

House District 2

Senate District 2

THE TWENTY-SEVENTH LEGISLATURE  
HAWAII STATE LEGISLATURE  
APPLICATION FOR GRANTS & SUBSIDIES  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant or Subsidy Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

SUBSIDY REQUEST

"Grant" means an award of state funds by the legislature, by an appropriation to a specified recipient, to support the activities of the recipient and permit the community to benefit from those activities.

"Subsidy" means an award of state funds by the legislature, by an appropriation to a recipient specified in the appropriation, to reduce the costs incurred by the organization or individual in providing a service available to some or all members of the public.

"Recipient" means any organization or person receiving a grant or subsidy.

STATE DEPARTMENT OR AGENCY RELATED TO THIS REQUEST (LEAVE BLANK IF UNKNOWN):

STATE PROGRAM I.D. NO. (LEAVE BLANK IF UNKNOWN): \_\_\_\_\_

1. APPLICANT INFORMATION:

Legal Name of Requesting Organization or Individual:  
The Salvation Army, a California Corp

Dbas: The Salvation Army Family Intervention Services

Street Address: 1786 Kinoole Street  
Hilo, HI 96720

Mailing Address: P.O. Box 5085  
Hilo, HI 96720

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

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Title: Director of Operations

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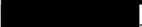
3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION
- FOR PROFIT CORPORATION
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

RENOVATION OF EMERGENCY SHELTER SERVICES FOR YOUTH AGES 12 TO 17  
IN HILO, HAWAII

4. FEDERAL TAX ID: 

5. STATE TAX ID #: 

7. AMOUNT OF STATE FUNDS REQUESTED:

FY 2013-2014: \$ 642,105.00

8. STATUS OF SERVICE DESCRIBED IN THIS REQUEST:

- NEW SERVICE (PRESENTLY DOES NOT EXIST)
- EXISTING SERVICE (PRESENTLY IN OPERATION)

SPECIFY THE AMOUNT BY SOURCES OF FUNDS AVAILABLE  
AT THE TIME OF THIS REQUEST:

STATE \$ \_\_\_\_\_

FEDERAL \$ \_\_\_\_\_

COUNTY \$ \_\_\_\_\_

PRIVATE/OTHER \$ \_\_\_\_\_



ROXANNE E. COSTA, DIRECTOR OF OPERATIONS  
NAME & TITLE

1/18/13  
DATE SIGNED

**CAPITAL IMPROVEMENT GRANT  
FOR  
HILO EMERGENCY SHELTER RENOVATION**

**I. BACKGROUND AND SUMMARY**

The Salvation Army- Family Intervention Services (TSA-FIS) has been providing a variety of quality residential services to youth on the island of Hawaii since 1970. We offer gender-specific placements in both our Emergency Shelters to both male and female adolescents between the ages of 10 to 18 from the entire geographic area of Hawaii Island. We also take referrals from the outer islands. Our array of residential facilities are located on the east side of Hawaii in Hilo, on the west side in Kona, and our northernmost facility is located in Honokaa. Through the years, we have expanded our services and vision; we now offer Outreach and Prevention services and Transitional Living services, and have TSA-FIS licensed foster homes. Although our agency has expanded and reshaped its services in response to changing trends and needs in our community, our mission has remained the same: To provide youth with skills for a healthy life, and instill purpose, hope and vision to youth and their families.

Over four decades ago, TSA-FIS designed and implemented its Emergency Shelter in response to a community need; at that time, there were virtually no options for short-term, residential placements in a group setting for community youth on Hawaii Island. In 1989, a Group Home Program was established for youth requiring placement for six months or longer, with an emphasis on cognitive restructuring. Our residential facilities remain co-ed, although physical and programmatic measures are employed to ensure a safe environment and gender-specific services. We accept Emergency Shelter referrals from the Judiciary, DHS and community agencies. Additionally, we accept recently arrested status offenders, non-violent law violators, intoxicated, troubled, abused, or neglected youth, ages 10 through their 18<sup>th</sup> birthdays from the Police. Any recently arrested status offenders requiring residential services who are between the ages of 10 through their 12<sup>th</sup> birthdays are placed in a TSA-FIS licensed foster home. These are youth who require short-term shelter and related services that will address a present crisis. The length of their stay in the Emergency Shelter or Foster Home varies according to the individual need of the youth, and the maximum length of stay will be 30 days. During their stay in our Emergency Shelter or Foster Home, these youth receive assessment, crisis intervention, and mediation services. All youth are screened for linkage to appropriate collateral services and, as appropriate, reunified with their parents. Intoxicated youth will be accepted into residential placement once they have been cleared by a medical professional.

TSA-FIS proposes to continue the proven success of our Emergency Shelter and Foster Homes in each region. We have provided the youth of Hawaii with an alternative to institutional care for over 4 decades. We have seen first-hand that the majority of our troubled, abused, and neglected youth are best-served by living in a safe and nurturing environment within their community. Living in a TSA-FIS residential program affords youth the opportunity to increase their life skills and resiliency in a facility with a small staff to youth ratio. Our youth receive individualized services and foster healthy relationships with knowledgeable, competent, and empathetic adults who are ethical and model appropriate behavior at all times. Our youth

quickly stabilize their behavior and begin to deal with their issues within our structured and activity-based programs. Positive relationships and healthy peer-interaction is also stressed. In short, our youth learn to develop individual strength and fortitude while also discovering the benefit of trusting in and relying on others, whether they are authoritative adults, family, community members, peers, or “the system.”

The ultimate goal of our Emergency Shelter or Foster Home is to provide a safe and temporary living environment for youth. TSA-FIS feels it is necessary for youth to have the opportunity to detach from the ongoing crisis to develop alternative plans of action. Clients are tasked to modify their at-risk life styles, cope with past trauma and current difficulties, and, as appropriate, reunify with their families.

*The following outcome is proposed:*

- Referred youth will be provided short-term shelter and related services to stabilize behavior, assess needs, and link to appropriate resources.

*The following performance targets are proposed:*

- 1) In FY 2013-2014, of the youth referred to the program, **75%** will be placed in a stable living situation within 30 days after intake into the program.
- 2) In FY 2013-2014, of the youth served by the program, **70%** will not commit additional criminal or status offenses for at least a 6 month period after leaving the program.

The District of East Hawaii, consisting of the Hilo, Hamakua, and Puna regions, is characteristic of an area of undeveloped land, lacking infrastructure and resources. Despite this fact, it is still considered the second largest populated regional area in the state. Its rural characteristics play a major role in the social economic and health status of this community. Data received from the State Hawaii Primary Care Needs Assessment Data book; East Hawaii Community Profile; Youth Builders Data Collection; Hawaii Community Assessment Report; and the Center on the Family, University of Hawaii, suggest that from a social economic and health risk stand point, many parts of East Hawaii are “far worse” than any other district in this State. Unfortunately, a county that is so isolated in some regions, yet over-populated in others combines to create difficulties for our families and adolescents. According to a 10/15/06 article in the Hawaii Tribune Herald, “Big Island residents make up 13 percent of the state’s population,” yet “Big Island teenagers account for nearly one-fourth of the missing children in Hawaii.” These challenges alone validate a need to provide services to the at-risk population in the community.

The Emergency Shelter is designed to take both male and female clients; neither gender is given preference over the other for placement. We do take separate measures to address the emotional and psychological needs of each gender. Specifically, we support the recent push to provide gender-specific programming for girls.

TSA-FIS, which is part of a larger Salvation Army organization that helps needy individuals in more than 100 countries in this world, is a non-profit organization providing services to youth in this community since 1970. Our specific Salvation Army organization has been recognized with the distinguished National Social Service Award from our Salvation Army Western Territory in 2009. Throughout our agency’s **40 years** of experience in implementing services, we have developed a continuum of **Residential** and **Outreach** programs to meet the diverse needs of youth at various levels of care. Our Mission Statement reflects our approach in assisting at-risk youths and their families, and is the guiding principle in delivering residential and outreach services: **“TO PROVIDE YOUTH WITH SKILLS FOR A HEALTHY LIFE AND INSTILL PURPOSE, HOPE AND VISION TO YOUTH AND THEIR FAMILIES.”**

It is imperative that we recognize all youth are **“Youth of Promise”**, and has the potential to become self-directed, goal oriented and contributing members of our community. As such, we need to offer all youth the opportunity to access our Emergency Shelter Program.

The following statistics, needs assessment and data proves that Hilo is in need of an Emergency Shelter for our at-risk teens and to be of support to their families.

The Big Island of Hawaii’s unique geographical landscape alone creates a set of distinctive risk factors for all residents living on this Island, and for all community districts that within the Island that are unlike any other community in the State. With a landmass of over 4000 square miles, it is greater than all of the rest of State’s Islands combined (Illustration1). According to Goldsmith, Puskin, and Stiles (1993), unlike metropolitan areas where services are concentrated and easy to access, rural areas are characterized as small populations with sparse settlement and remoteness resulting in a lack and limitation to easy geographical access to health services. The Hawaii County has these rural characteristics. Based on information from the Hawaii State Department of Business, Economic, Development and Tourism (BEDT), as of 2009, the Hawaii County has seen the highest growth rate of the State at 1.9% and now has a population of over 185,000. Of particular interest, as reported by the BEDT, is that the total growth rate of Native Hawaiian and Other Pacific Islander race grew at a rate of 19.1% during the periods from 2000-2008, more than 9% higher than the next County. Moreover, of the total of 1473.36 miles of roadways on the Big Island, 59.3 miles are left unpaved, which is most among any other island in the state, and have a total 286.3 roads that are in still limbo, again most in the state (Hawaii County Data Book). The mean driving distance time for a resident on the Big Island is 24.5 minutes to work. The distance and traveling requirement for those residing here adds increased stressors and demands in our Communities’ living standards, and ultimately increases the risk factors for our youth and families. Many sub communities within this County are isolated and decentralized from access to effective law enforcement, educational, commercial, emergency, health, and social service resources. Each community within the Big Island has its own unique set of demographic profile

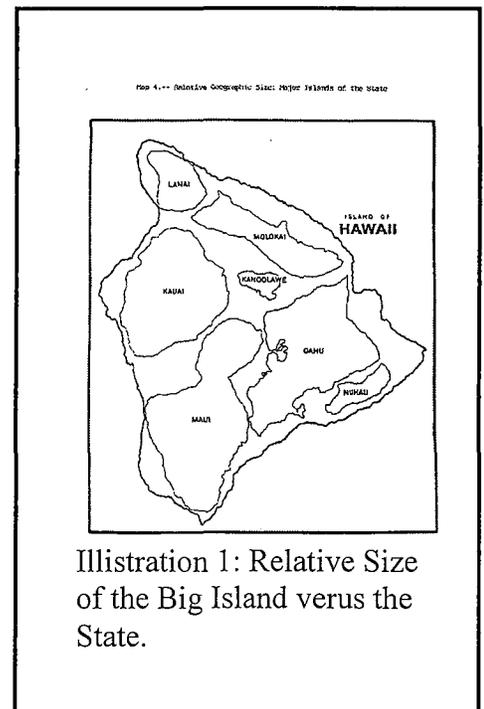


Illustration 1: Relative Size of the Big Island versus the State.

needs, and community risk factors.

**At risk Trends and Concerns within this County:** In 2009, University of Hawaii, Center on the Family (COF) contracted by the BEDT conducted the Quality of Life in Hawaii Study (QOL 2009) Report. It created a set of indicators to assist economic initiatives, state and county planning, and social service programs to identify trends and critical factors relating to our communities well-being (QOL Report 2009). The data makes comparisons of the State of Hawaii with the rest of the United States, but also reflects information by quantifying comparisons between County's within the State of Hawaii. The results from this report point to some staggering assumptions that do not fare well for this County.

- Under Economic Domain Indicators: The report suggest that the Hawaii County had the least favorable economic conditions ranking worst on per capita income, poverty rate, free or reduced –cost lunch, Gini Index, income share of the top 20%, economic dependency ratio, unemployment ratio, median ratio.
- As of 2007, the Hawaii County had a Poverty Rate of 13.1%, highest in the state, as compared to an 8.5% HI state average.
- Hawai'i County ranked had lowest percentage of students not meeting Hawaii's education standards on 2 student performance indicators (Reading and Math), lowest in education readiness; lowest in graduating on time; and lowest in participation towards lifelong learning.
- Hawai'i County ranked worst on life expectancy at birth, cardiovascular disease death rate, prevalence of smoking, and health insurance coverage for adults.
- Hawaii County ranks the worst for youth without health insurance at 5.7%
- Hawaii County ranks the highest in, homelessness rate, and percentage of workers with long commutes to work, and dependency to drive to work.

Current data and information from several other reliable sources substantiate these concerns, and/or illustrates the impact of the multilayered risk problems facing this community.

**POVERTY:** Reported by the State of Hawaii Primary Care Needs Assessment Data book, 2009 (HPCNA 2009)

- Hawaii County ranks the highest amongst all Counties with percentage rates of their population below the 100% and 200% Federal Poverty Rate.
- Hawaii County has lowest per Capita of any other County in the State.
- Hawaii County has the highest.
- Hawaii County highest Unemployment Rates in the County.
- Highest percentage of individuals receiving food stamps.
- Highest percentage of receiving financial aid TANF funds.

**CRIME and DELINQUENCY:** Reported by the State of Hawaii Attorney General (AG) in Hawaii County Juvenile Arrest Trends, 1998-2007 (HCJAT 1998-2007); and Juvenile Delinquency Trends in Hawaii, Data Book for 1999-2008 (JDTH 1999-2008).

- In this County, status offenses have steadily increased over the period from 1998 through 2008, and it is also the most concerning juvenile arrest issue in this County.
- As of 2008, the majority of youth arrest trends were males constituting in 68% of all juvenile arrests in Hawaii County
- Hawaii County had 13.7% of Juvenile population that were committed to HYCF

DRUGS ABUSE: Reported by the (HCJACT 1999-2008); & from the University of Hawaii, Center for the Family, County of Hawaii Epidemiological Profile of Alcohol Related Behaviors among Youth, 2007 (CHEPARBY 2007)

- Total number of juveniles petitioned for drug related offenses increased to 115.3% during the period 1999 through 2008 (Considerably higher than the State average)
- Total number of juveniles adjudicated for drug related offenses increased to 83.8% from 1999 through 2008 (Higher than the State average).
- Total number of juveniles placed on probation for drug related offenses increased to 110% from 1999 through 2008
- The County of Hawaii has the highest percentage rates of alcohol consumption among youth in all grade levels in the State.
- The Percentage of both Males and Females in the County show an earlier tendency than youths to first use alcohol than those from the rest of the State.
- Percentage of Youth in the Hawaii County show higher tendency than Youth across to State to show patterns of using alcohol either daily, regularly, have been high or drunk during school, and with tendencies of higher dependency.
- Percentage of youth in treatment tend to be within the ages of 14-17 approximately 52%
- Antisocial behavior in association with alcohol use is higher in this County versus the State.

HEALTH RISKS: Reported in (HPCN 2009); (QOL 2009)

- Hawaii County has the lowest level of life expectancy since birth 79.7%
- Hawaii County has the 2<sup>nd</sup> highest rates of Infant Mortality at 6.9%
- Hawaii County has the highest rates of Adults without Health Insurance at 9.5%, and the highest rates of Children without Health Insurance at 5.7%
- Hawaii County has the highest rates of Births to Teens of ages 10-17 at 3.8%
- Hawaii County has the highest rates of Smoking at 19.1%
- Puna and Hilo had the highest percentage rates of mother's with pre-existing medical conditions at 63.2% and 59.1% respectively.

HOMELESSNESS: Reported by SMS Housing Policy Study-The Hidden Homeless and Households at risk of Homeless, 2006 (SMS 2006); & The University of Hawaii, Center for the Homeless, Homeless Utilization Report, 2010 (HHU 2010).

- Hawaii County has a 19.3% population rate of individuals at risk of Homeless, and 4.1% of those who are Hidden Homeless
- From 1992 through 2006: Hawaii County Households of Hidden Homelessness grew from 1739 to 2486, for those at risk of Homeless in 2006 11,819 (although the at risk for Homeless number has slightly decreased since 1992, one theory may be that many of those families who were previously at risk, are now homeless).
- From 1992 through 2006: Hawaii County, the Hidden Homeless grew from 7490 to 11,636; Individuals at risk of Homeless grew from 34,450 to 38,966

- Ages 18-24 constitute 15% of Homeless population in this County, which is a highest rate in that age bracket in the State. Many of these youths have been previously in the DHS foster care system.
- Of the homeless population utilizing shelter, 31% were single parent with children or parents that were pregnant, highest rate in the state (State average 23%) 24% were couples with children or couple with mother pregnant, which are highest percentages in the state (State average 19%)

FAMILY FUNCTIONING: Reported by the Department of Human Services, A Statistical Report on Child Abuse and Neglect in Hawaii, 2009 (DHS 2009)

- Percentage rates of confirmed Child Abuse and Intakes (duplicated and unduplicated counts) of children is the highest amongst all other Counties in the State.
- Puna has the highest unduplicated counts of confirmed abuse within this County with a total of 231. North and South Hilo have the highest with 214.

OVERPRESENTATION ISSUES (Primarily w/ Hwn and Part Hwn Populations): Reported by HPCNA 2009); (JDTH 1999-2008); (CHEPARBY 2007); & (HHU 2010).

- Through the period of 1999 through 2008, Juvenile arrest with Hawaiian/part Hawaiian ancestry constituted 46% of ethnic Juvenile arrest in the Hawaii County, much higher than the State's Average of 37% during that same period.
- Hawaiian/Part/Hawaiian Youth constituted the highest percentage of alcohol consumption among youth is highest among any other ethnic background, and rates in this County are higher than then their counterparts throughout the State.
- 29% of Hawaii County Homeless is Hawaiian/Part Hawaiian consist with the State average.

The demographic data indicated above suggests a standard of living for the people of the Big Island, and also reflect the conditions in which the youth of this Community face. These factors demonstrate the need to allocate services in this County.

**Regional Demographics of Target Service Area:** (EAST Hawaii): For the purpose of this proposal, the East Hawaii region will consist of the North/South Hilo, all Puna Districts, and Hamakua area. The total population count for this district per the Hawaii County Data (HCD) book, as of 2010 is 104,807. The total land area of this region is 1796.9 square miles, which still larger than the combine landmass of the Islands of Maui and Oahu (HCD). The East side of the Big Island is generally considered more rural and isolated as many households reside by heavy forestation and foliage. There are three major Police Stations and 3 sub stations located here. The Hilo and Puna police stations receive the highest amounts adult and juvenile arrests counts on the Big Island. The Hilo and Puna region has the highest counts of Abuse and Neglect reports at 444 reported in (2009 DHS 2009). Our Shelter program receives approximately 140 youth annually from this Service area. This region has its own share of other risk problems facing the families and youths living here. Puna ranks 2<sup>nd</sup> among 27 other communities in the State Hawaii as being highest under the Federal 100% poverty level, and highest percentage under the Federal 200% poverty level (HPCNA 2009) at 48%. Under state highest social economic health risks, Hilo and Puna ranks 3<sup>rd</sup> and 5<sup>th</sup> respectively (HPCNA 2009). Under highest unemployment rates Hilo and Puna ranked 4<sup>th</sup> and 5<sup>th</sup> respectively (HPCNA 2009). This region had approximately

8318 (between 17.3% to 21.5 %) of their population were at risk of Homeless, and 1878 (between 3.2% to 5.7%) of their population were grouped as the Hidden Homeless (SMS 2006). The Puna community had rate of 36.9% of households receiving food stamps, and 2<sup>nd</sup> highest community receiving TANF/TANOF. The major schools of this district include, Hilo Inter and High, Waiakea Inter and High, Keaau Inter and High, and Pahoa High/Inter. According to specific School Reports from the Department of Education, School Accountability: School Status and Improvement Report (SSIR 2010), each school community has its own share of risk problems. Percentage of students in special education programs from Hilo, Keaau, and Pahoa schools ranged from 14.6% to 19.8%; Keaau High had a student's population of 7.3% whom had a limited English speaking proficiency; Families headed by single mother ranges from 24.3 to 30.4%, higher than state average within these school communities; Attendance rates from these High schools were all below the 95% State Standard rate at 92.2% (Hilo), 85.8% (Pahoa), and 84.1% (Keaau); "Average daily absences range from 12.7 to 25.9, all higher than the State standard which is 9; In 2009-2010, Pahoa school comprised of 30% of their student body being suspended; and Drop rates from these East Region ranged from 10.2% (Hilo) to 19.6% (Keaau).

**Community Readiness and Identified Protective Factors:** Since March 2000, the County of Hawaii was one of only 52 communities in the nation, and still currently is the only county in the State, to complete a comprehensive strategic plan that addresses juvenile justice issues. Till today our community continues its initiative to address these problems. Despite the many risk factors within this community, it is clear that the strongest asset and protective factor here is our community itself. This is indicative of the collaborative effort between many of the agencies and services providers, including TSA-FIS, who have helped to complete this plan for the youth of our community, and continues to participate in planning sessions that address concerns in the County of Hawaii. This commitment and concern demonstrates our ability to network, and it's obvious "readiness" to provide the proposed services to this population. Moreover, the community is ready for the proposed Independent Living Residential Program, as we are already implementing this service for this specific community. We have built a strong network base in providing this service, and have developed the relationship and trust with the families of the East Hawaii communities. Our discussions with this community validate the findings of our needs assessment, and justify our continued proposed service design of this area.

The data provided significantly describes how vulnerable and at-risk our community is. We must recognize that our youth are at a crossroads; transitioning from childhood to adulthood for anyone, much less a youth in "the system," has its barriers. If not addressed, these barriers will limit his/her successful transition to adulthood, which will make it all the more challenging to live well-adjusted and healthy lives. As such, our Independent Living Residential services help to veer a young adult in the direction that ultimately leads to the desired goal of positive dependence.

## II. SERVICE SUMMARY AND OUTCOMES

### A. Scope of Work

The emergency shelter here in Hilo, has been in operation for over 40 years and have served thousands of youth. Through those years TSA-FIS has been investing money in the upkeep of the shelter in order to pass yearly inspections by the Department of Human Services for our child caring institution license. In the late 1990's, TSA-FIS spent \$100,000.00 and did a complete face lift to the shelter as there were a lot of soft spots in the floor as well as rotting floors in the boys and girls bathrooms. Since then we have been spending up to \$10,000 a year in maintenance as the shelter is literally falling apart.

We have done some research to find out how old the house is and as far as we were able to find it is approximately 90 years old. It has now become a safety issue for our staff as well as the youth that we serve. The water problems in the bathrooms and kitchen is also a sanitation concern.

This past summer the girls bathroom floor had to be re-done as the floor boards holding the toilet in place had rotted which caused the toilet to crack. Once the floor was ripped open to repair, the extent of the problem was extreme. The wood under the toilet was totally rotten. The rot has extended into the area under the shower. When inspecting the shelter, it was found that the structural foundation of the shelter is rotted by weather and dry rot as well as termites. There are areas that the 4x4 beams that hold the structure are floating as the bottom of the beams of rotted from its concrete base. This past October, the same problem occurred with our boys bathroom floor. Our kitchen counters around the sink are made of formica. The formica is cracked around the sink faucet which allows water to drip down the back splash and runs down the cabinet wall and into the offices downstairs. Staff continually corks the area around the sink, but to no avail. The roof leaks in two areas that drips onto the stairway leading up to the shelter and the landing. This is truly a safety issue as a lot of times, the wet spot is not seen, until someone slips on it. The back stairway has separated from the shelter and is leaning.

With all of the problem areas and issues noted above, we have done the small repairs to make the shelter livable. But, for the safety and concern of our staff and residents, it needs to be rebuilt for long term use.

The lower level is used as storage at this time as it does not meet building codes to be used as offices. Because of the age of the house, the ceiling is too low to meet the new building codes. The door ways are also not high enough to meet codes. So presently it is a waste of space that is needed by our agency to house staff that serves our youth in the community in various capacities.

With this grant proposal we are asking for the funds needed to totally rebuild the shelter. As we are grandfathered into our community, we would rebuild the shelter in the same spot it is in today.

The upper level would house 4 bedrooms and 2 bathrooms with a kitchen and large dining/living room area.

The lower level would house 6 offices, a conference room, kitchen, bathroom and storage area.

As TSA-FIS has been working with Koa Architects, LLC in the past as we have tried to acquire HUD funds to renovate the shelter, we will continue to work with them should this grant get

funded. They have done all of the preliminary work to look at the magnitude and scope of work needed to complete this project. Koa Architects, LLC will take on the role of the Project Manager to accomplish all tasks and responsibilities set forth by The Salvation Army in order to make this project a reality.

See attached Koa Architects, LLC proposal and Project Manager

The renovation of our emergency shelter will improve services to our youth. The program has met the needs of the Big Island’s at-risk population for over 40 years by providing them with temporary shelter and needed services. At this time, the emergency shelter is approximately 90 years old. We have invested money in repairs and maintenance over the years to keep up with our licensing standards set by the State. As the shelter is very old, we need to do a major renovation to bring the shelter up to building codes. This will include electrical and plumbing work. By renovation the shelter, we will be able to give the youth we serve a more suitable living environment. Currently, we are the only emergency shelter in Hilo, available to youth.

**B. Timeline**

TSA-FIS has been working closely with Koa Architects, LLC in discussing the renovation of the Emergency Shelter. Once the grant is awarded by the State to renovate the shelter, Koa Architects, LLC will serve as the project manager and will coordinate the project from designing of the new shelter until the final inspection of the completed project.

The timeline will be as follows:

<b>Objective/Tasks</b>	<b>Start Date</b>	<b>Completed Date</b>
Environmental Review	7/1/13	8/31/13
Procurement Policy	7/1/13	8/31/13
Project Design	7/1/13	10/31/13
Bid/Advertisement	11/1/13	12/1/13
Contract	12/2/13	12/15/13
Construction	12/16/13	6/30/14

**C. Quality Assurance and Evaluation**

TSA-FIS will contract the services of Koa Architects, LLC to be the project manager of the renovation. Responsibility and accountability is stressed and is the basis for our quality assurance procedures. They include:

- Regular monitoring by TSA-FIS will be conducted. Recommendations for improvement are documented and corrective actions are taken and utilized for change and improvement.
- Weekly meeting with Project Manager to follow up on the progress of the project
- Project Manager will be asked to keep to the agreed upon timeline
- Submission of monthly and quarterly reports by Project Manager to make track milestones achieved, and problems encountered

**D. Outcomes**

The overall goal of this grant is to renovate the now old, dilapidated emergency shelter in Hilo to bring it up to building codes and safe living standards for the youth that we serve.

Measures of Effectiveness:

<b>Milestones</b>	<b>Start Date</b>	<b>Completed Date</b>	<b>Projected Expenditure</b>	<b>Performed by</b>
Environmental Review	7/1/13	8/31/13	\$1,000	Koa Architects
Procurement Policy	7/1/13	8/31/13	-----	Koa Architects
Project Design	7/1/13	10/31/13	\$9,800	Koa Architects
Bid/Advertisement	11/1/13	12/1/13	-----	Koa Architects
Contract	12/2/13	12/15/13	\$18,100	Koa Architects
Construction	12/16/13	6/30/14	\$525,000	Koa Architects

Funds will not be released to Koa Architects until the milestones that are stated in the contract are met satisfactorily by The Salvation Army.

Once the new emergency shelter is completed, TSA-FIS can continue to work with the youth and their families in our community to help them meet the goal and mission of our agency to:

*The following outcome is proposed:*

- Referred youth will be provided short-term shelter and related services to stabilize behavior, assess needs, and link to appropriate resources.

*The following performance targets are proposed:*

- 1) In FY 2013-2014, of the youth referred to the program, **75%** will be placed in a stable living situation within 30 days after intake into the program.
- 2) In FY 2013-2014, of the youth served by the program, **70%** will not commit additional criminal or status offenses for at least a 6 month period after leaving the program.

**III. FINANCIAL**

**Budget**

The Salvation Army Family Intervention Services is requesting \$642,105.00 as a Grant Request for Capital Improvement from the State of Hawaii to renovate our emergency shelter in Hilo. The budget includes \$525,000 for construction, \$28,900 for Koa Architects, LLC for design and permitting, \$64,204 for indirect cost to The Salvation Army, and \$24,000 for

furnishings/equipment. The budget forms required for this grant are enclosed, as well as The Salvation Army's indirect cost

Of the \$642,105.00 requested, \$160,526.25 will be requested each quarter for the fiscal year 2013-2014.

TSA-FIS has not applied for any tax credits.

#### **IV. EXPERIENCE AND CAPABILITY**

##### **A. Necessary Skills and Experience**

###### **1. Necessary Skills**

Since 1970, TSA-FIS as an entire organization has advocated for and administered services to youth with various needs. Our Emergency Shelters have served as a placement resource for a variety of agencies. In addition to accommodating youth from the Judiciary, TSA-FIS also houses clients from the Department of Human Services Child Welfare Services branch, and the Office of Youth Services. Our agency has had the opportunity to demonstrate cultural sensitivity and be accepted to work with youth and families in almost every specific sub-community within the Island of Hawaii including but not limited to: Central and Downtown Hilo, Pahoia, Keaau, Mt. View, Volcano, Kau, North and South Kona, Kealakehe, Hamakua, Honokaa, Waimea, and Kohala. These experiences have been critical in building relationships with various sectors and developed into a strong network base. We also maintain relationships with specific community-based clubs, in order to be in touch with the issues specific to each demographic. Our services are delivered on the Big Island of Hawaii with special attention given to rural and high-risk areas. Although we take residential referrals from virtually every geographic area on Hawaii Island, we recognize that there is a particular need in rural areas.

TSA-FIS has also developed the necessary skills and abilities needed to implement the proposed services through the experience we have gained from having run a successful Emergency Shelter since 1970. Our staff must be able to work with a variety of different community, private, and public agencies, as well as with parents and family members in an empathetic, compassionate, and professional manner. Residential staff are also sometimes needed to assist the primary worker and family with the reunification process, or to help transition a youth into alternative placement. We work to train existing and new employees on Best Practices we have implemented since the development of our program. As trends and behaviors are recognized in our population of clients, we will modify training to include any areas in which TSA-FIS staff are deficient. We continually reassess the relevancy of our services by studying current trends and other local and national residential programs. We then incorporate our findings into our training and services. We find that this practice keeps us in touch with the ever-changing population we serve. For example, gang affiliation and violence were particularly represented in the youth culture in the 1980s and early 1990s. As the new millennium began, we saw less gang affiliation, but more methamphetamine use and an increase in recruitment of adolescents in the sex-trade industry. Residential line-staff who were previously trained to recognize signs of

possible gang involvement are now also skilled at recognizing signs of possible methamphetamine dependence and signs of suspected victimization by human traffickers. Additionally, our agency cross-trains internally. As one example, TSA-FIS previously held a contract for employment services through the Workforce Investment Act. Although TSA-FIS no longer carries this contract, the knowledge we as an agency acquired during its' duration remains with us. Residential staff now have extensive knowledge of employment resources within the community which we tap into when delivering our services to our Emergency Shelter clients. We believe that providing a continuum of services for *all* TSA-FIS clients is the best approach; working in collaboration with both internal and external resources ensures that our clients gain the widest spectrum of services possible.

TSA-FIS feels that all of our staff need to be highly trained. When providing specialized, gender-specific programming, it is even more imperative that staff are trained and evaluated closely to assure compliance with policy and procedure. The young men and women who are placed in the Emergency Shelter have needs that are specific to their situation. Staff, similarly, should be given specific and situational training which can help them to become sensitive to needs and issues specific to the population they serve. Emergency Shelter staff receive regular training on job responsibilities and expectations, which include, but are not limited to: The Salvation Army philosophy, goals, and mission, The Salvation Army Policy and Procedure with regard to Protecting the Mission (which includes extensive "Safe from Harm" practices which guide employee conduct with regard to all aspects of child and adolescent supervision,) confidentiality, client rights, emergency procedures, documentation, grievances, record-keeping, reporting child maltreatment, dispensing of medication, behavior management and treatment philosophy, cardio-pulmonary resuscitation and first aid, and verbal de-escalation skills as illustrated by The University of Oklahoma's Managing Aggression Behavior curriculum.

Therefore, we are very familiar from an experience and operational standpoint of the requirements. TSA-FIS has received specialized training on best practice/evidence based life skills curriculum, cognitive behavior training and strategies, trauma informed care, risk focused assessment, transitional planning, financial literacy, housing options and opportunities, academic success and strategies, client rights and grievances, gender specific programming, and establishing personal and professional boundaries. From 2000-2005, TSA-FIS was contracted to provide academic and employment training to youth ages 14-21 through the Workforce Investment Act Program. The needs of this program prompted TSA-FIS to develop a network of collaborators and resources that extended beyond human services to the employment and educational sector. In addition, we were responsible for teaching employability skills that focused on job preparation, job search and actual job placement opportunities.

Our Administrative and Management personnel provide the expertise and professional development within the agency. Along with the demonstrated stability with the agency, each of these individuals has contributed their own unique strengths, diversity, and specialization. These individuals have been instrumental in developing necessary program policy and best practice guidelines, identifying necessary training for staff, recruitment of staff needed, establishing inter and intra agency collaborations and effective evaluative tools critical in the success of our programs. Our Administrator, Pauline Pavao has been with the agency for over 35 years.

## 2. Experience

**The Salvation Army -Family Intervention Services**, formally known as the Hilo Interim Home, was established in December of 1970 to provide emergency shelter services to youth 12-17 years of age in need of temporary out-of-home care. The Emergency Shelter services continue today with a focus on placement of youth referred by the Department of Human Services, Family Court, Drug Court, and for youth arrested by police for status offenses and minor law violations who are unable to be returned home. A residential group home was added in 1989 for placement of the same population for a minimum of six months and included those being discharged by the Hawaii Youth Correctional Facility in Honolulu. The Group Home, located in Hilo, serves 20 youth annually and assists youth in positive skill development, completing High School and enhancing self-sufficiency. In an effort to provide continuing residential options, the Independent Living Residential services was established in 1999 and targeted youth exiting the system and who were at risk of being homeless. In 2005, Ke Kama Pono (Girls Safe House) was established in Honokaa to serve females between the ages of 13-17. In 2009, a Safe House for boys was opened in Captain Cook as well as one on Maui. The Prevention and Intervention programs provide a comprehensive approach and add to the continuum of care we provide for the at-risk youth population ranging in ages 5-24. TSA-FIS serves approximately 2000 youth annually, 350 of which receive residential placement.

*March 2009,  
TSA-FIS receives  
National Social  
Service Award for  
Program  
Excellence and  
Achievement*

TSA-FIS residential programs extend beyond placement services; residential staff are trained in cognitive behavioral strategies, Managing Aggressive Behavior (MAB) and utilize the Botvin Life Skills Curriculum in group sessions.

TSA-FIS currently employs 67 staff in our Residential, Outreach and Administration programs in Hilo, Honoka'a, Kona and Maui. For the current fiscal year, we administer (13) contracts in the residential program and (14) in the outreach program, with total funding of \$3,912,018 primarily from Federal, State, County, and Private Foundations. In addition, we have received specialized training from Department of Labor, National Association of Job Training Assistance (NAJA) and received technical assistance from the Office of Housing and Community Development. From 2000-2005, TSA-FIS implemented the Work Force Investment Act – WIA Work Experience Training Program. The Program Director of Outreach Services and Director of Operations have combined 36 years of experience with TSA-FIS, administering and monitoring Work Experience Training Programs, Independent Living Programs, Residential Programs, Street Outreach Programs, and Prevention Programs. TSA-FIS is represented as Chairman of the Workforce Investment Act-Youth Council and member of the Big Island Workplace Connection and Office of Housing Self Sufficiency Program. TSA-FIS has sustained various contracts to provide Residential Programs in East and West Hawaii as well as Maui.

For all contracts TSA-FIS has been funded by various state agencies, our Quarterly and Annual Reports have been submitted to the respective Program staff, and should be available for review. The achievement of outcomes in contracts with other providers is available upon request. We believe TSA-FIS has been very successful providing effective services in achieving outcomes and results over the past 40 years in all contracts awarded.

Each year, we provide residential services to well over 300 youth, providing a safe, nurturing and trauma free atmosphere. We utilize curriculum-based activities (Making Choices Curriculum, Botvin Life Skills), outreach services, case management, support and advocacy, and positive alternative activities (retreats, recreation, and leadership development). Each year, we have been able to exceed our projected number of youth served, and continue positive relationships with youth and their families, the schools within each community, and networking with other service providers and agencies.

Youth who require Emergency Shelter placement come from a variety of different situations. Often, their parents experience a host of economic, physical, social and/or emotional problems. Because of this, needs of placement can change; some families need only short, interim placements, while some youth may stay up to 90 days.

TSA-FIS has sustained the following contracts in providing Residential Services on Hawaii Island:

OYS	DHS-10-OYS-111	Girl's Safe House Group Home (Honokaa)
OYS	DHS-08-OYS-82	Boy's Safe House Group Home (Maui)
OYS	DHS-08-OYS-83	Boy's Safe House Group Home (Kona)
OYS	DHS-08-OYS-50	Emergency Shelter Services (Hilo and Kona)
JUD	J00-073	Group Home (Hilo)
JUD	J03-040	Emergency Shelter (Hilo and Kona)
DHS	DHS-10-POS-1895	Emergency Shelter (Hilo and Kona)

Points of Contact for existing Residential Contracts:

Office of Youth Services – Hilo and Kona Emergency Shelters

Edralyn Caberto  
820 Mililani St. #817  
Honolulu, HI 96813  
ECaberto2@dhs.hawaii.gov  
(808) 587-5725

Judiciary-

Aolani Mills  
777 Kilauea Avenue  
Hilo, HI 96720  
Aolani.Mills@courts.state.hi.us  
(808) 961-7624

Department of Human Services – Program Specialist

Kenwyn Kaahaaina

810 Richards Street, Suite 501  
Honolulu, HI 96813  
KKaahaaina@dhs.hawaii.gov  
(808)586-5687

## **B. Facilities**

TSA-FIS is licensed to operate a child caring institution and a child placing organization by the Department of Human Services and meets all applicable building, zoning, health and fire standards. The emergency shelter in Hilo is licensed to serve up to 11 youth. The facility is located at 1786 Kinoole Street in Hilo and is comprised of three separate buildings:

The existing shelter we are proposing to renovate is:

- A two-story structure to house both male and female for emergency and group home contracts, also houses Residential staff and Transition Specialist. The lower level serves as storage. The shelter has two large rooms. One for boys and the other for girls. The shelter also has a smaller, 2-bed room which can be used to separate youth who are ill or needs to be separated from the group. The shelter also has two bathrooms and a large living/dining room.
- Another single level building houses the Intake and Assessment Center, Positive Youth Development program, Substance Abuse Prevention (SAP) programs, Teen Pregnancy and Prevention Program, Independent Living Program-Na Ho'olo Pono for Youth, and Foster Care Alumni Support Programs. This building meets all ADA requirements.
- A separate single level building houses our administration office.

The proposed shelter we are requesting to renovate will consist of a two story structure that will house our emergency shelter on the upper level and a drop in center for homeless youth on the lower level. The upper level will be a four bedroom shelter with two bathrooms. The shelter will have a large living/dining area. The lower level will consist of six offices, a conference room, storage area, kitchen and bathroom.

The TSA-FIS facilities are easily accessible to parent and primary agency workers. The facilities are located near high schools, colleges, a major shopping plaza and the industrial district. It is two miles from Family Court, the Department of Human Services, and the Hilo Police station.

Attached are the existing shelter plans and proposed renovated shelter plans.

## **V. PERSONNEL: PROJECT ORGANIZATION AND STAFFING**

### **A. Proposed Staffing, Staff Qualifications, Supervision and Training**

#### **1. Proposed Staffing**

The Emergency Shelter is monitored by the Director of Operations to assure that all contractual obligations are met on a continuous basis. The Emergency Shelter is staffed by a Youth Development Specialist, and line staff consisting of four (4) Residential Specialists, and three (3) Residential Assistants. The Residential Director of Operations is available at all times to respond to any incident or emergency. Staff serve as surrogate parents in an atmosphere conducive to the needs of the clients. The Residential Specialists and Assistants serve as role models and constantly monitor the youth's behavior. Residential Specialists and Assistants supervise day to day operations, plan and implement educational, recreational and youth development activities, and document daily progress. Residential line staff work eight-hour shifts on a rotating basis. Monday through Friday, from 7:00 a.m. to 3:00 p.m., the program is staffed by a single Residential Specialist, as clients are usually in school or at work, and the Youth Development Specialist and Director of Operations are also on duty. All other shifts are double staffed with both a Residential Specialist and a Residential Assistant; this provides Emergency Shelter clients with a maximum of one to five (1/5) staff/client ratio of line staff. The Youth Development Specialist provides case management services. All residential staff are able to provide para-professional services to the youth in their care and interact with treatment team and family members. If an issue is formal, sensitive, therapeutic, or critical in nature, however, the Youth Development Specialist will take control of the situation and pass on any relevant information to line staff.

## **2. Staff Qualifications**

Core Competencies required by Emergency Shelter staff include: knowledge and practice of youth development framework, capacity to engage and motivate youth, respect for diversity, effective communication skills, knowledge of adolescent development stages and capacity to reflect and improve on personal performance. Educational requirements for Residential Assistants are high school diploma and at least one year experience working with troubled or at-risk youth. Residential Specialists require a high school diploma, and at least two years of college level courses, preferably in the human services field or life experiences that matches or exceeds educational requirements. Youth Development Specialists require a Bachelor's Degree in Human Services or a related field, and experience working with adolescents. . The educational requirements for the Director of Operations is a Bachelor's Degree in Human Services, or a Master's Degree in a related field, and two years experience in personnel management and proposal/grant writing. We believe that having staff who come from a variety of educational, professional, and experiential levels is valuable to our clients. This is because some issues are critical or sensitive in nature and best discussed with and handled by supervisory staff. Conversely, interaction with para-professionals and line staff may be less formal yet more relevant to the needs of the client on some issues. We take pride in providing an environment in our Residential Programs that mimics the community at large; it consists of a wide variety of personalities, ethnicities, backgrounds, and skill levels.

The Department of Human Services licenses TSA-FIS as a Child Caring and Child Placing Organization. As such, all new hires and volunteers must undergo a Child Abuse and Neglect registry check, criminal history record check, and FBI fingerprint check before beginning employment. Should there be any criminal or abuse/neglect history that would place any

participants at risk, DHS will notify our agency as to the nature of the record and recommend the dismissal or non-hiring of that particular individual. Previous employers and personnel references are sent informational sheets regarding history of violence. TSA-FIS specifically follows written policies developed by The Salvation Army Territorial and Divisional Human Resource Departments for the denial of employment or termination of current employees. All such personnel action is submitted to the Divisional Finance Council for approval. TSA-FIS conducts annual CPS and criminal history checks for all employees as part of the annual re-licensing process. FBI fingerprint records are sent to DHS, and pertinent information, when warranted, is shared with TSA-FIS. All confidential information is contained within each employee's personnel file.

### **3. Supervision and Training**

The Director of Operations provides supervisory direction and support to the Residential staff to assure overall contractual compliance for all residential programs. The Director of Operations is responsible for the overall supervision of Emergency Shelter staff, monitors the daily activities of the program and other direct services provided to clients, and conducts weekly case staffing with the Youth Development Specialist. The Director of Operations and Administrative Services Director work together to assess and implement necessary resources and training to staff.

Although we believe training to be an on-going process, TSA-FIS provides to all employees and volunteers upon hire an organization Handbook that contains written personnel policies including fringe benefits. New staff must complete our agency's orientation process, which is 80 hours in length and tailored to the respective program the new employee is entering. The orientation process consists of program purpose, agency philosophy, program tasks, site visits, and shadowing experienced personnel.

Residential employees are also trained in the following areas:

- Safe from Harm, sexual harassment and CPS reporting guidelines and mandates
- Intake and assessment procedures in providing appropriate services and/or referrals
- Scope of services for contract
- Emergency Shelter Manual
- Client Rights/Grievance Procedure
- LGBT Policy
- Orientation to services available and requirements for participation as well as securing commitment from each youth to actively participate in services
- Contact with parent(s)/ legal guardians(s), inter-disciplinary team, agency worker(s)
- Documentation and confidentiality policies and procedures
- Community resource network
- Professionalism/working as part of a team and in collaboration with primary agency workers, schools and other youth agencies
- Managing Aggressive Behavior training and Verbal De-escalation Techniques
- Cognitive Restructuring Training
- Trauma Informed Care
- Asset Building and positive youth development approaches

- Behavior management and coping skills
- Ensuring safe/healthy facility and Client Supervision
- Enhancing Critical Thinking Skills (Youth Development Specialist only)
- Facilitation of individual, group and family enrichment sessions (Youth Development Specialist only)
- Person Center Planning Process (Youth Development Specialist only)
- Facilitation of the Communities that Care Risk/Needs Assessment (Youth Development Specialist only)

We provide on-going opportunities for our employees to attend job specific workshops and training so as to build creative and non-traditional strategies at to recognize trends and issues facing the at-risk population.

Further supervision and training is provided via The Salvation Army Hawaiian and Pacific Islands Divisional Headquarters located in Honolulu. The Divisional Finance Council reviews all program, financial and personnel matters. The Family Intervention Services Administrator reports directly to the Divisional Secretary, and works cooperatively with the Hilo, Honokaa, Kona, and Maui Corp Officers and their respective Advisory Boards. The Divisional Headquarters provide support service in three major areas:

1. Program: planning; evaluation and monitoring matters relating to specialized facilities; professional consultation; and information and referral
2. Personnel: recruitment; training; and record keeping
3. Business Administration: budgets; maintenance of financial records; reporting; property and insurance; community relations and development; and legal services.

Since 1997, the Felix Consent Decree has had an impact on recruitment of staff by all non-profit agencies, as the wages they offer are substantially higher. TSA-FIS has developed our own seven level classification system to recruit staff at the Associates Degree level for some of our programs and provide employees with an extensive in-house training on skills needed to provide case management services. With experience, training and satisfactory performance, staff can be considered for promotion. However, the preferred recruitment level will remain at the Bachelors level.

In accordance with our State Licensing requirements, existing staff, successful job applicants, and volunteer whose positions give them access to minors are required to go through professional background checks. Any offer is contingent on satisfactory clearance of Social Security validation, address verification, felony and misdemeanor records check for the preceding seven years, previous employment reference verification, meeting required educational background, and a check of the Sex Offender Registry. In addition, child abuse and/or neglect checks, State of Hawaii Criminal History Background Checks and Federal Bureau of Investigation are mandatory. To further ensure safety, we also have employees, volunteers and potential hires sign consent to release information from the protective service central registry. TSA-FIS does not allow any volunteer or employee to begin work or interact with any program participants without proper clearance. Furthermore, our Human Resources Division

conducts annual checks on existing employees and requires TB screening, health certificate and annual driver's abstract.

The Director of Operations has 20 years of service with the agency providing supervision, training and oversight of programs. The Director of Operations will supervise the Transition Specialist and Foster Parent and provide oversight to the entire program, ensuring that all policies and procedures, guidelines, curriculum, contractual requirements and best practices are enforced.

To assure staff supervision, TSA-FIS will utilize written quality assurances procedures to help address evaluation of staff development and other needs including staff and participant safety. They include:

- ◆ Supervisory Conference: Regular planned bi-weekly conferences to review status of cases and other areas requiring corrective action.
- ◆ Consultation: Director of Operation is available for consultation on cases including being available by cell during after-hour periods and emergency situations. As required, consultation is also available from the Administrator and Divisional Headquarters.
- ◆ Random Case Review: Director of Operation randomly selects cases each month to assess appropriateness/quality or services being provided.
- ◆ Planned Site Visits: Once a month Director of Operation accompanies program staff to foster home and observes interactions and provides feedback to staff accordingly.
- ◆ Random Site Visits: Random site visits by Director of Operation to designated Residential activities to assure services are being carried out
- ◆ Monthly Reports: Staff submits monthly statistical and narrative reports, which are reviewed to identify problems or issues, which need to be addressed.
- ◆ Regular Weekly Staff Meetings: This allows for peer review and input for corrective action which may be required, including coordination of services.
- ◆ Transition Specialist must notify Director of Operations at all times when they may be sick. For short durations, ILP activities will be temporarily assigned until staff returns. For longer durations (2 days or more), we will consider TA from other programs and/or temporary hire until permanent staff returns.

Staff development plans are determined and updated at the six month evaluation, and again updated at twelve months.

## **B. Organizational Chart**

Please refer to attached Organizational Chart.

## **VI. OTHER**

### **A. Litigation**

TSA-FIS is free of any litigation, liens or judgments.

### **B. Licensure or Accreditation**

The Salvation Army Family Intervention Services is licensed by the Department of Human Services as a Child Care Institution and a Child Placing Organization.

Please see attached licenses.

**BUDGET REQUEST BY SOURCE OF FUNDS**  
(Period: July 1, 2013 to June 30, 2014)

Applicant: The Salvation Army Family Intervention Services

<b>BUDGET CATEGORIES</b>	<b>Total State Funds Requested (a)</b>	<b>(b)</b>	<b>(c)</b>	<b>(d)</b>
<b>A. PERSONNEL COST</b>				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
<b>TOTAL PERSONNEL COST</b>				
<b>B. OTHER CURRENT EXPENSES</b>				
1. Airfare, Inter-Island				
2. Insurance				
3. Lease/Rental of Equipment				
4. Lease/Rental of Space				
5. Staff Training				
6. Supplies				
7. Telecommunication				
8. Utilities				
9. Indirect Cost	64,205			
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
<b>TOTAL OTHER CURRENT EXPENSES</b>	<b>64,205</b>			
<b>C. EQUIPMENT PURCHASES</b>				
<b>D. MOTOR VEHICLE PURCHASES</b>				
<b>E. CAPITAL</b>	<b>577,900</b>			
<b>TOTAL (A+B+C+D+E)</b>	<b>642,105</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	642,105	Roxanne Costa (808) 959-5855 x 37		
(b)		Name (Please type or print) Phone		
(c)		[Redacted Signature] 1/18/13		
(d)		Signature of Authorized Official Date		
<b>TOTAL BUDGET</b>	<b>642,105</b>	Roxanne Costa, Director of Operations Name and Title (Please type or print)		



# BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Applicant: The Salvation Army Family Intervention      Period: July 1, 2013 to June 30, 2014

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
none			\$ -	
			\$ -	
			\$ -	
			\$ -	
<b>TOTAL:</b>			\$ -	
<b>JUSTIFICATION/COMMENTS:</b>				

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

## BUDGET JUSTIFICATION CAPITAL PROJECT DETAILS

Applicant: The Salvation Army Family Interven

Period: July 1, 2013 to June 30, 2014

FUNDING AMOUNT REQUESTED						
TOTAL PROJECT COST	ALL SOURCES OF FUNDS RECEIVED IN PRIOR YEARS		STATE FUNDS REQUESTED	OF FUNDS REQUESTED	FUNDING REQUIRED IN SUCCEEDING YEARS	
	FY: 2011-2012	FY: 2012-2013	FY:2013-2014	FY:2013-2014	FY:2014-2015	FY:2015-2016
PLANS						
LAND ACQUISITION						
DESIGN			28900			
CONSTRUCTION			525000			
EQUIPMENT			24000			
<b>TOTAL:</b>			<b>577,900</b>			
<b>JUSTIFICATION/COMMENTS:</b>						



DEPARTMENT OF HEALTH & HUMAN SERVICES

Program Support Center  
Financial Management Service  
Division of Cost Allocation

DCA Western Field Office  
50 United Nations Plaza, Room 347  
San Francisco, CA 94102

NOV 02 2006

Colonel Kurt Burger  
Secretary Business Administration  
Salvation Army Western Territory  
180 East Ocean Blvd.  
Long Beach, CA 90802-4709

Dear Colonel Burger:

A copy of an indirect cost Negotiation Agreement is attached. This Agreement reflects an understanding reached between your organization and a member of my staff concerning the rate(s) that may be used to support your claim for indirect costs on grants and contracts with the Federal Government. Please have the Agreement signed by a duly authorized representative of your organization and return it to me BY FAX, retaining the copy for your files. We will reproduce and distribute the Agreement to the appropriate awarding organizations of the Federal Government for their use.

An indirect cost proposal together with supporting information are required to substantiate your claim for indirect costs under grants and contracts awarded by the Federal Government. Thus, your next proposal based on your fiscal year ending 09/30/08, is due in our office by 03/31/09.

Sincerely,



Wallace Chan  
Director

Attachment

PLEASE SIGN AND RETURN THE NEGOTIATION AGREEMENT BY FAX

NONPROFIT RATE AGREEMENT

EIN #:

DATE: October 30, 2006

ORGANIZATION:

Salvation Army Western Territory  
180 East Ocean Blvd.

FILING REF.: The preceding Agreement was dated April 1, 2004

Long Beach

CA

90802-4709

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES\*

RATE TYPES: FIXED                      FINAL                      PROV. (PROVISIONAL)                      PRED. (PREDETERMINED)

TYPE	EFFECTIVE PERIOD		RATE (%)	LOCATIONS	APPLICABLE TO
	FROM	TO			
PRED.	10/01/06	09/30/09	22.5	All	All Programs
PROV.	10/01/09	09/30/11	22.5	All	All Programs

\*BASE:

Total direct costs excluding capital expenditures (buildings, individual items of equipment, alterations and renovations), and that portion of each subaward in excess of \$25,000.

ORGANIZATION:  
Salvation Army Western Territory

AGREEMENT DATE: October 30, 2006

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SECTION II: SPECIAL REMARKS

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TREATMENT OF FRINGE BENEFITS:

This organization charges the actual cost of each fringe benefit direct to Federal projects. However, it uses a fringe benefit rate which is applied to salaries and wages in budgeting fringe benefit costs under project proposals. The fringe benefits listed below are treated as direct costs.

TREATMENT OF PAID ABSENCES:

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims for the costs of these paid absences are not made.

DEFINITION OF EQUIPMENT

Equipment is defined as tangible nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

The following fringe benefits are treated as direct costs:

FICA TAXES, WORKERS COMPENSATION, HEALTH INSURANCE, UNEMPLOYMENT INSURANCE, AND RETIREMENT.

ORGANIZATION:  
Salvation Army Western Territory

AGREEMENT DATE: October 30, 2006

SECTION III: GENERAL

A. LIMITATIONS:

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES:

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES:

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. USE BY OTHER FEDERAL AGENCIES:

The rates in this Agreement were approved in accordance with the authority in Office of Management and Budget Circular A-122 Circular, and should be applied to grants, contracts and other agreements covered by this Circular, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

BY THE ORGANIZATION:

Salvation Army

(ORGANIZATION)

(SIGNATURE)

Kurt Burger, Lt. Colonel

(NAME)

Treasurer

(TITLE)

November 2, 2006

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(AGENCY)

(SIGNATURE)

Wallace Chan

(NAME)

DIRECTOR, DIVISION OF COST ALLOCATION

(TITLE)

October 30, 2006

(DATE) 0077

HHS REPRESENTATIVE: Ernest L. Willard

Telephone: (415) 437-7820

**DECLARATION STATEMENT  
APPLICANTS FOR GRANTS AND SUBSIDIES  
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant acknowledges that said applicant meets and will comply with all of the following standards for the award of grants and subsidies pursuant to section 42F-103, Hawaii Revised Statutes:

- (1) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant or subsidy is awarded;
- (2) Comply with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
- (3) Agree not to use state funds for entertainment or lobbying activities; and
- (4) Allow the state agency to which funds for the grant or subsidy were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant or subsidy.

In addition, a grant or subsidy may be made to an organization only if the organization:

- (1) Is incorporated under the laws of the State; and
- (2) Has bylaws or policies that describe the manner in which the activities or services for which a grant or subsidy is awarded shall be conducted or provided.

Further, a grant or subsidy may be awarded to a non-profit organization only if the organization:

- (1) Has been determined and designated to be a non-profit organization by the Internal Revenue Service; and
- (2) Has a governing board whose members have no material conflict of interest and serve without compensation.

For a grant or subsidy used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant or subsidy was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant or subsidy used for the acquisition of the land.

Further, the undersigned authorized representative certifies that this statement is true and correct to the best of the applicant's knowledge.

The Salvation Army Family Intervention Services

(Typed Name of Applicant Organization)



(Signature)

1/18/13

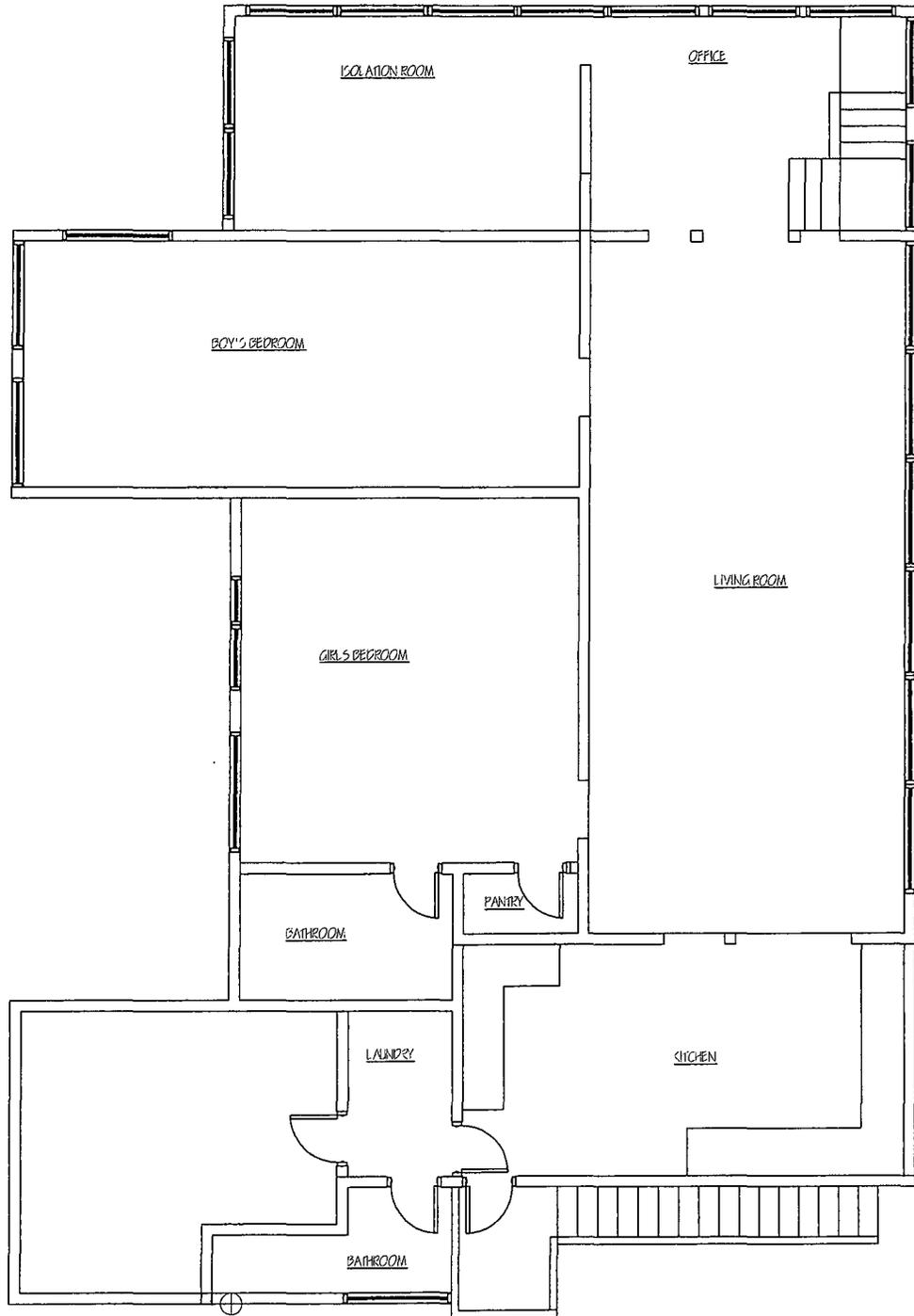
(Date)

Roxanne E. Costa

(Typed Name)

Director of Operations

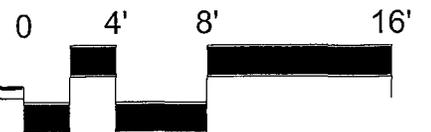
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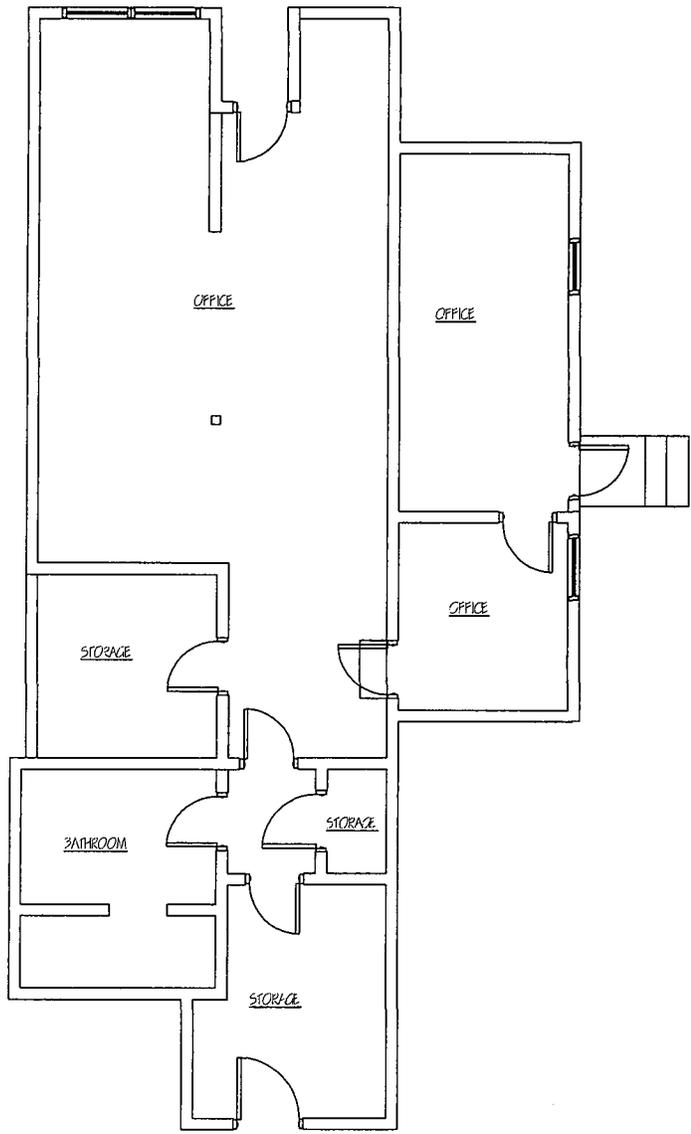


UPPER FLOOR

# TSA FIS SHELTER - EXISTING

KOA ARCHITECTS



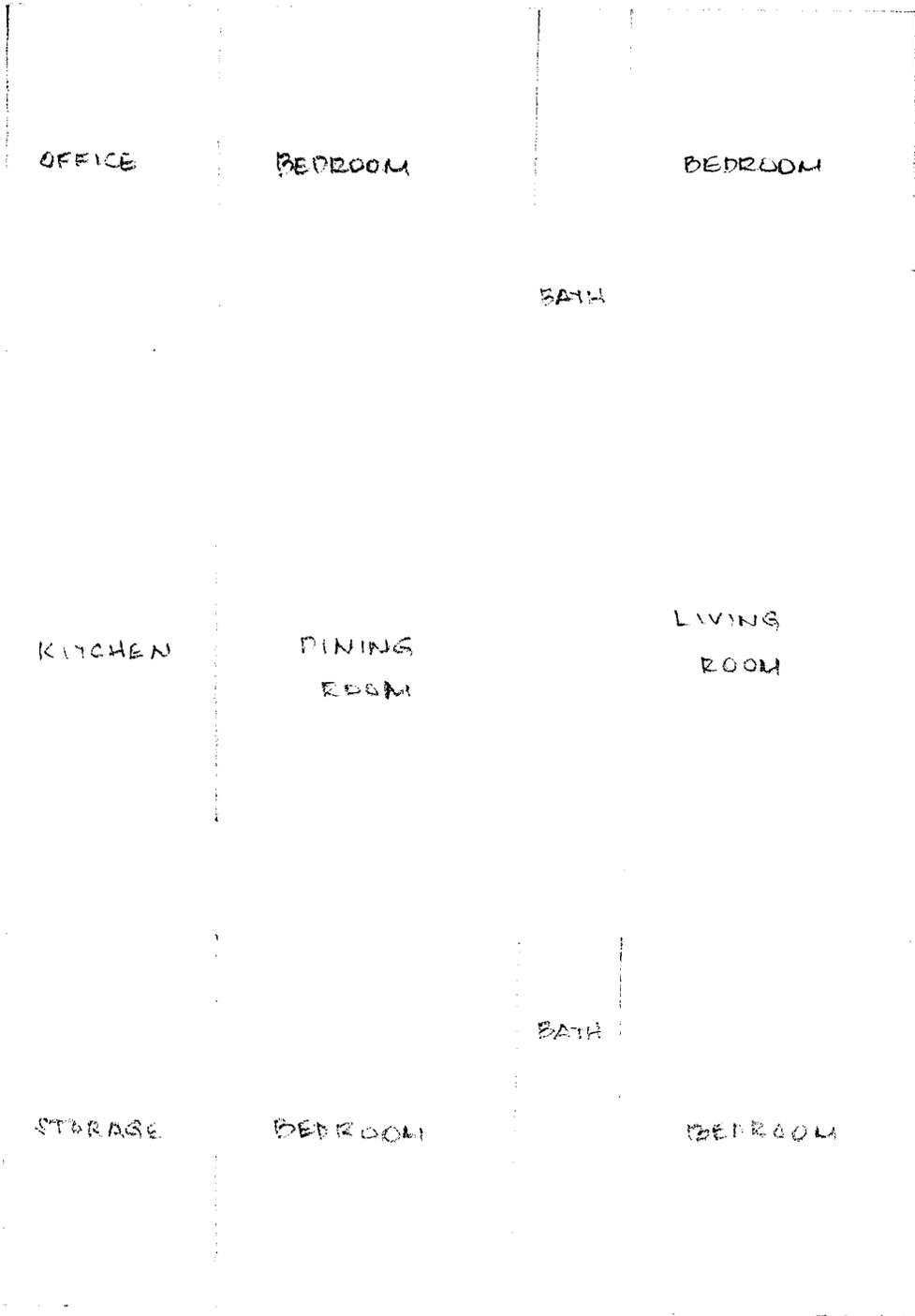


LOWER FLOOR

# TSA FIS SHELTER - EXISTING

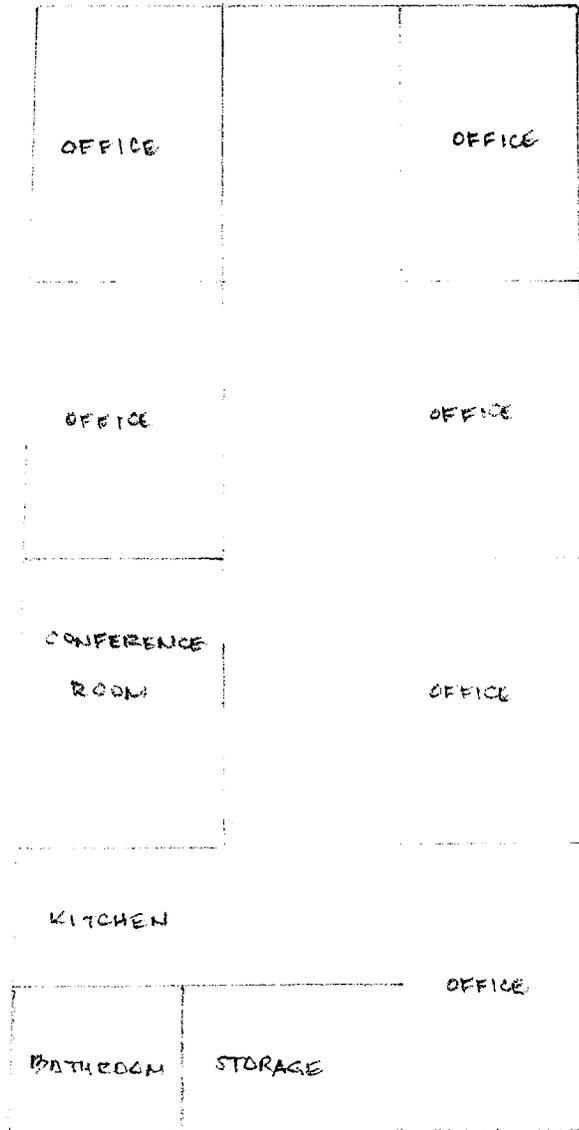
KOA ARCHITECTS





UPPER LEVEL

# TSA FIS SHELTER - PROPOSED



LOWER LEVEL

TSA FIS SHELTER - PROPOSED



CLIENT: TSA FIS Hilo  
DATE: December 12, 2012  
JOB NAME: Hilo FIS Shelter Replacement  
JOB #: 1013  
TMK #: (3) 2-2-039:003

Koa Architects, LLC is pleased to provide this proposal that sets forth the agreement and terms between Koa Architects (the Architect) and TSA FIS Hilo (the Client).

**Project Description and Scope of Services**

The Architect will design and document for building permit a new two story shelter and office building to replace the existing structure and facilities.

**Permit Drawings**

The Architect and his A/E team of engineers will furnish all architectural, structural, mechanical, and electrical drawings required for Hawaii county Plan Approval and building permit issue including:

1. Cover sheet/code analysis/TMK data
2. Site plan
3. Floor plans
4. Exterior building elevations
5. Wall sections
6. Door/window schedule
7. Interior elevations
8. Architectural details
9. Kitchen detail plan for Department of Health
10. Structural foundation plans and details
11. Structural framing plans and details
12. Mechanical plans and details
13. Plumbing plans and details
14. Electrical plans and details
15. The Architect will submit and usher the plans through the permit plancheck process and will conduct a minimum of three site inspections (foundation, framing and final occupancy)

**Fees and Invoicing**

The Architectural design and documents fee proposal shall not exceed \$28,900 plus tax. A deposit of \$12,499.92 (including GE tax) is requested to begin permit documents. The subtotals within the fee include:

Topographical Survey	\$1000
Civil Engineering	\$4000
Architecture	\$9800
Structural Engineering	\$6000
Mechanical Engineering	\$3600
Electrical Engineering	\$4500
Total A/E Fee	\$28,900.00





Invoicing shall be made monthly in proportion to the work performed to date. A written request will be provided to the Client if additional scope of services and fees are anticipated. Payment shall be due and payable upon receipt. Reimbursable expenses such as printing costs will be billed at cost plus 10% administrative.

**Limited Liability**

In rendering these services for the Client, we shall apply the skill and care exercised by state licensed and registered architects at the time and place the services are rendered. It is intended by the parties to this Agreement that Koa Architects, LLC (Koa) services in connection with the project shall not subject individual Koa employees, officers or directors to any personal legal exposure for the risks associated with this project. Therefore, the client agrees that as sole and exclusive remedy, any claim, demand or suit shall be directed and/or asserted only against Koa, a Hawaii limited liability corporation, and not against any of Koa's employees, officers, or directors.

**Conflict Resolution and Termination**

If a conflict arises during or after the course of this agreement, both parties agree to attempt a resolution through non-binding mediation. Should either party commence a legal action, the prevailing party shall be entitled to reasonable attorney's fees and related expenses. Either party may terminate this agreement after giving ten days written notice to the other party. If this agreement is terminated, the Architect shall be paid in full for all fees incurred and reimbursable expenses committed up to the date of termination.

**Agreement and Conclusion**

These terms and conditions along with the description of services and fees represent the entire agreement between the Client and the Architect. This agreement can be modified only in writing and signed by both parties. This agreement sets forth the services the Architect will provide for the Client's project and the requirements between the parties. If the Client is in agreement with the above, please sign two originals and return them to the Architect for signature. The Architect will return one original to the Client for records. We look forward to helping you bring your project to reality.

By: \_\_\_\_\_  
Koa Architects LLC

By: \_\_\_\_\_  
TSA FIS Hilo

Its  
Date

Its  
Date

## Project Management

### TSA FIS Hilo Shelter Renovation

Koa Architects LLC has Design-Build and Design-Bid-Build projects completed, current and pending here on the Big Island of Hawaii. We have offices in Waimea and Hilo. Project leadership for TSA FIS Hilo Shelter will be Matthew Kilgore, AIA Principal in Charge and Loch Soderquist, Project Manager.

See below for our resumes and project portfolio with some examples.

Our accounting system is monthly by cash basis and our software is Intuit Quickbooks Professional. We have worked with every level of government with our accounting system and it complies with OMB circulars.

Staff resumes and functions are attached in the following pages.

## Principal: Matthew R. Kilgore, AIA

My name is Matthew R. Kilgore, owner and principal of Koa Architects LLC. I am a Hawaii state board licensed architect, member of American Institute of Architects, and member of The Salvation Army Advisory Board. I have 17 years experience in projects including medical office buildings, hospitals, women's centers (LDRP - Labor Delivery Recovery Postpartum), K-12 educational, institutional, exposition halls, theaters, multi-million dollar single family residences, and mixed-use condominium and commercial high rise towers.

I have a Bachelors of Architecture from the University of Arizona in Tucson where I learned to design in harmony with the oftentimes extreme variables of the high desert Southwest. While at University, I studied abroad at the Universidad La Salle in Mexico City to explore my Mother's Latin culture and the complexities of the world's most populous metropolis. I also minored in Anthropology with an emphasis on Pre-Columbian peoples of Central America and have explored many of the region's ancient architectural sites.

I have worked on three continents in three languages and have gathered insights from working with small signature studios in Switzerland and Mexico and from many years designing with large international firms. My client's projects span from dream residences in Hawai'i, Switzerland, and California and to serving the good of a neighborhood in need with the Kroc Salvation Army Community Center in San Diego, California.

EDUCATION:           **1995** BA, University of Arizona, College of Architecture  
                              **3.5 GPA**, Dean's List, Member Phi Eta Sigma, National Honor Society  
                              **1993** Semester Abroad, Universidad La Salle, Mexico City

REGISTRATION:      **2008** Hawai'i State Board Licensed

EXPERIENCE:         **2006-Present**, Founder and CEO, Koa Architects LLC  
                              **The Salvation Army Kona Corps Thrift Store** - 10,000sf new thrift store and 34 stall parking lot. *Contact* Major George Rodriguera, Hawaii Island County Coordinator (808) 284-5182  
                              **KBXtreme** - 25,000sf commercial renovation of Kona Bowl entertainment and restaurant facility. *Contact* Larry Marr, VP Operations (808)769-0510.  
                              **North Kohala District Court** - 2,600sf renovation and repair of earthquake damage and interior improvements to the courthouse. *Contact* Gina Ichiyama, Section Head, PM Branch, D.A.G.S (808)586-0472  
                              **Hilton Hawaiian Village Rainbow Suites** - 9,000sf conference rooms and lanai renovations in the Special Management Area.  
                              *Contact* Connie DeGuair, Special Projects Manager (808) 590-7627  
                              **Nui Nalu Townhomes** - private oceanfront residential multiplex in the Special Management Area. *Contact* Robert Kamins, Project Manager (847) 207-7547  
                              **Gerard Residence at Mauna Lani** - 3,500sf resort home and pool.  
                              *Contact* Robert Gerard, Owner (214)648-4997  
                              **Birchfield Residence at Bayview Estates** - 4,600sf resort home and pool.  
                              *Contact* Steve Birchfield, Owner (520) 977-5320

PRIOR NOTABLE: **Ka'upulehu Interpretive Center** - 2,400sf three hales creating a teaching campus for native Hawaiians. Ka'upulehu, HI

**Kaiser Permanente Otay Mesa Medical Office Building** - 240,000sf outpatient MOB and associated four level parking garage. Chula Vista, CA

**Escondido Wellness Center** - 18,000sf medical office building. Escondido, CA

**Kaiser Permanent Vandever Hospital** - 60,000sf nine story addition to existing hospital. La Mesa, CA

**Rite Aid-Park and University** - 11,000sf combined restoration of 1920's era theater facade and new construction of drug store. San Diego, CA

**Scottsdale Memorial Hospital** - master plan renovation. Scottsdale, AZ

**Residenza Serletta** - 96 unit, 11,500 square meter, 10 story building with 2 levels earth integrated garage. Saint Moritz, Switzerland

**Haus Rendelstein** - 22 unit, 2,400 square meter, 4 story building with 1 level subgrade garage. Rendelstein, Austria

**Ray and Joan Kroc Salvation Army Community Center** - 120,000sf campus: ice rink, gymnasium, performing arts, pool, classrooms. La Mesa, CA

**Allegro Apartments** - 210 unit, 320,000sf, 28 story tower above 4 levels subgrade garage. San Diego, CA

**Park Laurel** - 360,000sf 14 story luxury condominium twin towers above mixed use ground level and a 2 level subgrade garage. Balboa Park, CA

**Cheras School** - 12 building campus, dorms, classrooms, gymnasium. Kuala Lumpur, Malaysia

**Education Excellence Exhibition Centre** - 48,000sf exhibition hall, Kuala Lumpur, Malaysia

**Many Farms High School** - complete high school campus. Many Farms, Navajo Nation, AZ

**Pinnacle Museum Tower** - 420,000sf 44 story luxury condominium tower above mixed use podium including 40k sf museum space with 2 level subgrade garage. San Diego, CA

**Residence at the Ritz** - hotel/condo mixed use project study, luxury condominium tower above 400 room Ritz-Carlton podium, precursor to Pinnacle Museum Tower

**Allied Plaza** - 22,000sf 2 level tilt-up panel office building for International University. La Mesa, CA

**Klish Residence** - 5,500sf custom home and pool. Del Mar, CA

**Tucson Convention Center ADA implementation** - Tucson, AZ

**Coconino County Administrative Building** - Flagstaff, AZ

**Central Arizona College Signal Peak Campus** - Coolidge, AZ

**Cochise College Library** - Flagstaff, AZ

**Vulcan Peroxidation Systems Laboratory** - Tucson, AZ

## Project Manager: Loch Soderquist

EDUCATION: **1994** Cuesta Community College

REGISTRATION: Currently testing NCARB licensing exams, 5 of 9 passed

EXPERIENCE: **2007-Present**, Project Manager, Koa Architects LLC  
**Liberty Dialysis Center** - 12,000sf outpatient dialysis building. Hilo, HI  
**Bay Clinic - Women's Health Center** - 1,500sf Medical Office Tenant Improvement. Pahoa, HI  
**Oceanic Time Warner Cable** - 10,000sf corporate headquarters for Hawaii county. 2 story, loading dock, specialty equipment, LEED certified. Hilo, HI  
**Pahoa Medical Center** - 800sf Medical Office Tenant Improvement. Pahoa, HI  
**Office for Hawaii Center for Independent Living** - 800sf Tenant Improvement. Papaikou, HI  
**Bay Clinic - Dental Clinic** - 2,500sf dental clinic tenant improvement in Hilo Shopping Center. Hilo, HI  
**Hilo Community of Christ - Multi Purpose Building** - 4,800sf multi-purpose building. Hilo, HI

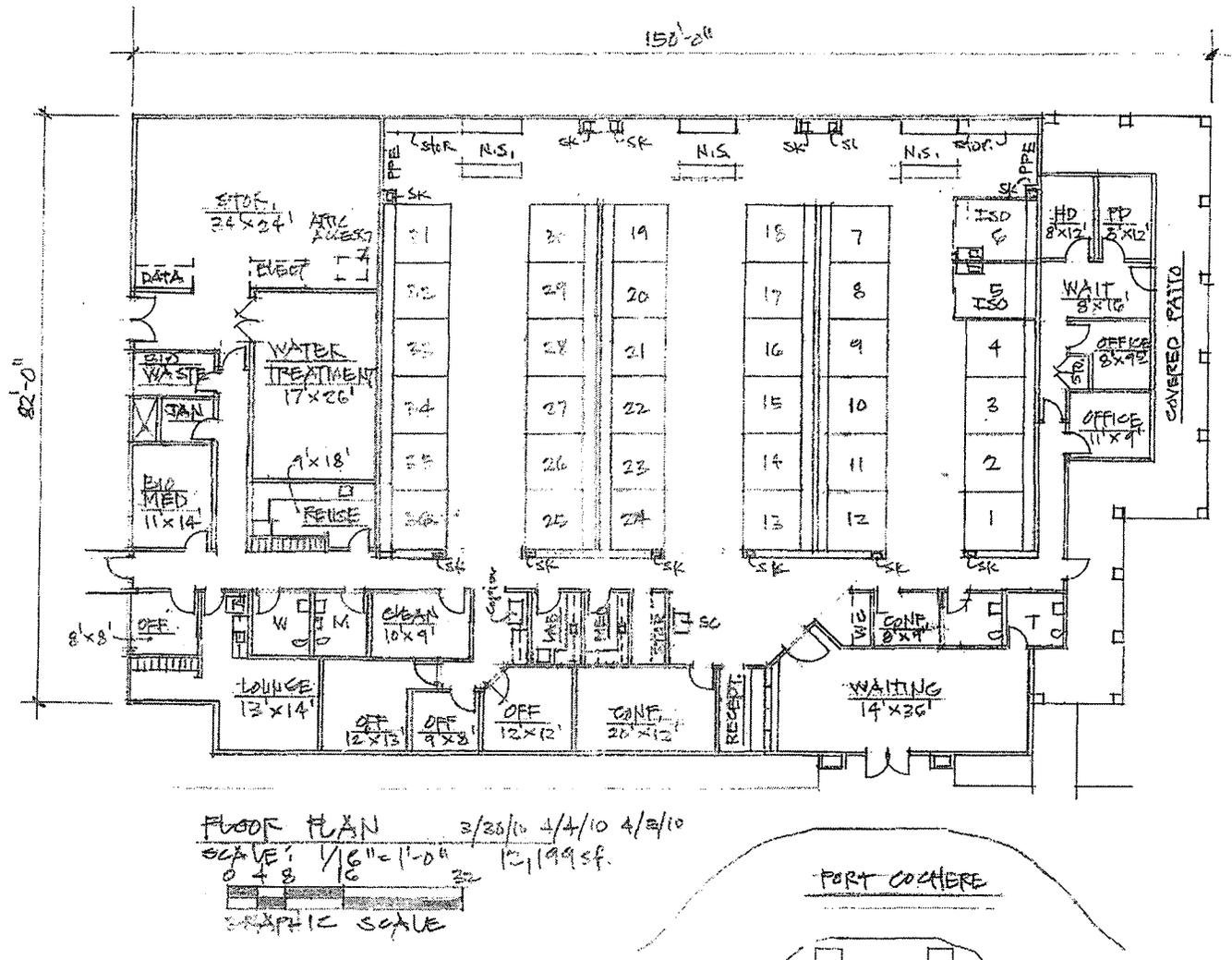
PRIOR NOTABLE: **The Bill Healy Family Housing Center**- Publicly Funded - Budget: \$4.5M  
Codes: ADA/UBC Fair Housing Act Standards  
SQUARE FOOTAGE: 698 to 1,013 per Apartment  
This design emphasizes minimum density and a park-like community setting.  
Bend, OR

**West Park Place**- Publicly Funded - Budget: \$2.4M  
CODES: ADA/UBC  
SQUARE FOOTAGE: 11,148  
25-unit apartment complex consisting of four buildings. Each building includes 2-4 BR units. Also part of the project was the tenants' community center with laundry facilities & children's play area. Ample parking and a bus shelter were added.  
The Dalles, OR

**The Cascade House**- Publicly Funded - Budget: \$3.6M  
Codes: ADA/UBC Fair Housing Act Standards  
SQUARE FOOTAGE: 640 to 920 per Apartment  
50-unit low income apartment complex for senior citizens. The apartments were designed to fit within the large senior development at HOPE Village in Canby. The facility was designed for easy access of the residents and guests.  
Canby, OR

# 1. Contractor's past performance in similarly complex projects

**Liberty Dialysis Center** - 12,000sf outpatient dialysis building. 2010 Hilo, HI  
 Contact: Maureen Naganuma, R.N.  
 Director, Project Development  
 Liberty Dialysis-Hawaii  
 2226 Liliha Street, Suite 226  
 Honolulu, Hawaii 96817  
 Mobile: (808) 250-9349



Floor plan of dialysis center

**Oceanic Time Warner Cable** - 10,000sf corporate headquarters for OTWC Hawaii county. Two story, loading dock, specialty equipment, LEED certified Gold. Hilo, HI

Contact:

Lorene Hough

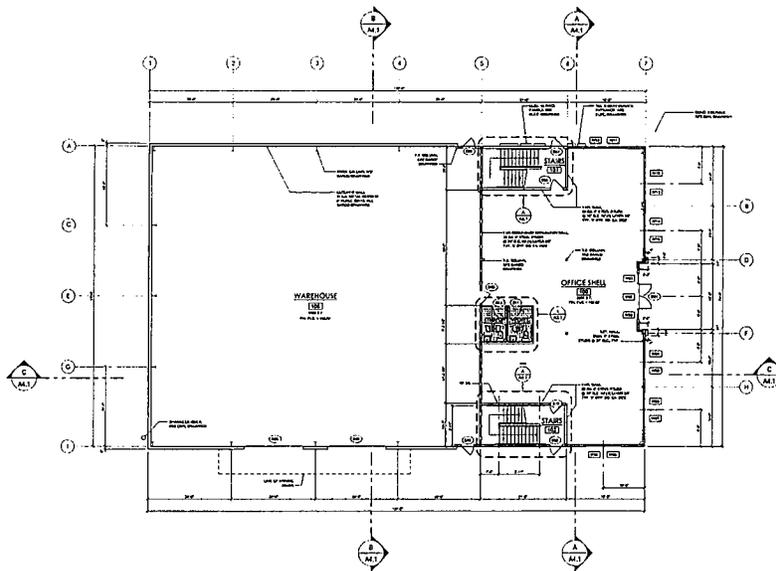
General Manager-Hawaii Island

Oceanic Time Warner Cable

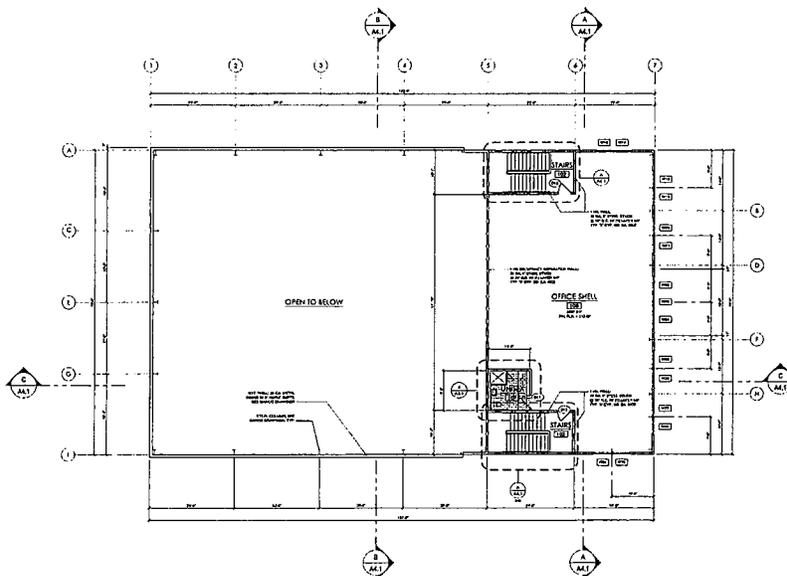
548 Kanoelehua Avenue

Hilo, Hawaii 96720

808-932-2002

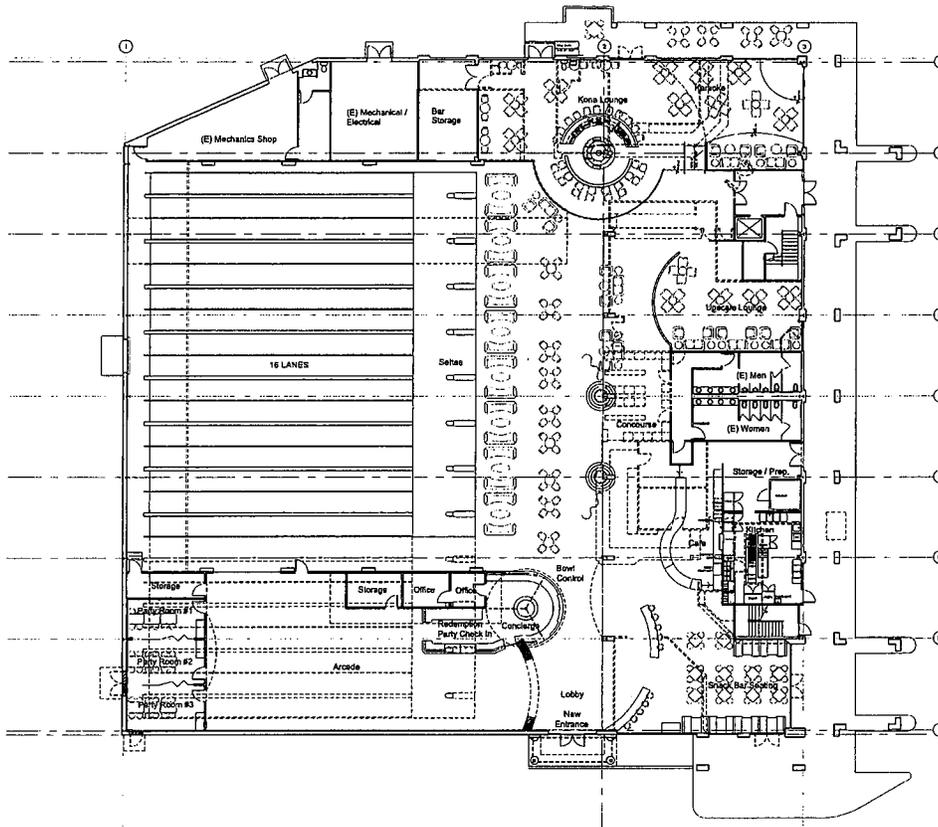


Floor plan 1 of OTWC Hilo



Floor plan 2 of OTWC Hilo

**KBXtreme** - 25,000sf commercial renovation of Kona Bowl entertainment and restaurant facility. Contact: Larry Marr, VP Operations (808)769-0510.



Floor plan of Kona Bowl Xtreme

Loch and Matthew designed, documented and coordinated the design-build solution for these projects. We managed both the A/E consultant engineers team and the construction team under the General Contractor and the sub-contractors.

We designed the dialysis center, OTWC, and KBXtreme around the client's equipment and coordinated both the consulting engineer's documentation and the sub-contractors installation of the specialty equipment.

## **2. Contractor's ability to meet time and budget requirements**

Both Loch and Matthew have up to date and complete experience in maximizing program scope and client budget. Koa Architects is currently contracted with Oceanic Time Warner to provide a single source design-build solution for their new building in Kona. We are managing product sourcing and have contracted the builder, Lahela Kulana, and are closely managing this fast track project. We have completed preliminary grading and site work prior to building permit issue. We have submitted the foundation and shell documents package to permit while coordinating the consulting engineers on the tenant improvement package to follow closely behind the shell permit. Together with Lahela Kulana, Koa Architects is constantly maximizing the client's dollar by utilizing design-build solutions that address the client program as well as the developing site conditions.

Koa Architects utilizes our proprietary in-house 16 division estimating schedule to generate the most detailed and accurate description of a project budget. We also use Microsoft Project to establish a viable project schedule and coordinate and update with the builders to maintain the shortest project track to substantial completion and certificate of occupancy for our clients.

### **3. Contractor's ability to provide preconstruction services**

Koa Architects LLC is a full service architectural firm and we have recent and valid experience on Hawaii island with providing a single-source design-build solution to our clients. We approach these large and complex projects with our builder team from the onset and keep the overall perspective of the project from start to finish. We blend or virtually eliminate the transition from documents to construction by vertically integrating every part of the solution.

#### **4. Contractor's capacity to successfully complete the project**

Koa Architects LLC has a 100% completion record of contracted work through our firm's history. We accomplish this by assembling a tried and true design-build team that is fully insured, licensed and bonded for every project. We have active and pending contracts that span up to 18 months ahead and we have forecasted through this time to evenly and adequately manage our client's projects. Matthew is currently obligated to several private resort residences and a couple of commercial projects as well as some state and county contracts across our island. Loch is managing the OTWC Kona project along with several housing and commercial projects as well. We also have contract personnel on stand-by that can fulfill man hours requirements when the need arises.

## **5. Contractors approach to executing projects**

Koa Architects LLC has in the past year ventured into single-source design-build solutions for our clients. We have taken this avenue after many years of working with a handful of highly qualified and diligent builders. Through our design-build process, we are able to move faster and more efficiently for our clients. If a site factor gets unearthed during construction, we can respond immediately with input from our builder and document modifications for the building inspector. We eliminate time and money lost due to traditional hard bid documents and change orders. The transition from documents to construction is seamless by vertically integrating every part of the solution.

## **6. Contractors approach to safety**

Koa Architects LLC has a perfect safety record during its entire history since founding in 2006. We are fully licensed and insured professionals and we maintain ourselves and our sub-consultants and sub-contractors to the highest degree of professionalism and safety. Our work experience with the state and county of Hawaii and with large corporate clients like Hilton Hotels International has defined our onsite project management and safety to maintain safety as well as schedules.



## 7. Contractor's safety history

Koa Architects LLC has a perfect safety record during its entire history since founding in 2006. We are insured through ACW Honolulu and our insurance agent is Darren Matsuda. Please feel free to contact him at (808) 535-5050 to affirm our safety record.

## **8. Contractor's record of performance, integrity, judgement and skills**

Please feel free to contact any of our clientele from the projects experience listings under our resumes. Some of our most avid supporters are Lorene Hough from OTWC (808) 932-2002 and Steven Birchfield for private residential and commercial work (520) 977-5320.

## TSA FIS Hilo Shelter Renovation

1. Total amount of funds being request is \$577,900 including both hard and soft development costs.
2. Koa Architects LLC completed the estimates based on current and pending construction projects on the island of Hawaii. We have current projects where we function as the Design-Build single source consultant to our clients and also traditional Design-Bid-Build projects where we are functioning as the architect of record and coordinating the A/E team.
3. No other funding has been secured for this high priority shelter renovation.
4. We are requesting a grant for the much needed renovation of the dilapidated and undersized emergency shelter.

# THE SALVATION ARMY – FAMILY INTERVENTION SERVICES Organization Chart

