

House District 12, 8, 10

Senate District 7, 5, 6

THE TWENTY-NINTH LEGISLATURE  
APPLICATION FOR GRANTS  
CHAPTER 42F, HAWAII REVISED STATUTES

Log No:

For Legislature's Use Only

Type of Grant Request:

GRANT REQUEST – OPERATING

GRANT REQUEST – CAPITAL

"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.

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

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: Maui Youth and Family Services, Inc.

Dbn:

Street Address: 200 Ike Drive  
Makawao, Hawaii 96768

Mailing Address: same as above

2. CONTACT PERSON FOR MATTERS INVOLVING THIS APPLICATION:

Name Jud Cunningham, CEO

Phone # (808) 579-8414 ext. 8110

Fax # (808) 579-8426

E-mail jcunningham@aloha-house.org

3. TYPE OF BUSINESS ENTITY:

- NON PROFIT CORPORATION INCORPORATED IN HAWAII
- FOR PROFIT CORPORATION INCORPORATED IN HAWAII
- LIMITED LIABILITY COMPANY
- SOLE PROPRIETORSHIP/INDIVIDUAL
- OTHER \_\_\_\_\_

6. DESCRIPTIVE TITLE OF APPLICANT'S REQUEST:

FOR CONSTRUCTION OF A NEW FACILITY TO CONTINUE TO PROVIDE MUCH NEEDED SUBSTANCE ABUSE TREATMENT SERVICES, HOMELESS YOUTH SERVICES BEHAVIORAL HEALTH AND OTHER SUPPORT SERVICES FOR MAUI'S UNDERSERVED YOUTH, FAMILIES AND ADULTS.

4. FEDERAL TAX ID #: [REDACTED]

5. STATE TAX ID #: [REDACTED]

7. AMOUNT OF STATE FUNDS REQUESTED:

FISCAL YEAR 2018: \$ 1,000,000

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 \$525,000  
 FEDERAL \$0  
 COUNTY \$100,000  
 PRIVATE/OTHER \$50,000

TYPE NAME & TITLE OF AUTHORIZED REPRESENTATIVE:

[REDACTED]

Jud Cunningham, CEO  
NAME & TITLE

1/18/17  
DATE SIGNED



RECEIVED  
1/19/17 na

## Application for Grants

*If any item is not applicable to the request, the applicant should enter "not applicable".*

### **I. Background and Summary**

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

#### **1. A brief description of the applicant's background:**

Maui Youth and Family Services, Inc. (MYFS), a private, not for-profit, 501(c)(3) organization that began as the Maunaolu Youth Residential Shelter in 1978, was established by the County of Maui to address the community's need for emergency shelter for abused and neglected adolescents, runaways, and abandoned youth. In 1982, the organization obtained nonprofit status, and in 1986, became MYFS. In response to community needs and input, the agency developed a comprehensive range of prevention, shelter, and substance abuse services for young people and their families in Maui County.

**Maui Youth and Family Services' mission is to *build better lives with Hawaii's families.***

MYFS provides comprehensive substance abuse, prevention, and foster programs to a wide range of at-risk youth throughout Maui including Hana, Molokai and Lanai. **Outpatient and Intensive Outpatient (OP/IOP) and School-Based substance abuse treatment programs, Crisis Home, Emergency Shelter, Independent Living/Outpatient, Intensive Monitoring, Intensive Services, and Outreach and Advocacy Programs serve youth between the ages of 11 and 19.** (The Independent Living Program serves young people up to age 26 if they attend college.)

In 2008, MYFS joined the Tri-Partnership of Aloha House, Inc. and Malama Na Makua A Keiki, Inc dba Malama Family Recovery Center. All three agencies share infrastructure, including an integrated management structure and interlocking board of directors, as well as resources, experience, and professional expertise. The three agencies maintain highly qualified staffs using best practice intervention models and evidence-based practices in structured treatment settings. By having a shared CEO, as well as a shared Director of Finance and Human Resources Director, combined payroll, integrated Information Technology resources, and streamlined clinical program administration, the Tri-Agency Partnership results in substantial cost savings.

Malama Family Recovery Center:

**The mission of Malama Family Recovery Center is to provide caring, holistic substance abuse treatment to women and children with the goal of empowering families to live safe, independent and healthy lives.**

Malama Na Makua A Keiki, Inc dba Malama Family Recovery Center (MFRC) has been providing comprehensive substance abuse services for women and children through education, prevention, treatment and referral in a safe environment since 1992. MFRC is the only agency on Maui that provides *gender specific* substance abuse treatment services targeting women who have chemical dependency issues, with priority given to pregnant and parenting women. MFRC's outreach and treatment programs are designed to assist participants, including children, adults and their families, to achieve their maximum potential for self-sufficiency through a holistic approach that encourages psychological, social, physical and spiritual health and development.

Aloha House:

Aloha House is a private, nonprofit, Maui-based organization that was incorporated in 1977. **The mission of Aloha House (AHI) is to promote recovery and healthy lifestyles to individuals and families by providing compassionate, effective, and comprehensive behavioral health services with the spirit of excellence and aloha.**

AHI works with adults who are addicted to drugs and/or alcohol, as well as individuals with co-existing mental health issues, and helps them to achieve and maintain a healthy and sober lifestyle. AHI provides a broad range of treatment services including Motivational Enhancement, Residential, Social Detoxification, Outpatient and Intensive Outpatient Treatment, Therapeutic Living, Clean and Sober Living, and Drug Court. Aloha House is the only publicly funded residential treatment center on any neighbor island and has the only medically monitored detoxification center in the state.

**2. The goals and objectives related to the request:**

The primary goal of this request is to construct a new facility to support the Maui Youth and Family Services programs and services on Maui County property leased to MYFS, and located at 200 Ike Drive, Makawao (TMK:2-5-4:05, a portion of Lot 39B).

The existing MYFS administrative building is approximately eighty years old and is in an extremely poor state of repair, unable to adequately accommodate administrative and other services essential to the effective operations of MYFS and the other two members of the Tri-Partnership. Because the existing building requires extensive and expensive rehabilitation that would ultimately only partially resolve issues related to its structural integrity, experts have determined that renovation would not be a cost-effective approach to extending its life. The only effective and efficient approach to facility improvements is demolition of the current building and construction of a new and expanded facility.

Construction of a new building will eliminate immediate extensive repair expenses, reduce long-term maintenance costs, and provide a much-improved and efficient facility that will safeguard the continuation of vital services, thereby ensuring that Maui Youth and Family Services, Aloha House, and Malama Family Recovery Center services can continue to meet Maui's substance abuse and behavioral health needs.

### **3. The public purpose and need to be served:**

Substance abuse and mental illness continue to be persistent and severe problems with dire consequences not only for the afflicted individual, but also their families and the multiple systems with which they engage, including education, healthcare, criminal justice and the workplace. Maui Youth and Family Services along with its partner agencies, Aloha House and Malama Family Recovery Center, provide a broad array of behavioral health services for youth, adults, pregnant and parenting women, and families in Maui County.

#### Maui Youth and Family Services:

Per the Maui Community Profile by the Center on the Family, University of Hawaii, Maui youth generally initiate substance use and violent behaviors relatively early in life, and the problem of alcohol, tobacco, and other drug use among adolescents creates a serious issue for the community.<sup>1</sup> Higher rates of sixth graders are using alcohol, marijuana, and crystal methamphetamine than the statewide average, and only ecstasy/MDMA use is lower than state levels in this community. Maui also has the second highest rate of high school seniors using marijuana. The Hawaii Student Alcohol, tobacco and other drug use study 07-08<sup>2</sup> shows that there is more than a three-fold increase in the number of students who report binge drinking from 6th to 8th grade, with Hawaii students reporting more use of illicit substances in the past 30 days than students nationwide. And only eighth graders on Maui have lower than statewide rates of students drinking on a daily basis.

Another area of concern is that more than 42% of Maui teens report exposure to alcohol, tobacco, or other drug use at home. Thus, an ongoing risk factor in Maui County includes the prevalence of family attitudes and beliefs that create a norm regarding the accepted use of illegal substances and engagement in violent behaviors.<sup>3</sup> Children from families whose members abuse alcohol, tobacco, or drugs are far more likely to become substance dependent themselves<sup>4</sup>.

With almost 8% of 8th graders, 22% of 10th graders, and 35% of 12th graders meeting the criteria for drug or alcohol abuse and/or dependence, Maui treatment needs are high. Furthermore, early initiation of binge drinking, peer substance use, peer approval of substances, family exposure to substances, unclear rules related to substance use, and perceived availability of substances indicate the importance of prevention and intervention programs at an early age<sup>5</sup>.

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<sup>1</sup> Maui Area Community Profile. (2003) Center on the Family, College of Tropical Agriculture & Human Services. Honolulu. 2003. p. 1.

<sup>2</sup> <http://hawaii.gov/health/substance-abuse/prevention-treatment/survey/2007StatewideReport.pdf>

<sup>3</sup> Pearson, R. S., PhD, (2004) *Hawaii Student ATOD Use Study 1987-2003 - Hawaii Adolescent Prevention and Treatment Needs Assessment -Ka Leo O Nā Keiki* (UH at Manoa), 2004. pp. 501-502.

<sup>4</sup> <http://uhfamily.hawaii.edu/publications/SIG/CRPP/maui.pdf>

<sup>5</sup> <http://hawaii.gov/health/substance-abuse/prevention-treatment/survey/2007StatewideReport.pdf>

Maui's substance abuse treatment and prevention needs are further supported by research regarding trends in substance use by incarcerated youth in general and the recidivism rates of Maui adolescents. A definite link exists between incarcerated youth and reported early age of first use of drugs and alcohol, with 84.2% admitting to prior use of marijuana, and 81.7% admitting prior use of alcohol.<sup>6</sup> With some of the highest youth substance abuse rates in the state, Maui adolescents demonstrate a disproportionate rate of recidivism as evidenced by 88.6% of released youth being re-arrested.<sup>7</sup> Additionally, statistics published by the Attorney General in 2000 indicate that though Maui County represents 10.1% of the state's population, 16.6% of all of Hawaii's drug arrests and 14% of all juvenile drug arrests occurred in Maui County.<sup>8</sup> Maui also leads the state in arrests for marijuana possession among youth<sup>9</sup>.

MYFS works to prevent or reduce the use of harmful substances and supports adoption of lifestyle changes among Maui County youth, including encouraging active participation in recovery and meaningful relationships, channeling energy into positive, constructive endeavors, and learning to cope emotionally. MYFS also seeks to strengthen protective factors related to substance use, sexual behavior, pro-social activities, school bonding, academic achievement, future focus, and community involvement.

Additionally, MYFS helps homeless youth transition from the streets to safe shelter, and prevents and reduces substance use for foster youth, ultimately reuniting them with their families. MYFS foster care programs further provide a break for parents and teenagers, step-down options for youth with substance abuse issues exiting a residential or hospital setting, and serve as an alternative to incarceration. MYFS also assists young people with the successful transition to adulthood and independent living through linkages with employment, education, and housing support services.

#### Tri-Partnership:

Through its affiliates, Aloha House and Malama Family Recovery Center, administrative staff also provide services for oversight (management, accounting and other financial functions, human resources and fundraising/development) of an extensive array of behavioral health services for adults and pregnant and parenting women, including residential and outpatient substance abuse treatment, mental health crisis services (24/7/365 crisis mobile outreach for youth and adults), a crisis residential facility, psychiatric and community based case management services for persons with serious mental illness, Maui Drug Court services (both in-custody and outpatient), sex offender treatment services, and extensive outpatient and home-based mental health services for both youth and adults, as well as sober living facilities.

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<sup>6</sup> Bradford, M. and Perrone, P. (2001). *Incarcerated Juveniles and Recidivism in Hawaii: A Report to the Office of Youth Services Department of Human Services*. Honolulu: Crime Prevention & Justice Division Department of the Attorney General State of Hawaii. p. 10

<sup>7</sup> *Ibid.* p. 29.

<sup>8</sup> Richmond, J. and Perrone, P. (2000). *Drug Offense Arrests in Hawaii, 1982-1998*. Honolulu. Department of the Attorney General—Crime Prevention and Justice Assistance Division. pp. 3, 7.

<sup>9</sup> <http://www.drugscience.org/States/HI/HI.pdf>

General Maui County Substance Use (MYFS, MFRC, Aloha House)

As a chronic condition that significantly influences overall health, substance abuse is a key concern in Maui County. In the 2012 Maui Community Survey, substance abuse was ranked as one of the top five health concerns for Maui residents. In 2008, drug use reached its highest level in ten years according to the 2007-2008 Substance Abuse and Mental Health Services Administration (SAMHSA) report, and in total, for the 2008-2012 period in Hawaii, 95,000 persons aged 12 or older per year were dependent on or abused alcohol, and 32,000 individuals were dependent on or abused illicit drugs within the year prior to being surveyed. (SAMHSA Behavioral Health Barometer, Hawaii 2013) From 2006-2010, the overall percentage of hospital admissions in Maui County that were associated with a substance related disorder (11.9%) was quite a bit higher than the state average of 8.9%, and higher than any other county in the state. The share of hospitalizations associated with a substance related disorder was particularly high in Lahaina (17.0%), Hana (14.2%), and Makawao (12.3%).<sup>10</sup>

Treatment Needs (MYFS, MFRC, Aloha House)

Per the State of Hawaii 2004 Treatment Needs Assessment<sup>11</sup>, in Hawaii, “regardless of the category of treatment needed, the level of drug involvement leading to the treatment, or the effectiveness of the treatment being offered, the resources available for treatment services are totally inadequate to manage the task at hand... **People in Hawaii in need of treatment are unlikely to be able to secure it readily, especially if they reside on the neighbor islands.** Within the State population, it is estimated that 81,377 persons need alcohol treatment only, an additional 15,186 persons need drug treatment only, and a further 11,095 persons need both alcohol and drug treatment to manage their abuse and dependence on alcohol and drugs.”

Mental Health Needs (MYFS, MFRC, Aloha House)

Untreated mental illness also has deadly and costly consequences. In 2006, 120 Hawaii residents died by suicide according to U.S.A. Suicide 2006: Official Final Data. Suicide is almost always the result of untreated or undertreated mental illness, and is the 11th-leading cause of death overall nationally. It is the 3rd-leading cause of death among youth and young adults aged 15-24 in the U.S. ("Suicide in the U.S.: Statistics and Prevention," 2009.) Regrettably, according to the National Association of State Mental Health Program Directors Research Institute, in 2006, Hawaii spent just \$136 per capita on mental health agency services, just 1.8% of total state spending that year. Consequently, Hawaii's public mental health system provides services to only 45% of adults who live with serious mental illnesses in the state. (Grading the States 2009).

Substance Abuse Needs of Pregnant Women in Hawaii (MFRC)

- There was an overall trend toward higher alcohol use among pregnant women from 2003 to 2007.
- Compared to the state overall, there were higher percentages of women reporting illicit drug use during pregnancy in Hawaii, Kauai, and Maui counties from 2000 to 2007.
- Since 2004, there has been an increase in the percentage of women who smoke during

<sup>10</sup> [http://www.hah.org/uploads/5/0/1/9/5019048/2013\\_maui\\_county\\_chna.pdf](http://www.hah.org/uploads/5/0/1/9/5019048/2013_maui_county_chna.pdf)

<sup>11</sup> Department of Health, Alcohol and Drug Abuse Division, 2007, P. 10-1

pregnancy.

- 12-15% of all pregnancies annually in the state of Hawaii are affected by substance abuse. This indicates that over 2,500 infants could be born drug affected each year.

#### **4. Describe the target population to be served:**

Because Maui Youth and Family Services belongs to a Tri-Partnership that includes Aloha House and Malama Family Recovery Center, the project will support the needs of a broad spectrum of Maui county residents with diagnoses of substance abuse and/or chemical dependency, serious mental illness, and life adjustment issues. Although the agencies are technically three separate nonprofit corporations, they share an interlocking board and administration, and are located adjacent to each other, providing mutual support and expertise. As the lessee with Maui County, MYFS has site control over this project.

The three agencies combined provide dynamic, interactive, evidence-based programs to predominantly low- and moderate-income populations that are designed to engage a target population in need of a wide array of substance abuse and behavioral health services, including youth, adults, pregnant and parenting women, and families in Maui County.

#### **Maui Youth and Family Services:**

MYFS specifically works to prevent or reduce the use of harmful substances and support adoption of lifestyle changes among youth, including encouraging active participation in recovery and meaningful relationships, channeling energy into positive, constructive endeavors, and learning to cope emotionally. MYFS also seeks to strengthen protective factors related to substance use, sexual behavior, pro-social activities, school bonding, academic achievement, future focus, and community involvement.

MYFS Outpatient and Intensive Outpatient treatment and School-Based programs serve middle-school and high-school age adolescents on Maui who meet either the current Diagnostic Statistical Manual-IV-TR criteria for substance abuse or dependence or the current American Society for Addiction Medicine Patient Placement Criteria (ASAM PPC-2). All clients must have evidence of drug or alcohol use to enter the program, but they need to be between Level I and Level II dependence (not serious enough to require admission into day treatment or residential treatment programs). Generally, males outnumber females two to one, and Native Hawaiians and Caucasians make up the majority of clients. Outpatient and Intensive Outpatient treatment programs served 71 young people in the last fiscal year and the School-Based Program served 255 adolescents last year. MYFS also provided the Ho'ala Mai Intensive Mentoring program to 174 youth and the Ho'ala Mai Truancy prevention program to 83 students. The majority of MYFS clients are low-income, below 300% of Federal Poverty Level.

MYFS Prevention Programs serve approximately three hundred youth annually through a variety of in-school and after-school programs targeting substance abuse and other high-risk behaviors, and are designed to reach disadvantaged youth who experience chronic failure in school, violence, judicial, and delinquency issues in Maui County. For all prevention program youth, males and females are generally divided relatively equally, and a diversity of ethnic groups are represented. All of the students served attend public schools, some of which qualify for Title I funding, based on the number of students who receive free and reduced lunch.

Foster youth are between ten and eighteen years old, are generally taken out of the home because they are beyond parental control, have run away, are not attending school, are involved in drug use, and/or have mental health issues. The estimated rate of substance abuse for foster youth is 75%. Last year, MYFS provided foster care to 9 youth, Crisis Services to 14 adolescents, emergency shelter for ten youth, and Independent Living Programs to 60 young adults. Though income isn't tracked for these programs, these clients come from lower-income families, with 95% of all youth insured through QUEST.

**Aloha House:**

Aloha House (AHI) clients are referred through self-referral, judiciary, federal probation, employee assistance programs (at hotels and other large organizations), residential treatment, detox, local physicians, Maui Memorial Medical Center Emergency Room, and other community organizations and agencies. To qualify for treatment, clients must meet the most current version of the American Society for Addiction Medicine Patient Placement Criteria (ASAMPPC-2R) for admission, continuance and discharge for this level of care, and are those whose level of addiction severity and/or length of use and life functioning require this intensive level of structured treatment. Typically this is a client who is experiencing multiple life problems in tandem with his or her substance abuse issues, including: criminal thinking or conduct; mental health diagnosis such as depression or anxiety; and/or social isolation or poor social support.

In 2015-2016, Aloha House served a total of 880 clients in its diverse and comprehensive drug treatment programs, interrupting the use of alcohol and other drugs for all of the individuals served. These clients were served in the following programs: 302 at the Wailuku Intensive Outpatient Clinic, 353 at the Residential Treatment facility and Interim Care and Stabilization Program, 90 in Sober Living Programs, 19 at the Lanai outpatient services, and 38 in drug court and 78 in-custody clients. Aloha House also provided skills and knowledge to effectively deal with the use of drugs and/or drugs and alcohol in order to eliminate recidivism to criminal behavior for drug court and in-custody clients.



AHI further provided Case Management to 555 clients, and Crisis Mobile Outreach for 516 Maui County residents. AHI helped lessen or eliminate the debilitating symptoms of mental illness for 296 clients who entered the Licensed Crisis Residential Program, and for 11 who participated in Intensive Family Therapy in the same fiscal year. An additional 3,082 clients were served annually through AHI’s Maui Counseling Group, which provides outpatient counseling to QUEST-insured and Maui residents, a significant proportion of whom are low-income.

**Malama Family Recovery Center:**

MFRC serves women and their families from islands throughout the state, though most are from Maui. From July 1, 2015 to June 30, 2016, MFRC served 129 clients; 70 were women between the ages of 18 and 34, 13 between 35 and 44, and 13 were over 45. Thirty-three were children and 16 of the women were pregnant. The majority of the women served were uninsured or insured through QUEST; 62% had annual incomes under \$5,000. Approximately 50% were Hawaiian or Part Hawaiian, 23% Caucasian, and the remaining 24% Asian or other.

In fiscal year 2015, 64% of MFRC women were using methamphetamines when they entered the program, 7% marijuana, 15% alcohol, and the remaining 15% were using other amphetamines, opiates and synthetics, heroin, and/or crack/cocaine.

Approximate numbers of clients served annually by MYFS and affiliates are as follows:

Maui Youth and Family Services	976
Aloha House	5,340
Malama Family Recovery Center	<u>129</u>
<b>Total</b>	<b>6,445</b>

**5. Describe the geographic coverage:**

Maui Youth and Family Services (and Aloha House and MFRC) serve the County of Maui including Hana, Molokai and Lanai, providing direct services on all three islands. Because effective administrative support and management are essential to efficient and effective service delivery, the construction of this facility will facilitate meeting the behavioral health related needs of many segments of the Maui community including our County neighbor islands and outlying areas for decades to come.

**II. Service Summary and Outcomes**

*The Service Summary shall include a detailed discussion of the applicant’s approach to the request. The applicant shall clearly and concisely specify the results, outcomes, and measures of effectiveness from this request. The applicant shall:*

**1. Describe the scope of work, tasks and responsibilities:**

Scope of Work and Tasks:

Once the architect is selected through a competitive bidding process and all required building permits obtained, a general contractor will also be selected through a competitive bidding process.

Plans call for the construction of an approximately 7,000 square foot facility that will serve as the program offices for Maui Youth and Family Services and its partner agencies. In addition, the facility will be constructed so that it can be expanded for multiple purposes in the future, for example to increase client housing/residential services as needed.

Responsibilities:

All fundraising, pre-construction, and construction tasks will be overseen by Chief Executive Officer Jud Cunningham. Once building begins, Cunningham will hire a Project Manager who will be directly responsible for all construction. Cunningham will work closely and meet regularly with the Project Manager, architects, engineers and the construction contractor to successfully execute this project. This team will cooperate to mitigate problems and challenges, with the objective of maintaining construction schedules and controlling costs to complete the project on time and within the established budget.

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

<b>Pre-Construction Timeline</b>	<b>Person Responsible</b>	<b>Timeframe</b>
Building, design, and plan specifications completed.	Selected Architect/Engineer	Completed
Permits obtained.	Architect	1/17-6/17
General contractor selected.	Board/CEO	12/17
Break Ground/Site Work	Selected Contractor	1/18
Vertical Build	Contractor	2/18-12/18
Occupancy	Contractor	12/18

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

Program Quality Assurance and Evaluation:

For all three agencies, expected outputs are tracked and monitored quarterly through the utilization review process, and program data via the Performance and Improvement Committee (PIC). The PIC is comprised of the CEO, CFO, Director of Quality Assurance, all Clinical Directors, two Medical Directors (psychiatrists), and one or more Board representatives. Six-month post-discharge follow-ups are conducted for clients completing the various programs to determine if expected outcomes are met. The data is compiled and reviewed quarterly by the PIC.

Client progress is monitored through quarterly peer review. All closed records and ten percent of open records are reviewed by a multi-disciplinary team for evidence of progress toward goals. Client progress is further assessed through clinical supervision conducted bi-weekly. Utilizing benchmarks derived from longitudinal data and benchmark standards available nationally and statewide for similar services, trends in data (utilization review, peer review, incident and grievance reports, and client satisfaction) are analyzed monthly by the PIC to identify opportunities for improvement. Agency staffs look for both deficiencies and strengths so they can remedy those areas that are underperforming and expand strength areas. When a performance improvement opportunity is identified, an action plan is developed either directly by the PIC Committee or the sub-committee tasked with plan development.

Capital Improvement Project Quality Assurance and Evaluation:

Quality assurance and evaluation for the proposed Capital Improvement Project will be accomplished by tracking success in achieving project objectives, raising the total amount of funds needed, and meeting budgets and timelines.

Elements of the pre-construction phase of the project include: defining the scope of the project (square footage, general design characteristics, etc.); securing funds for planning and design (approximately 10% of total estimated construction cost); beginning the capital campaign; developing a Request for Bids from Architects and Engineers; selecting lowest qualified bidder (unless otherwise indicated); completing the design and specifications; obtaining necessary building permits (may include environmental assessment); creating the RFP for general contractor; and selecting the general contractor.

Elements of the construction phase of the project include demolition, groundbreaking, and site work; completing the foundation, carpentry, plumbing, electric, roofing, exterior, paint, and flooring; passing various site and building inspections and obtaining the certificate of occupancy.

Chief Executive Officer Jud Cunningham will have ultimate responsibility for the success of the project, and with approval from the board, he will hire or designate a project manager to directly supervise and evaluate all of the activities above.

- 4. List the measure(s) of effectiveness that will be reported to the State agency through which grant funds are appropriated (the expending agency). The measure(s) will provide a standard and objective way for the State to assess the program's achievement or accomplishment. Please note that if the level of appropriation differs from the amount included in this application that the measure(s) of effectiveness will need to be updated and transmitted to the expending agency.**

CEO Jud Cunningham will measure the effectiveness of the Capital Improvement Project using the following benchmarks, and will report on these benchmarks to the expending state agency:

- a. Meeting timelines as listed in this application;
- b. Staying within the budget as described in this application;
- c. Raising the fund balance as described in this application;
- d. And completing construction of the facility, including reporting on the completion of the following elements:
  - Demolition;
  - Groundbreaking;
  - Site Work;
  - Construction as described in timeline;
  - Passing various site and building inspections;
  - Obtaining the certificate of occupancy.

### III. Financial

#### Budget

- 1. The applicant shall submit a budget utilizing the enclosed budget forms as applicable, to detail the cost of the request.**

**Budget forms are attached. Below are explanations of costs.**

The existing structure has approximately 3,930 square feet of space. Adjacent to the building is a modular building with an additional 528 square feet, bringing the total usable space in the current facility to 4,458 square feet. Allowing for potential growth and expansion, MYFS estimates that an approximately 7,000 square foot facility is needed. A major factor contributing to the cost effectiveness of this project is that it is unnecessary to purchase the land, which would add significantly to the overall cost of a new facility. The total estimated cost of the new facility is \$3,063,000.

- 2. The applicant shall provide its anticipated quarterly funding requests for the fiscal year 2018.**

Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Grant
0	\$250,000	\$250,000	\$500,000	\$1,000,000

- 3. The applicant shall provide a listing of all other sources of funding that they are seeking for fiscal year 2018.**

MYFS has recently launched a capital campaign and will be applying to foundations and corporations in 2017 to complete the funding needed for the project. Foundations include: The Harry and Jeanette Weinberg Foundation, Inc., Atherton Family Foundation,

McInerny Foundation, Irwin Foundation, Cooke Foundation, Ltd., Baldwin Foundation and many other smaller foundations and corporations. The County of Maui has recently approved funding in the amount of \$100,000 for the project. In addition, to date, a total of \$50,000 has been committed by individuals to the project.

- 4. The applicant shall provide a listing of all state and federal tax credits it has been granted within the prior three years. Additionally, the applicant shall provide a listing of all state and federal tax credits they have applied for or anticipate applying for pertaining to any capital project, if applicable.**

No state or federal tax credits have been granted within the last three years, nor will any be applied for with regard to this capital project.

- 5. The applicant shall provide a listing of all government contracts and grants it has been and will be receiving for program funding.**

Please see attached list of “Government Contracts And/or Grants” for specific grant/contract details.

- 6. The applicant shall provide the balance of its unrestricted current assets as of December 31, 2016.**

Current unrestricted assets as of December 31, 2016 are estimated to be \$823,500, which includes financial resources sufficient to provide for operating expenses for nine months. Please note that in order to operate in a fiscally responsible manner in this uncertain economic climate, MYFS needs to maintain an unrestricted fund balance to cover the possibility of a reduction in revenues. The current reserves have been accumulated over years of careful management however, are insufficient to fund the proposed capital improvement project.

#### **IV. Experience and Capability**

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

**The applicant shall demonstrate that it has the necessary skills, abilities, knowledge of, and experience relating to the request. State your experience and appropriateness for providing the service proposed in this application. The applicant shall also provide a listing of verifiable experience of related projects or contracts for the most recent three years that are pertinent to the request.**

MYFS and its affiliated organizations (AHI and MFRC) have been providing behavioral health and related services for the target population for more than three decades. The three agencies employ a cadre of highly trained and skilled professional staff, including licensed psychiatrists, psychologists, social workers, marriage and family therapists, certified substance abuse counselors and prevention specialists who both oversee and deliver direct

behavioral health care. In addition, Tri-Partnership paraprofessional staff members are trained in evidence-based practices such as Motivational Interviewing and Trauma Informed Care. All three organizations are accredited by the Hawaii Alcohol and Drug Abuse Division and by the Commission on Accreditation of Rehabilitation Facilities (CARF). Tri-Partnership residential facilities and foster homes are all State-licensed, either by the Departments of Health or Human Services.

Regarding facility development, MYFS and its affiliates all have extensive experience in project management for the planning, design, and construction of new facilities, including working directly with architects, engineers, building contractors, the Maui County Planning Department (zoning and related issues) and Department of Public Works (permitting). MYFS and its affiliates also have demonstrated successful experience conducting capital campaigns for construction of new facilities.

Specifically, MYFS and its affiliated agencies have the following requisite resources and experience, including:

- Proven track record of providing quality behavioral health care in the Maui community for decades;
- High caliber of professional and administrative staff;
- Sustainability and stability, as evidenced by repeatedly being awarded multi-year contracts and /or grants from many State and local government and private funding sources;
- State and national accreditation and licensing;
- Financial stability;
- Proven track record of successfully completing several capital improvement projects in recent years;
- High staff retention rates/low turnover;
- Strong leadership, including a diverse Board of Directors broadly representative of the Maui community.

Jud Cunningham, CEO who has led MYFS for six years, has been responsible for successfully managing several community service facility development projects for the three agencies, and has extensive experience in navigating the challenges and problems associated with coordinating a capital construction project.

**Listing of Verifiable Experience in Capital Improvement Projects:**

Aloha House, Inc. -

- New Substance Abuse Treatment Facility and Dormitory Construction -- 4593 Ike Drive, Makawao (Total cost of project: \$800,000, Completed in 1998)
- Two Dormitories on Substance Abuse Residential Campus – Ike Drive, Makawao (Total cost of project: \$600,000, Completed in 2006)
- Construction of New Septic System – Ike Drive, Makawao (Total cost of project: \$75,000, Completed in 2004)

Malama Family Recovery Center

- New Facility Construction -- 388 Ano Street (Total cost of project: \$1,100,000, Completed in 2011)
- Remodeling of Two Residential Cottages -- 388 Ano (Total cost of project: \$50,000, Completed in 2008)

**B. Facilities**

**The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the request. If facilities are not presently available, describe plans to secure facilities.**

As noted previously, the current facility is approximately eighty years old and is in an extremely poor state of repair. The existing facility has approximately 3,930 square feet of space. Adjacent to the building is a modular building with an additional 528 square feet, bringing the total usable space in the current facility to 4,458 square feet. Inspections by various experts have determined that renovation would not be a cost-effective approach to extending the useful life of the building. In terms of the building's significance due to its age, experts have also advised MYFS that there will not be any challenges to demolition and replacement for historic reasons.

For the past twenty-five years, the structure has served as the administrative offices for Maui Youth and Family Services, Inc. Beginning in July of 2008, following the development of a formalized agreement between Maui Youth and Family Services, Inc., Aloha House, Inc. and Malama Family Recovery Center dba Na Makua A Keiki, Inc., the building has also served as administrative offices for all three nonprofit entities in the Tri-Partnership.

The new facility, which is expected to be approximately 7,000 square feet, will be designed specifically to efficiently serve as the joint facility for program and administrative offices for all three agencies. It will also be ADA compliant.

**V. Personnel: Project Organization and Staffing**

**A. Proposed Staffing, Staff Qualifications, Supervision and Training** <sup>(SEP)</sup>

**The applicant shall describe the proposed staffing pattern and proposed service capacity appropriate for the viability of the request. The applicant shall provide the qualifications and experience of personnel for the request and shall describe its ability to supervise, train and provide administrative direction relative to the request.**

All programs are overseen by Chief Executive Officer (CEO) Jud Cunningham, who has a master's degree in social work, is a Hawaii licensed social worker, and Hawaii Certified Substance Abuse Program Administrator, with more than three decades of experience in social services and as a leader in executive positions. The Chief Executive Officer has ultimate responsibility for all agency services, programs, and projects.

Twenty full and ten part-time staff members provide Maui Youth and Family Services programs and treatment. The staff is extremely qualified, and credentialed to provide clinical supervision, clinical evaluation, treatment planning, individual, group, and family counseling, education, recreation, and cultural activities.

Clinical Director Susan Pirsch, a licensed marriage and family therapist who oversees Adolescent Substance Abuse programs. MYFS programs. Clinical Director Rick Collins, who oversees the Therapeutic Foster Care and Prevention Programs, is a licensed marriage and family therapist who has ten years experience providing counseling services to adolescents and families in the state of Hawaii. Clinical Directors are responsible for providing supervision for the counselors and line staff, oversee program operations and ensure fidelity to the model and evidence-based interventions and curriculums. Required qualifications for the Clinical Directors are a Hawaii clinical license, a minimum of three years or experience in providing clinical services to youth and one year of supervisory experience. Clinical Directors report to the CEO.

Counselors are responsible for program delivery including, but not limited to, screening, assessment, treatment planning and review, and individual, group and family counseling. The program assistant is responsible to assist the counselor in the provision of group substance use education and life skills management, experiential activities and transportation. Required qualifications for a counselor are a Master's degree in behavioral sciences or Certified Substance Abuse Counselor. Required qualifications for a program assistant are a high school diploma and one and half years' experience working with clients in substance abuse treatment. All direct care staff is directly responsible to the Clinical Director.

#### **B. Organization Chart**

**The applicant shall illustrate the position of each staff and line of responsibility/supervision. If the request is part of a large, multi-purpose organization, include an organizational chart that illustrates the placement of this request.**

See Attached

#### **C. Compensation**

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

- Chief Executive Officer: \$150,000
- Clinical Director \$68,000
- Clinical Director \$64,874

### **VI. Other**

#### **A. Litigation**



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

No litigation is pending or anticipated at this time. Further, there are no outstanding judgments against MYFS or its affiliates.

**B. Licensure or Accreditation**

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

As noted previously, all three organizations are accredited by the Hawaii Alcohol and Drug Abuse Division and by the Commission on Accreditation of Rehabilitation Facilities (CARF). AHI and MFRC residential facilities and MYFS foster homes are all State-licensed, either by the Departments of Health or Human Services.

**C. Private Educational Institutions**

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

Not Applicable

**D. Future Sustainability Plan**

The applicant shall provide a plan for sustaining after fiscal year 2017-168the activity funded by the grant if the grant of this application is:

- (1) Received by the applicant for fiscal year 2017-18, but
- (2) Not received by the applicant thereafter.

As the activity is a capital improvement project that is a one-time expense, and will not be recurring, there will be no need for additional support once the project as described has been fully supported. As noted previously, it will be constructed with low long-term maintenance costs in mind, and any general maintenance needed will be supported through the MYFS operational budget.

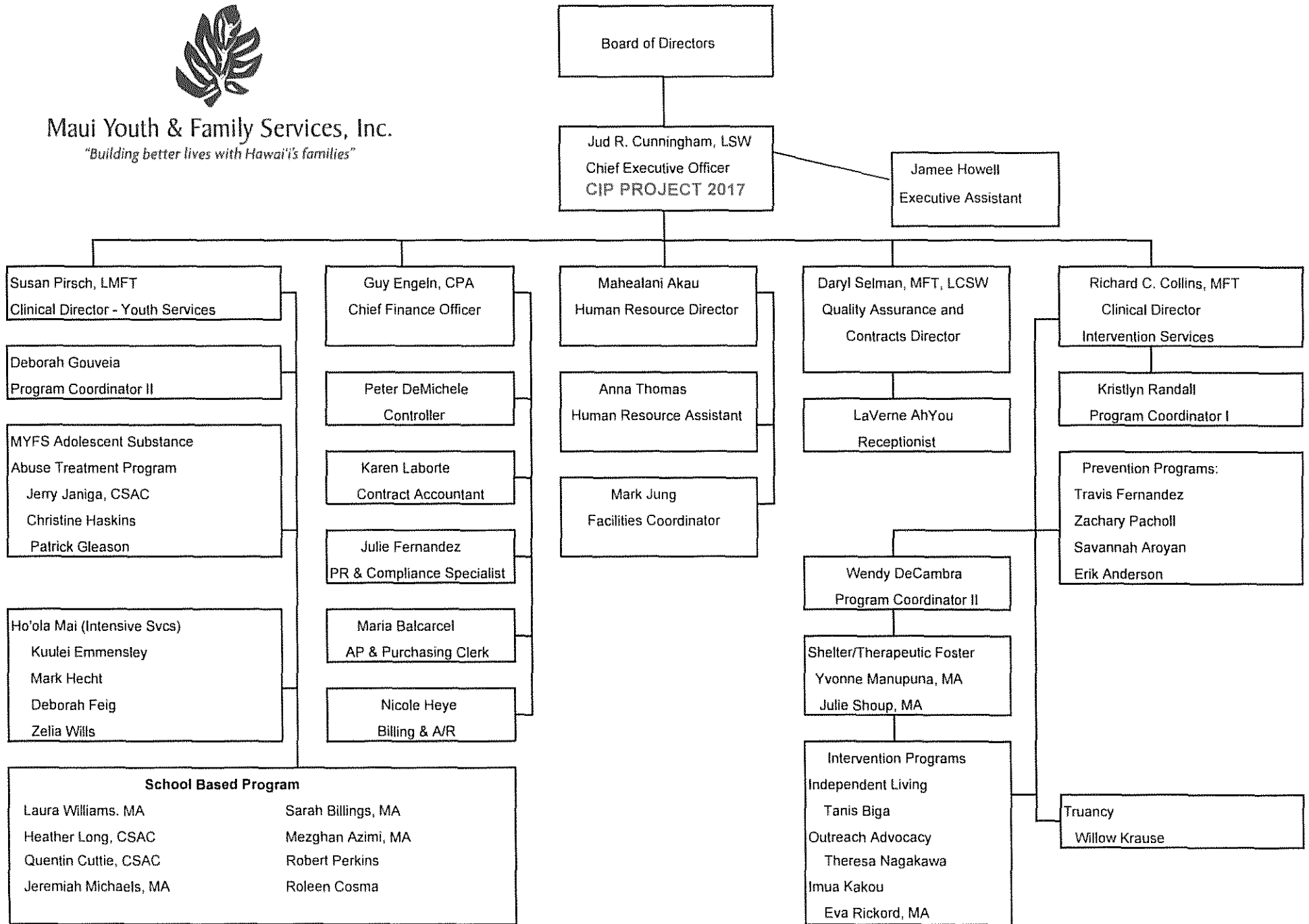
**E. Certificate of Good Standing (If the Applicant is an Organization)**

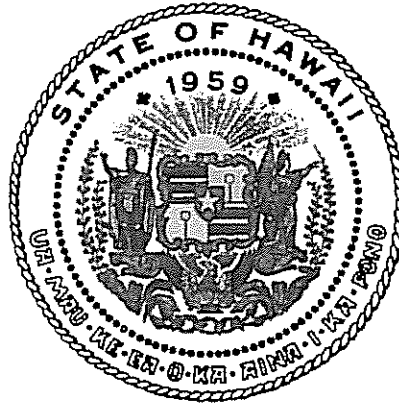
If the applicant is an organization, the applicant shall submit one (1) copy of a certificate of good standing from the Director of Commerce and Consumer Affairs that is dated no earlier than December 1, 2016.

Certificate of Good Standing is attached.



**Maui Youth & Family Services, Inc.**  
*"Building better lives with Hawaii's families"*





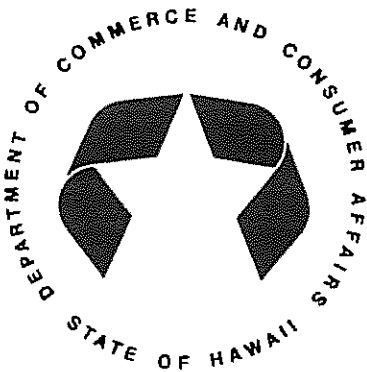
## Department of Commerce and Consumer Affairs

### CERTIFICATE OF GOOD STANDING

I, the undersigned Director of Commerce and Consumer Affairs of the State of Hawaii, do hereby certify that

**MAUI YOUTH AND FAMILY SERVICES, INC.**

was incorporated under the laws of Hawaii on 06/29/1982 ; that it is an existing nonprofit corporation; and that, as far as the records of this Department reveal, has complied with all of the provisions of the Hawaii Nonprofit Corporations Act, regulating domestic nonprofit corporations.



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

Dated: December 08, 2016

Director of Commerce and Consumer Affairs

## BUDGET REQUEST BY SOURCE OF FUNDS

Period: July 1, 2017 to June 30, 2018

Applicant: Maui Youth and Family Services

BUDGET CATEGORIES	Total State Funds Requested (a)	Total Federal Funds Requested (b)	Total County Funds Requested (c)	Total Private/Other Funds Requested (d)
A. PERSONNEL COST				
1. Salaries				
2. Payroll Taxes & Assessments				
3. Fringe Benefits				
TOTAL PERSONNEL COST				
B. OTHER CURRENT EXPENSES				
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				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
TOTAL OTHER CURRENT EXPENSES				
C. EQUIPMENT PURCHASES				
D. MOTOR VEHICLE PURCHASES				
E. CAPITAL	1,000,000	0	100,000	1,438,000
<b>TOTAL (A+B+C+D+E)</b>	<b>2,538,000</b>			
<b>SOURCES OF FUNDING</b>		Budget Prepared By:		
(a) Total State Funds Requested	1,000,000	Jud Cunningham (808)579-8414 ext. 8110		
(b) Total Federal Funds Requested	0	Name (Please type or print) Phone		
(c) Total County Funds Requested	100,000	[REDACTED] 1/18/2017		
(d) Total Private/Other Funds Requested	1,438,000	Date		
<b>TOTAL BUDGET</b>	<b>2,538,000</b>	Jud Cunningham, CEO Name and Title (Please type or print)		

## BUDGET JUSTIFICATION - PERSONNEL SALARIES AND WAGES

Period: July 1, 2017 to June 30, 2018

Applicant: Maui Youth and Family Services

POSITION TITLE	FULL TIME EQUIVALENT	ANNUAL SALARY A	% OF TIME ALLOCATED TO GRANT REQUEST B	TOTAL STATE FUNDS REQUESTED (A x B)
Not Applicable				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>TOTAL:</b>				
<b>JUSTIFICATION/COMMENTS:</b>				

## BUDGET JUSTIFICATION - EQUIPMENT AND MOTOR VEHICLES

Period: July 1, 2017 to June 30, 2018

Applicant: Maui Youth and Family Services

NOT APPLICABLE

DESCRIPTION EQUIPMENT	NO. OF ITEMS	COST PER ITEM	TOTAL COST	TOTAL BUDGETED
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	
TOTAL:				

JUSTIFICATION/COMMENTS:

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

JUSTIFICATION/COMMENTS:

## BUDGET JUSTIFICATION - CAPITAL PROJECT DETAILS

Period: July 1, 2017 to June 30, 2018

Applicant: Maui Youth and Family Services

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: 2015-2016	FY: 2016-2017	FY:2017-2018	FY:2017-2018	FY:2018-2019	FY:2019-2020
PLANS	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DESIGN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CONSTRUCTION	\$ 525,000	\$ 150,000	\$ 1,000,000	\$ 1,188,000	\$ -	\$ -
EQUIPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$525,000</b>	<b>\$ 150,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,388,000</b>	<b>\$ -</b>	<b>\$ -</b>

**JUSTIFICATION/COMMENT** A new building is needed because the existing MYFS program service building is approximately eighty years old and is in an extremely poor state of repair, unable to adequately accommodate administrative and other services essential to the effective operations of MYFS and the other two members of the Tri-Partnership.

**GOVERNMENT CONTRACTS AND / OR GRANTS**

Applicant: Maui Youth and Family Services

Contracts Total: \$ **72,000**

	<b>CONTRACT DESCRIPTION</b>	<b>EFFECTIVE DATES</b>	<b>AGENCY</b>	<b>GOVERNMENT ENTITY</b> (U.S. / State / Haw / Hon / Kau / Mau)	<b>CONTRACT VALUE</b>
1	Grant to enable youth in MYFS' Adolescent Outpatient Substance Abuse Treatment Program to participate in glass blowing classes and other community activities as well as to support staff trainings for that program	Grant funds received September 2015; No time-frame as long as funds remain earmarked	The Walker Family Charitable Fund		20,000
2	Grant to (1) provide financial aid to former foster youth for costs associated with getting a driver's license and/or a GED, paying for first month's rent/deposit, paying for travel for educational purposes (ex: gas for school) and buying school supplies and or job-related items (work-appropriate attire); (2) purchase incentives (gift cards, other items) for youth in the Adolescent Outpatient Substance Abuse Treatment Program; (3) pay for activities for Therapeutic Foster Care youth and parents; (4) send former foster and homeless youth on fun excursions	Grant funds received September 2015; No time-frame as long as funds remain earmarked	T. Yates Exley Charitable Fund		5,000
3	Grant to provide financial aid to former foster youth for costs associated with getting a driver's license and/or a GED, paying for first month's rent/deposit, paying for travel for educational purposes (ex: gas for school) and buying school supplies	Grant funds received October 2015; No time-frame as long as funds remain earmarked	Sangham Foundation		2,500
4	Grant to provide financial aid to former foster and homeless youth for rental costs and deposits	Grant Period: 11/1/15 - 6/30/17	Central Pacific Bank Foundation		5,000
5	Project Venture Mentorship Pilot Project (high school student peer mentors providing guidance to at-risk middle school-age youth)	Grant Period: 3/7/16 - 6/30/17	Atherton Family Foundation (through Hawaii Community Foundation)		10,000



	CONTRACT DESCRIPTION	EFFECTIVE DATES	AGENCY	GOVERNMENT ENTITY (U.S. / State / Haw / Hon / Kau / Mau)	CONTRACT VALUE
6	Project Venture Mentorship Pilot Project (high school student peer mentors providing guidance to at-risk middle school-age youth)	Grant Period: 4/22/16 - 6/30/17	Fred Baldwin Memorial Foundation (through Hawaii Community Foundation)		5,000
7	Grant to provide financial aid to former foster youth for costs associated with getting a driver's license and/or a GED, paying for first month's rent/deposit, paying for travel for educational purposes (ex: gas for school) and buying school supplies and	Grant Period: No time-frame as long as funds remain earmarked	Sangham Foundation		1,000
8	Operating support (unrestricted)	Grant funds received in November 2016	Kent & Polli Smith Family Fund of the Hawaii Community Foundation		1,000
9	Operating support (unrestricted)	Grant Period: 11/1/16 - 10/31/17	Hawaii Community Foundation FLEX Grants Program -- Discretionary General Fund		10,000
10	Operating support (unrestricted)	Grant Period: 11/1/16 - 10/31/17	Hawaii Community Foundation FLEX Grants Program -- Omidyar 'Ohana Fund of the HCF		10,000
11	Operating support (unrestricted)	Grant Period: 11/1/16 - 10/31/17	Hawaii Community Foundation FLEX Grants Program -- Kent & Polli Smith Family Fund of the HCF		2,500
12					
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**DECLARATION STATEMENT OF  
APPLICANTS FOR GRANTS PURSUANT TO  
CHAPTER 42F, HAWAII REVISIED STATUTES**

The undersigned authorized representative of the applicant certifies the following:

- 1) The applicant meets and will comply with all of the following standards for the award of grants pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is licensed or accredited, in accordance with federal, state, or county statutes, rules, or ordinances, to conduct the activities or provide the services for which a grant is awarded;
  - b) Complies with all applicable federal and state laws prohibiting discrimination against any person on the basis of race, color, national origin, religion, creed, sex, age, sexual orientation, or disability;
  - c) Agrees not to use state funds for entertainment or lobbying activities; and
  - d) Allows the state agency to which funds for the grant were appropriated for expenditure, legislative committees and their staff, and the auditor full access to their records, reports, files, and other related documents and information for purposes of monitoring, measuring the effectiveness, and ensuring the proper expenditure of the grant.
- 2) If the applicant is an organization, the applicant meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is incorporated under the laws of the State; and
  - b) Has bylaws or policies that describe the manner in which the activities or services for which a grant is awarded shall be conducted or provided.
- 3) If the applicant is a non-profit organization, it meets the following requirements pursuant to Section 42F-103, Hawaii Revised Statutes:
  - a) Is determined and designated to be a non-profit organization by the Internal Revenue Service; and
  - b) Has a governing board whose members have no material conflict of interest and serve without compensation.

Pursuant to Section 42F-103, Hawaii Revised Statutes, for grants used for the acquisition of land, when the organization discontinues the activities or services on the land acquired for which the grant was awarded and disposes of the land in fee simple or by lease, the organization shall negotiate with the expending agency for a lump sum or installment repayment to the State of the amount of the grant used for the acquisition of the land.

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

**Jud Cunningham, Maui Youth and Family Services**

(Typed Name of Individual or Organization)



**1/18/17**

(Date)

**Jud Cunningham,**

(Typed Name)

**CEO**

(Title)