

**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:

Neighborhood Housing Community Development Corporation PAL Kauai

Amount of State Funds Requested: \$ 240,000

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

PAL Kauai is seeking funding for general operating support to be able to carry out our affordable housing projects and programs.

Amount of Other Funds Available:

State: \$ \_\_\_\_\_

Federal: \$ \_\_\_\_\_

County: \$ \_\_\_\_\_

Private/Other: \$ 851,545

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

\$ 0

Unrestricted Assets:

\$ 5,239,053.02

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:

PO Box 37

City:

Kilauea

State:

HI

Zip:

96754

Contact Person for Matters Involving this Application

Name:  
Lawrence Graff

Title:  
Chief Operating Officer

Email:  
lgraff@pal-kauai.org

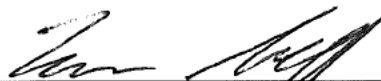
Phone:  
1 (808) 720-1011

Federal Tax ID#:

██████████

State Tax ID#

██████████

  
\_\_\_\_\_  
Authorized Signature

Lawrence Graff, COO  
\_\_\_\_\_  
Name and Title

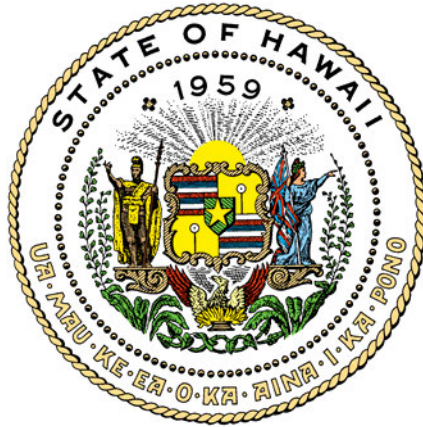
01/19/2023  
\_\_\_\_\_  
Date Signed

## 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  
LAWRENCE GRAFF, CHIEF OPERATIONS OFFICER PRINT NAME AND TITLE  
1/17/23 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

NEIGHBORHOOD HOUSING COMMUNITY DEVELOPMENT CORPORATION

was incorporated under the laws of Hawaii on 11/14/2018 ;  
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 04, 2023

Director of Commerce and Consumer Affairs



**PAL Kaua'i**  
Permanently Affordable Living Kauai

POB 37 Kilauea, HI 96754  
Anahola Marketplace  
4523 Ioane St. Suite A-1 Anahola, HI 96703  
**Phone:** (808) 720-1011  
**Email:** info@pal-kauai.org



## **Application for Grants Public Purpose Certification**

The grant will be used for Public Purpose pursuant to Section 42F-102, Hawai'i Revised Statutes.

Name of requesting Organization: PAL Kaua'i

The Public Purpose for the grant: Providing homes and sustainable living solutions within reach, restoring hope for the people of Hawai'i.

Services to be supported by the grant: Development of affordable for sale single-family and multi-family homes, management of affordable rental housing, and a service enriched housing program.

Target Group: Houseless and very low- to moderate income households.

Cost of the grant: \$240,000

## 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](#).

PAL Kaua'i attached a statement specifying that 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 the applicant's background;**

Neighborhood Housing Community Development Corporation officially received its 501(c)(3) status on November 14, 2018. Shortly after, we created our d.b.a. Permanently Affordable Living Kauai (PAL Kaua'i) to better reflect the heart of our organization - our mission to provide homes and sustainable living solutions within reach, restoring hope for the people of Hawai'i. We construct, purchase, and manage affordable communities across the island for houseless and very low to moderate-income families, partnering with organizations to provide social services and programming to help beneficiaries thrive in their homes.

We currently have three for-sale projects in our pipeline with one currently under construction. We also own and operate two affordable housing communities on Kaua'i in Kapaa and Kekaha.

Three years ago, PAL Kaua'i began the Kaua'i Affordable Housing Alliance (KAHA) to foster collaboration between all the affordable housing developers on the island. Through the alliance, Affordable Housing developers working on Kauai can coordinate resources and explore collaborations on projects with a more extensive scope and impact. PAL is also spearheading the initiative to start a revolving fund that can solve the affordable housing crisis on Kaua'i. This fund will provide easily accessible, risk tolerant loans with low interest rates that will allow developers to build at the speed needed.

2. The goals and objectives related to the request;

Our goal is to provide permanently affordable living for houseless and very low- to moderate-income residents with generational ties to Hawai'i. We do this through developing housing projects that provide various pathways: (1) Rental Housing, (2) Fee Simple Homeownership, and (3) Leasehold Homeownership via our Ho'omaluhia Community Land Trust. These diverse offerings allow us to provide equitable and accessible housing that meets our applicants' needs within each income bracket. We have also created a points and preferences application system to ensure that local, generational households have priority.

When developing our projects, we don't just plan for affordable housing, we plan for affordable *living*. True affordability includes all basic needs — food, utilities, transportation, healthcare, and employment. Our projects are designed to make these essential components accessible through location, sustainable architectural design, amenities, and service enrichment.

Access to resources and education is vital to secure permanently affordable living. Our Beyond Housing Program, implemented at our rental housing projects, is designed to guide tenants from houselessness to homeownership through supportive services. Providing onsite case management, we refer tenants to social services and develop their skills in financial literacy and planning, entrepreneurship, and small business management.

To provide our permanently affordable housing options we must schedule construction with an elevated level of predictability and control costs to build affordably. To do so we formed PAL Construction, a single entity LLC under PAL Kauai's non-profit status. Due to our isolated nature, Kauai's workforce is limited, and most construction tradespeople are in high demand. PAL's workforce will be engaged in our mission and dedicated to building affordable housing for the community. Crews familiar with our designs and building techniques through repetition will be able to construct units efficiently using innovative techniques such as those used by Habitat for Humanity. This will increase savings in construction so that we can meet our target price of \$225 per sq ft.

3. The public purpose and need to be served;

Housing is the number one expense for families. Aloha United Way 2022 study has shown that 41% of Kaua'i's population is Asset Limited, Income Constrained, Employed (ALICE). ALICE

represents the growing number of families who are earning above the Federal Poverty Level but not enough to afford the basics of housing, childcare, food, transportation, health care, and technology. These workers often struggle to keep their own households from financial ruin, while keeping our local communities running. On Kaua'i, 34% of households are “just getting by” or “finding it difficult to get by.” These households do not have the financial resilience to able to sustain a crisis and are vulnerable to houselessness. That is roughly 24k people. By offering affordable housing opportunities, we greatly reduce families' economic burdens.

In 2019 the Hawai'i Housing Planning Study identified that the island of Kaua'i needed 4,281 new affordable housing units by 2025. Unfortunately, so far, only about 265 have been built. We are acting as urgently as possible to close this quickly widening gap.

With limited affordable housing supply, many Hawaiian families and families with multigenerational ties to the island can no longer afford to live here. We need to prevent the displacement of the people who are our culture's lifeblood.

4. Describe the target population to be served; and

We focus on populations with very low- to moderate-income (below 50% AMI to 120% AMI)

5. Describe the geographic coverage.

We currently serve the County of Kaua'i.

### **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 overall scope of work for 2023-2024 includes (1) continuing to utilize the Homeless Management Information Coordinated Entry System in partnership with local social service providers, to fill any vacancy at our 13-unit apartment complex, Kauhale o Kekaha, (2) providing another 14 affordable rental units at Kauhale O Kapaa located in the middle of 5000 jobs and bringing that apartment complex into compliance with zoning and building codes (3) Starting Construction on two Single Family Homes at our Kauhale O Namahana Project and (4) arranging the financing and pre-development activities on the remainder of our construction projects.

1) Rentals (Multi-Family Buildings (50%-120% AMI)).

Kauhale O Kekaha is a 13-unit apartment complex purchased in the spring of 2022. Shortly after purchase, we entered into an affordable housing agreement with the County of Kaua'i, limiting



residents to 120% Area Median Income (AMI) or below. However, we chose to focus this project on houseless individuals and families earning 50% AMI or below. In addition, we collaborate with Family Life Center, Women in Need, Catholic Charities, Kauai Economic Opportunity, and US Vet to refer eligible consumers from the Coordinated Entry System By Name List For Tenancy.

Kauhale O Kapa'a is a 14-unit studio apartment complex purchased earlier this month. Our goal with this building is to preserve affordability so they can continue to provide much-needed housing in the population center of downtown Kapaa. With over five thousand jobs in the immediate surrounding area, local restaurants and businesses struggle to find employees due to the cost and availability of housing. Therefore, PAL intends to preserve and improve these units needed to support our local businesses and workforce.

Our Beyond Housing Program provides service-enriched housing by collaborating with providers to address the needs of each household. Ultimately the goal of this program is to stabilize households and provide pathways towards self-sufficiency. Our Beyond Housing program is implemented at both our rental housing projects.

The scope of work for our rental division consists of day-to-day property management - ensuring that financial, compliance, and physical aspects of the property assets meet industry standards, as well as operation and management of our housing programs - developing and implementing programs and practices that support the achievement of short and long-term housing stability for our beneficiaries and ensuring program's compliance with agency procedures and government regulations.

## 2) Fee Simple Homeownership (Single and Multi-Family Homes (80-120% AMI)).

We are currently working on three development projects. Kauhale O Namahana is a community in Kilauea of 11 single-family homes that we are co-developing with Habitat for Humanity. Kauhale O Kalaheo is a community in Kalaheo of 10 single-family homes. Kauhale O Waipouli is a community in Kapa'a of 17 single-family homes that we are co-developing with Habitat for Humanity.

The scope of work for our Fee Simple Homeownership projects includes financial forecasts, feasibility studies, lending and financing reviews, advancing new housing projects and initiatives, pre-construction activities, grants management, neighborhood relations, on-site supervision and technical management for all construction projects - including but not limited to:

- Planning, coordinating, supervising, and documenting daily on-site activities.
- Understanding all plans, specifications, and contract documents.
- Identifying and helping resolve conflicts with contract documents, unforeseen conditions, and all other construction issues impacting schedule and cost.
- Generating RFPs/RFQs, reviewing submittals, completing daily logs, conducting safety meetings, and updating overall and look ahead schedules.
- Maintaining a safe and clean jobsite.
- Assisting with construction schedules, meeting minutes, and change orders.
- Interfacing with all stakeholders

3) Leasehold Homeownership (Single-Family Homes (80-140% AMI)).

Ho'omaluhia Community Land Trust (HCLT) was established in 2022 to assure our units' affordability in perpetuity and provide an alternative affordable living pathway to qualifying households that would otherwise not achieve ownership on the open market. Our HCLT homes will be leasehold, creating a cheaper alternative to purchasing a fee simple home by removing the cost of land to the purchase price. We have raised enough funds to place two of the Kauhale O Namahana units in the HCLT.

The scope of work for our HCLT homeownership program includes programmatic and administrative management of the Land Trust consistent with the policies approved by Executive Director and Board, developing and executing marketing and communication strategies to engage donors, managing the organization's events, fund development, and the coordination of sponsorships.

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

Under rental housing program productivity, the Kauhale O Kekaha complex is anticipated to stabilize 50 individuals and approximately 20 families annually from houselessness. In addition, Kauhale O Kapa'a is anticipated to stabilize 20-28 individuals. The rental housing projects and Beyond Housing Program will be on going throughout the year (12 months).

In new construction of for-sale homes restricted at 120% AMI and below, we have three projects in the pipeline; 11 units in Kilauea, 17 units in Kapaa, and 17 units in Kalaheo. Because collaborations are essential to our business model, these projects will be co-developed with Habitat for Humanity and Affordable Housing Kauai. PAL Kaua'i & PAL Construction will be directly responsible for building a total of 19 of the 45 units of housing.

- (1) Select and qualify very low to moderate income families (3 months)
- (2) Produce and complete affordable homes (7 months)
- (3) Close mortgages (2 months)

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

The goal of PAL Kaua'i's quality assurance coordination is to ensure that participants receive the most effective and efficient services through the rental housing pathway and Beyond Housing Program. PAL Kaua'i continuously monitors their programs, identifying the strengths and deficiencies of services, and taking appropriate corrective actions. PAL Kaua'i's quality assurance plan has procedural guidelines for staff and describes responsibilities in monitoring services. Staff meet quarterly to review, evaluate, and implement improvements. The Executive

Director oversees the execution of the Quality Assurance Plan (QAP) and assigns responsibilities for monitoring key indicators of quality to various staff who present regular reports. The review identifies areas for improvement, which results in corrective action in those areas.

PAL Kaua'i's QAP and Continuous Improvement Process are designed to meet all requirements of quarterly and/or annual contract monitoring and to ensure compliance with all administrative and fiscal aspects of the contract. PAL Kaua'i provides documentation of all QAP activities and participant records for audits scheduled by oversight agencies as needed. Evaluation in the form of surveys, feedback and closure forms are used in creating new programs and for application and compliance purposes required by funding agencies. All quarterly findings and information are reviewed by the Quality Assurance Committee and is conveyed to the Board of Directors and Executive Director.

### **Record Review**

The Associate Director and Chief Operating Officer meet quarterly to review a random sample of active case files, utilizing established review criteria. Indicators reviewed include completeness of documentation, meeting of program standards, and presence-required documents. A report summarizing findings is generated, and deficiencies are communicated to program managers for corrective actions. Corrective Action Plan timelines are then followed up for completion.

### **Satisfaction Surveys**

Satisfaction Surveys are intended to be an important part of PAL Kaua'i's Quality Assurance process. Surveys will be conducted of consumers twice a year. Analysis of results produces corrective actions, as required, which are re-evaluated through subsequent surveys to demonstrate improvement.

### **Consumer Complaints, Grievances and Appeals**

All consumers' complaints, appeals and grievances, are maintained in a secure data file and reviewed monthly with the management team. Responses to such complaints, appeals and grievances are submitted to the appropriate persons in writing within the required time frame.

### **Quality Management Policies and Procedures**

PAL Kaua'i has established policies and procedures to include: Consumer Complaints, Grievances and Appeals; Consumer Satisfaction; Disaster Preparedness; Emergency Evacuation; Compliance; Consumer Rights and Orientation; Secure Record Maintenance; Individualized Service Plans; Referrals participants to other programs; and additional policies and procedures. These policies and procedures are available for review upon request.

### **Outcome Measures and Performance Indicators**

PAL Kaua'i is set up to provide regular monthly, quarterly, and yearly reporting of well defined outcome measures and performance indicators of its delivery system. These are consistent with the professional standards of the discipline involved in the delivery of services. PAL Kaua'i focuses on the quality indicators of Program Efficiency, Program Effectiveness, Access to Services, and Consumer Satisfaction. It is PAL Kaua'i's policy that data collecting, timely

reporting, and monitoring are key components in measuring the success of the program and for making continuous improvements in the effectiveness and delivery of services.

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.

PAL Kaua’i will collect data on the following performance measures for our Rental Housing Program:

- 80% of households maintain housing
- 80% of households consistently pay their utilities
- 80% of households are satisfied with the program
- 20% of households will have started their financial consultation with Hawaii Community Assets
- 10% of households will enter a mentorship with Hawai’i Small Business Development Center
- 50% of households will participate in Beyond Housing Program workshops.
- 90% of households maintain compliance with Occupancy Agreements

PAL will receive entitlements and permits and commence construction during the performance period of this grant. Outcome measures related to the process of constructing homes will be evidenced by benchmarks related to entitlements and permits, construction, certificates of occupancy, and final sale to income eligible homebuyers.

#### **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 (attached)
  - c. Equipment and motor vehicles (N/A)
  - d. Capital project details (N/A)
  - e. Government contracts, grants, and grants in aid (N/A)
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
\$100,000	\$100,000	\$40,000	\$0	\$240,000

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

Atherton Family Foundation	50,000
Healy Foundation	50,000
First Hawaiian Bank Foundation	50,000
Bank of Hawaii Foundation	100,000
GIA	300,000
McInerny Foundation	50,000
Alexander & Baldwin Foundation	50,000
G.N. Wilcox Trust	50,000
Nareit Foundation	100,000
Annie Sinclair Knudsen Memorial Fund	10,000
Elsie H. Wilcox Foundation	10,000
Chan-Zuckerberg Kaua'i Community Fund	100,000

- 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.

PAL Kaua'i has not been given any state or federal tax credits within the past three years. PAL Kaua'i has not applied for any state or federal tax credits, nor do we anticipate applying for any.

- 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.

\$0

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

\$5,239,053.02 \*note a large majority of these funds are allocated towards the purchase of projects and construction of homes.

## **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.

Our leadership has years of experience in real estate, affordable housing development, program management, and non-profit administration. The collective experience of our executive team and talented staff enables our organization to execute projects and programs seamlessly, responding to the affordable housing crisis quickly and effectively.

Kauhale O Kekaha is a 13-unit affordable living apartment community owned and operated by PAL Kaua'i since February 2022. We entered an affordable housing agreement with the County of Kaua'i, limiting residents to 120% Area Median Income (AMI) or below. However, we chose to focus this project on households earning 50% AMI or below by providing service-enriched housing for the houseless population of Kaua'i in partnership with Family Life Center, Women in Need, Catholic Charities, Kauai Economic Opportunity, and US Vets. Kauhale O Kekaha's goal is to take households from houselessness to homeownership. Our apartment community serves as a starting point for families to eventually transition into one of our for sale single-family homes. Our Beyond Housing Program, helps prepare our tenants for homeownership through social services and life enrichment programs, covering topics such as financial literacy and planning, entrepreneurship, and small business management. We have 12 families living in our community, 6 of which have 2-5 children under the age of 10. Since opening Kauhale O Kekaha we have taken 9 families directly out of houselessness. We are continuously working to provide more sustainable amenities at the project, such as aerobic wastewater treatment, solar roofing, EV charging stations, low-water use laundry facilities, a business incubation center, and a community garden.

## **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.

### **Rental Housing**

PAL Kaua'i owns two apartment buildings where we conduct our Rental Housing Program. Kauhale O Kekaha is located at 4517 Kala Road, Kekaha, HI 96752. It has 13 units. Kauhale O Kapa'a is located at 4585 Lehua Street, Kapa'a, HI, 996746. It has 14 units.

### **PAL Kaua'i Administration**

Our office space is located at the Anahola Marketplace (4523 Ioane Road, Anahola, Hawaii 96703). We rent two buildings, for our main office and PAL Construction. These facilities provide an office space for all the administrative tasks and meeting rooms that allow us to successfully complete our development projects.

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

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### **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.

All PAL Kaua'i staff providing the proposed services shall possess the knowledge, skills, and experience of working with the targeted population. The administrative staffing pattern provides for adequate, efficient administrative support that allows for effective delivery of service, and for a variety of credentialing categories to ensure a multi-disciplinary team approach to service delivery.

PAL Kaua'i's organizational structure is equipped with features that ensure the successful delivery of services. PAL Kaua'i staff has extensive experience with real estate, affordable housing development, program management, service enriched housing and non-profit administration. PAL Kaua'i is equipped to ensure successful delivery of services through:

- A well-credentialed, highly trained, diverse staff with experience in providing service enriched housing, case management, affordable housing development, and property management.
- Ongoing training and supervision program for staff.
- A strong quality assurance program
- Accountability ensured through quality assurance.
- An Advisory Board consisting of affordable housing specialists, community members and consumers that provide crucial input and feedback regarding PAL Kaua'i services.

Our Board of Directors consists of seven professionals passionate about providing housing for the consumers of the agency. Each dedicated member actively participates in fundraising events, and they assist through financial contributions, product donations, professional expertise, and time. Each member's professional and personal networks help to spread awareness about PAL Kaua'i's cause and upcoming events and meet every month.

### **Training**

We ensure that the staff are carefully supervised and offered training opportunities in the provision of affordable housing, fair housing, income certification and property management. PAL Kaua'i staff regularly research best practices for affordable housing and service enriched housing and apply this knowledge base into its service delivery and training programs. PAL Kaua'i's staff possesses and utilizes a wide range of higher level interpersonal observational skills and has experience in client assessment. They demonstrate motivational skills and the ability to direct clients to appropriate resources. They work effectively with individuals of diverse backgrounds, cultures, religious beliefs, and lifestyles. PAL Kaua'i has the capacity to build rapport and work with substance abuse clients, survivors, homeless persons and individuals who may have criminal history in their backgrounds, a history of violence, and those who may at times find it hard to trust and cooperate within structured services and systems. Staff composition is representative of the cultural diversity in Hawaii and includes supervision in the area of delivery. The strengths brought by cultural competence form the foundation of our service to Kaua'i's diverse cultural population.

The following staff are intended to be partially funded through this GIA grant:

.5 FTE: Programs Director Brian Alston

1.0 FTE: Property Assets Director Arminda Ho’omanawanui-Sugai

1.0 FTE: Controller Moana Waipa

See resumes attached.

## **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.

## **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 - \$127,200

Construction Superintendent - \$95,400

Chief Operating Officer - \$88,046.82

## **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.

PAL Kaua’i is not currently under and pending litigation or outstanding judgement.

### **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.

Executive Director holds Real Estate Brokers License in the State of Hawai’i.

### **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.

The 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 2023-24 the activity funded by the grant if the grant of this application is:

- (a) Received by the applicant for fiscal year 2023-24, but
- (b) Not received by the applicant thereafter.

There are three sources that fund PAL Kaua'i operations: donations, income from rentals, and income from the sale of homes from our single-family residential projects. We assumed ownership of Kauhale O Kekaha in February 2022 which has required significant rehabilitation, limiting net operating income. We anticipate our repairs to be completed and our first construction projects to be sold in 2023. The GIA funding will supplement our operating costs for our program until our anticipated income streams will be able to support our staff positions.

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2023 to June 30, 2024

Applicant:   PAL  Kaua'i  

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
<b>A. PERSONNEL COST</b>				
1. Salaries	172,500		31,800	587,545
2. Payroll Taxes & Assessments	46,000		3,200	141,000
3. Fringe Benefits	21,500			33,000
<b>TOTAL PERSONNEL COST</b>	<b>240,000</b>		<b>35,000</b>	<b>761,545</b>
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				7,700
2. Insurance				1,450
3. Lease/Rental of Equipment				5,100
4. Lease/Rental of Space				27,600
5. Staff Training				5,000
6. Supplies				6,950
7. Telecommunication				400
8. Utilities				800
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>				<b>55,000</b>
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>				
<b>TOTAL (A+B+C+D+E)</b>	<b>240,000</b>		<b>35,000</b>	<b>816,545</b>
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	240,000	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p style="font-size: 1.2em; margin: 0;">Moana Waipa</p> <p style="font-size: 0.8em; margin: 0;">Name (Please type or print)</p> </div> <div style="width: 35%;"> <p style="font-size: 1.2em; margin: 0;">808-634-4328</p> <p style="font-size: 0.8em; margin: 0;">Phone</p> </div> </div>		
(b) Total Federal Funds Requested				
(c) Total County Funds Requested	35,000	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p style="font-size: 1.2em; margin: 0;"><i>[Signature]</i></p> <p style="font-size: 0.8em; margin: 0;">Signature of Authorized Official</p> </div> <div style="width: 35%;"> <p style="font-size: 1.2em; margin: 0;">1/20/23</p> <p style="font-size: 0.8em; margin: 0;">Date</p> </div> </div>		
(d) Total Private/Other Funds Requested	816,545			
<b>TOTAL BUDGET</b>	<b>1,091,545</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p style="font-size: 1.2em; margin: 0;">Moana Waipa - Controller</p> <p style="font-size: 0.8em; margin: 0;">Name and Title (Please type or print)</p> </div> </div>		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2023 to June 30, 2024

Applicant: \_\_\_\_\_ PAL Kaua'i \_\_\_\_\_

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Programs Director	2080	\$63,600.00	50.00%	\$ 31,800.00
Property Assets Director	2080	\$63,600.00	100.00%	\$ 63,600.00
Office Manager/Bookkeeper	2080	\$77,168.00	100.00%	\$ 77,168.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				<b>172,568.00</b>
<b>JUSTIFICATION/COMMENTS:</b>				

## **BRIAN C. ALSTON**

### **Mailing Address**

PO Box 3170  
Lihue, Hawaii 96766  
Phone (808) 378-9096  
[profalston@gmail.com](mailto:profalston@gmail.com)

### **EDUCATION**

08/11 to 05/13	<b>Walden University</b> <b>Degree:</b> Over 50 graduate credits toward Doctorate in Clinical Psychology	<b>Minneapolis, Minnesota</b>
08/02 to 05/03	<b>Boston University</b> <b>Degree:</b> MA (Cognitive Science and Religion)	<b>Boston, Massachusetts</b>
10/98 to 10/01	<b>Hartford Seminary</b> <b>Degree:</b> MA (Theology and Ethics)	<b>Hartford, Connecticut</b>
09/82 to 05/86	<b>Amherst College</b> <b>Degree:</b> BA (Interdisciplinary: Religion, Anthropology, Sociology)	<b>Amherst, Massachusetts</b>
09/78 to 06/82	<b>Boston Latin High School</b> <b>Degree:</b> Diploma (College Prep)	<b>Boston, Massachusetts</b>
06/81 to 08/81	<b>Hangzhou University</b> <b>Degree:</b> Diploma (Chinese Culture)	<b>Hangzhou, China</b>

### **PROFESSIONAL WORK EXPERIENCE**

**PAL Kauai** February 2022 - Present  
**Programs Director** (30-40 hours weekly)  
Develop and manage programs to provide service enrichment to affordable housing projects.

**Kauai Economic Opportunities, INC** May 2018 – February 2022  
**Homeless & Housing**  
**Housing Coordinator** (30-40 hours weekly)  
Assist Houseless - homeless and formerly homeless adults and families to ascertain and maintain themselves in permanent housing.

**Mental Health Kokua** June 2016 – February 2022  
**Housing for Psychiatric Disability**  
**Resident Assistant (part time on call)**  
Monitor and supervise daily living, medication management, and life skills for 10 formerly homeless severely mentally challenged adults living in 2 large group home settings

**Resident Services Manager (50+ Hours weekly)**  
**Affordable Housing**  
**Lihue Court Townhomes**

January 2012 – December 2016

One of two Managers to oversee Lihue Court Townhomes, a 173-unit affordable rental property Lihue, Kauai – Supervised 3 Staff - Principally responsible for handling resident complaints, unit inspections, mediating conflicts, making assessments and referrals for employment, domestic violence intervention, substance abuse prevention, etc. Community Collaboration via MOU, Program Development and grant writing for programs and services for 450 residents (seniors, families, single adults, youth, and children), and established stakeholder relationships with the County, local NGO's and other community resources in community building, economic sufficiency, food security and youth development with a focus on environment and sustainability.

**Previous Affordable Housing Experience** with HRA Realty (1993-94) and The Community Builders (1999-2001) at Church Street South Apts in New Haven, Connecticut, 301 unit 1–4 bedroom with 1200 residents. In addition to maintaining Resident Services assisted Property Management with screening of rental application, prospective resident interviews, rent collection, regular unit inspections, vendor scheduling, annual property budgeting, and Employee evaluation and supervision.

**Counseling Experience:** Since 1990 I have worked in a variety of venues providing psychiatric and substance abuse evaluations, counseling, violence prevention, and therapeutic foster care, and making diagnostic decisions Axis I, III, IV, and V in community, corrections, and hospital settings; provided also crisis intervention services including crisis case management and short-term crisis counseling, and information on treatment and referral for adults and youth.

**YWCA Kauai**

2011

**Domestic Violence Program Manager**

Worked for a brief period with the YWCA program in their Domestic Violence Prevention Program

**Recovery Coach (part-time)**

**Paradise Recovery, Honolulu, HI**

Sept 2007 – April 2009

Provide listening, feedback and support during client's day to day residential admission. Accompany clients on escorts providing sober support in real world interactions. Provide group therapy to help clients' process and integrate therapeutic interventions into life experiences.

**Crisis Clinician (full-time)**

**Advocates, Inc., Framingham, Mass.**

April 2007 – Aug. 2007

Provided psychiatric and substance abuse evaluations of individuals in Hospital Emergency Rooms and made diagnostic decisions Axis I, III, IV, and V. Provided crisis intervention services including crisis case management and short-term crisis counseling, and maintained a thorough knowledge of managed care and health insurance in order to link clients with specific community services and information on treatment and referral.

**Staff Therapist (full-time)**

**Addiction Treatment Center - Brighton, Massachusetts**

June 2003 – July 2007

Provided individual and family counseling to adult substance dependent and dual diagnosed clients; and Facilitated weekly educational groups in anger management, cocaine recovery, and relapse prevention; Facilitated weekly Men's group addressing life issues such as meeting educational and employment goals, maintaining good physical, mental/emotional health, and social well-being.

## **LICENSURE AND CERTIFICATION**

Certified CPR and First Aide	Current
CPI Trained	OCT 26, 2017 – OCT 31, 2018
Certified Substance Abuse Counselor (CSAC)	June 01, 2010 (expired)
Certified Addiction Counselor (CAC)	June 01, 2010 (expired)
Certified Sexual Assault Counselor	New Haven, Connecticut 2001

## **References upon Request**

# Arminda Hoomanawanui-Sugai

## **Property Manager with experience and a great attitude**

Kapaa, HI 96746

[ahoomana@gmail.com](mailto:ahoomana@gmail.com)

+1 808 639 9799

I'm a passionate individual with the drive to succeed with any team. I come with nine years of property management experience from housekeeping to budget management with everything in between and I would be a great asset to your team. Working for a top 50 company in the country allowed me to learn and operate on a higher caliber. My determination allowed me to excel in my career where I earned several awards for performance.

Willing to relocate: Anywhere

Authorized to work in the US for any employer

## Work Experience

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### **Property Manager**

Arrived LLC - Kauai, HI

November 2020 to Present

As the property manager for Kaua'i ultimately I am the main point of contact for corporate and communicate out from there to different teams (housekeeping, maintenance, vendors, etc.). I process invoices from vendors and delegate work orders depending on category and severity. I respond to owner and guest concerns/questions. I purchase replacement items as needed and deliver to appropriate homes while maintaining an appropriate inventory on hand at the storage in case of emergencies. I communicate with housekeeping, maintenance, and the inspector on a daily bases ensuring our daily operations on island run smoothly. I respond to after hour guest concerns. Streamline is the main property management software that we use. Microsoft office is the main software used for emails, etc. This is a remote position as there is no office on island.

### **Resident Manager**

EAH HOUSING - Waimea, HI

January 2021 to December 2021

With EAH I was the resident manager of Waimea Huaka'i a brand new LITHC property on Kaua'i. It was my first time working at this type of property but with training and hands on experience I was able to work solo after six weeks. My responsibilities included overseeing the day to day operations of the property. I collected, processed rent payments, and made bank deposits. Insured with complied with HUD, TCAC, Kaua'i County Housing, and other regulations. Performed daily property inspections, picks ups, and resident interactions. I maintained the waitlist ensuring applicants were current and qualified. Prepared and shadowed lease signings. Scheduled vendors and maintenance for work orders and property repairs. Scheduled and conducted annual inspections to insure compliance with different programs. Communicate with owners and corporate team to ensure compliance and satisfaction. Investigated resident concerned and addressed them as necessary. Responded to any after hours concerns and/or emergencies. This was a live onsite position.

## **Property Manager**

Local Local Homes, LLC - Keaau, HI  
October 2019 to June 2020

This position entailed being the sole manager for over 70 units for a private company. I was responsible for the advertising, marketing, leasing, enforcement of rules, inspections, scheduling maintenance and renovations, and the communication between resident and team. As a newer company I assisted in the development of their policies and procedures manual.

## **Community Director**

Weidner Apartment Homes - Anchorage, AK  
February 2017 to August 2019

Responsible for the overall operations of the properties. This includes efficient management of my team of five, providing support, developing and managing annual budgets, problem solving, marketing, enforcing rules and policies, and general property maintenance. As Community Director I also possess a high level of excellent customer service while leading by example.

- I achieved the 'Fantastic Four' award (top performance award)
- Earned my Accredited Residential Manager® (ARM) certification.

## **Assistant Community Manager**

Weidner Apartment Homes - Anchorage, AK  
August 2016 to February 2017

As Assistant Community Director my primary role was to provide frontline support for my supervisor to manage all aspects of the property. I also took charge of the renewal, move out, and deposit accounting processes. I assisted in developing a budget, the leasing process and creating marketing strategies. I developed my desire to lead through effective management.

I became a Gold Star committee member (new hire mentor) by working diligently and effectively.

## **Leasing Agent/Assistant Manager**

Weidner Apartment Homes - Anchorage, AK  
August 2014 to August 2016

Advertise available apartments online. Contact potential residents in a timely manner. Investigate resident concerns. Utilize Microsoft outlook and Yardi. Process bank deposits. Ensure cleanliness in office, common areas, and target apartments. Maintain quality standards and excellent customer service at all times.

- Gold star committee member
- Winner of office with a smile award

## **Housekeeper**

Weidner Apartment Homes - Anchorage, AK  
June 2013 to August 2014

Clean apartments after residents vacate. Ensure cleanliness in common areas, and target apartments.

- Nominated for golden broom award

## **Security Officer**

G4S Solutions USA - Lihue, HI  
April 2012 to May 2013



Perform property patrols. Assist hotel with any concerns or issues. Maintain professionalism throughout my shift. Monitor parking lot, assign overflow passes as needed. Ensure safety and no trespassing.

## Education

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### **2 semesters of study in Tourism And Hospitality**

Kauai Community College - Lihue, HI

July 2012 to May 2013

### **High school or equivalent in High school diploma**

Kauai Community School for Adults - Lihue, HI

April 2008 to May 2008

## Skills

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- Microsoft Office (10+ years)
- Yardi Voyager (6 years)
- Marketing (10+ years)
- Sales (10+ years)
- Customer Service (10+ years)
- Employee Evaluation (5 years)
- Microsoft Outlook (10+ years)
- Management Experience (6 years)
- Supervising Experience (6 years)
- Computer Skills
- Fair Housing Regulations
- Property Leasing
- Property Management
- Section 8
- Office Management

## Certifications and Licenses

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### **Accredited Residential Manager®**

July 2018 to June 2019

For residential property managers newer to the profession and aspiring to take the next step in their careers, and gain control over their future.

## Assessments

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### **Supervisory Skills: Directing Others — Highly Proficient**

October 2019

Motivating others through feedback to identify improvements or corrective actions.

Full results: [Highly Proficient](#)

### **Marketing — Familiar**

October 2019

Understanding a target audience and how to best communicate with them.

Full results: [Familiar](#)

### **Written Communication — Familiar**

October 2019

Measures a candidate's ability to convey written information using proper grammar rules.

Full results: [Familiar](#)

Indeed Assessments provides skills tests that are not indicative of a license or certification, or continued development in any professional field.

## Additional Information

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### References:

Melissa Holland, previous supervisor  
907-202-0872

Jacob Way, friend and previous co-worker  
231-944-4937

Brad Wuerer, previous supervisor  
907-529-5796

Veronica Wakinekona, mentor  
907-341-7389

# Moana Waipa

2080 Manawalea St. Apt. 411  
Lihue, HI 96766  
(808) 634-4328  
mwaipa9@gmail.com

## EXPERIENCE

### **Cushman & Wakefield | ChaneyBrooks, Lihue — Assistant Property Manager**

September 2020 - PRESENT

- Assist in managing 26 commercial properties in retail, office space, restaurant and industrial settings.
- Preparation of monthly management reports.
- Reconcile tenants accounts and billing adjustments as required.
- Prepare annual operating budget and estimated Common Area Maintenance expense reports.
- Prepare annual CAM expense reconciliation calculations and billings.
- Prepare correspondances involving building notices and client related activities.
- Supervise property maintenance crew and vendors.
- Perform periodic physical inspection of property to ensure maintenance needs are met and property is in good condition.
- Manage capital and tenant improvement projects.
- Handle tenant complaints
- Vendor bid solicitations and specifications.
- Coordinate small and large projects with vendors.
- Maintain an excellent relationship with vendors, tenants and owners.

### **Starbucks, Lihue — Shift Supervisor**

April 2014 - Present

- Provides quality beverages, whole bean, and food products consistently for all customers by adhering to all recipe and presentation standards.
- Anticipates customer and store needs by constantly evaluating the environment and customers for cues.
- Creates a positive learning environment by providing clear, specific, timely, and respectful feedback to partners on shift to ensure operational excellence.
- Delivers excellent customer service to all customers.
- Implements store operations during shifts.
- Follows all cash management and cash register policies and ensures proper cash management practices are followed by the team.

## SKILLS

Computer proficiency  
Quickbooks & sage timberline experience  
Accounting and finance background  
Time management ability  
Analytical skills  
Self-directed  
Excellent leadership skills  
Excellent communication and customer services skills

## PROJECT MANAGEMENT

Project coordination between vendors/contractors and tenants for projects while providing details and timelines to owners.  
Oversight of:

Re-Roofing  
Air conditioner replacement  
Parking lot repairs  
Suite remodels  
Drainage improvements  
Tree removals/trimming  
Gutter replacements  
Building painting  
Drainage repairs  
Insurance claims

- Recognizes and reinforces individual and team accomplishments.

## **Island School, Lihue — *Accounts Payable***

December 2016 - March 2019

- Two plus years of hands-on accounting experience, payroll, handling monthly bank reconciliations, expense tracking, AP posting and check mailing, month-end and year-end reporting tasks, and assisting with the annual audits.
- Solid organizational skills - able to effectively manage multiple responsibilities requiring extreme attention to detail within deadline-driven environments.
- Experience in using Quickbooks, Quickbooks POS and Microsoft Office (Excel, Word & PowerPoint).
- Monthly GET preparation and filing.
- Sound knowledge of GAAP.

## **EDUCATION**

### **Arizona State University, Online — *Bachelors of Applied Science: Corporate Accounting***

September 2015- August 2019

### **Arizona State University, Online — *Bachelors of Applied Science: Business Administration***

September 2015 - August 2019

### **Kauai Community College, Lihue — *Associates of Applied Science: Accounting***

August 2012- May 2015

### **Kauai Community College, Lihue — *Associates of Applied Science: Business Technology***

August 2012- May 2015

Member, Phi Theta Kappa

Certification in Accounting office assistant

Certification in Accounting Assistant

Certification in Small Business Accounting

Certification in Tax



# Organizational Chart

## Board of Directors



**LEILANI SPENCER**  
PRESIDENT



**LARRY GRAFF**  
VICE PRESIDENT



**HARVEST EDMONDS**  
TREASURER



**PUNA KALAMA  
DAWSON**  
SECRETARY



**JANICE BOND**  
BOARD MEMBER



**GLENN HEAD**  
BOARD MEMBER



**JIM EDMONDS**  
EXECUTIVE  
DIRECTOR



**LARRY GRAFF**  
CHIEF OPERATING  
OFFICER



**TAYLOR REID**  
ASSOCIATE  
EXECUTIVE  
DIRECTOR



**BILL CHASE**  
PAL CONSTRUCTION  
SUPERINTENDENT



**ARMANDA  
HOOMANANUI SUGA**  
PROPERTY ASSETS  
DIRECTOR



**MOANA WAIPA**  
CONTROLLER



**BRIAN ALSTON**  
PROGRAMS DIRECTOR



**SARAH O'ROURKE**  
DIRECTOR OF  
COMMUNICATIONS



**RACQUEL  
SEGATO-FIGUEROA**  
DEVELOPMENT  
ASSOCIATE



**STEPHEN SPEARS**  
PROJECT  
CONSULTANT



**DANIEL METTEAUR**  
CONSTRUCTION  
ASSOCIATE