend monthly staff meetings and other mandatory meetings.
- Support residents in resolving conflicts and respond to clients in crisis.
- Other duties as assigned.

Supervisory Responsibilities: This job has no supervisory responsibilities.

Qualifications for this position:

Education

This position requires a high school diploma (or GED or high school equivalence certificate) and one-to-four years of previous experience. A Bachelor's degree is preferred.

Behavioral Characteristics

- Persistence -- Job requires persistence in the face of obstacles.
- Initiative -- Job requires a willingness to take on responsibilities and challenges.
- Cooperation -- Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.
- Concern for Others -- Job requires being sensitive to others' needs and feelings and being understanding and helpful on the job.
- Social Orientation -- Job requires preferring to work with others rather than alone and personally connected with others on the job.

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- Self-Control -- Job requires maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior, even in very difficult situations.
- Adaptability/Flexibility -- Job requires being open to change (positive or negative) and to considerable variety in the workplace.
- Dependability -- Job requires being reliable, responsible, and dependable, and fulfilling obligations.
- Attention to Detail -- Job requires being careful about detail and thorough in completing work tasks.
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- Social Perceptiveness -- Being aware of others' reactions and understanding why they react as they do.
- Coordination -- Adjusting actions in relation to others' actions.
- Negotiation -- Bringing others together and trying to reconcile differences.
- Instructing -- Teaching others how to do something.
- Service Orientation -- Actively looking for ways to help people.
- Time Management -- Managing one's own time and the time of others.

Reasoning Ability

- Problem Sensitivity -- The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- Deductive Reasoning -- The ability to apply general rules to specific problems to produce answers that make sense.
- Information Ordering -- The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- Selective Attention -- The ability to concentrate on a task over a period without distractions.
- Analytical Thinking -- Job requires analyzing information and using logic to address work-related issues and problems.
- Critical Thinking -- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Computer Skills

- Spreadsheet software.
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- Email correspondence and professional etiquette.

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